

Pathways to Project Success

AUGUST 2010

Corrective Action Plan (CAP) Corner:

Project and Contract Change Control Management

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The DOE Report, *Root Cause Analysis (RCA), Contract and Project Management*, dated April 2008, identified the key elements necessary to make meaningful changes required to consistently deliver projects within cost and schedule performance parameters. One of the corrective measures identified in the Corrective Action Plan to the DOE RCA Report was a near-term action to enhance the change control process for capital asset projects subject to DOE O 413.3A. This included the proper and timely integration of project and contract change control management processes that should lead to successful project execution.

In support of the near-term action to provide guidance for proper and effective change control

management processes, OECM is currently developing a DOE Change Control Guide to assist DOE Federal Project Directors (FPDs) and Contracting Officers (COs) to ensure project baseline changes remain aligned. When contract changes are required, the project baseline is updated to reflect the new work requirements, which the contractor is contractually obligated to perform. Conversely, when a project team identifies changes, the contract may also require a change in a timely manner. Accurate project baselines and current contracts, from a performance cost, schedule and contract management perspective, are imperative to project success and to the success of DOE Programs.

The change control processes in the proposed guide capture the steps that are recommended to be taken to ensure the contract and the project

baseline are always coordinated. The processes clearly set forth the steps to be taken, who is involved in those steps and present the decision-making flow of the various steps. These processes are appropriate to all types of contracts and may be tailored depending upon the complexity, financial and risk exposure to the government. DOE Programs may use alternate methodologies for managing project change control that are more suitable to the Programs' types of projects.

The proposed draft DOE G 413.3-20, *Change Control Management*, will initially be vetted informally through the DOE Programs and sites for comments prior to entering the more formal DOE review and comment process. The guide is currently scheduled to be published in November 2010.

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Federal Project Director (FPD) Corner:

Certification Review Board Update

The Certification Review Board (CRB or the Board) convened on Friday, July 16, 2010, to discuss a wide range of topics. The Board is currently evaluating methods on how it can assist the different Programs to ensure all current and future DOE projects are managed by FPDs with the appropriate level of PMCDP certification.

The CRB granted certification to the following candidate:

Stephen H. Pfaff (EM), Richland, WA – Level I.

Congratulations to our newly certified FPD!

Welcome Aboard!

The PMCDP team would like to introduce our newest PMCDP Program point-of-contact (POC), Cliff Carpenter. Cliff will be replacing Ronald Staubly as the PMCDP's representative from the Office of Legacy Management.

For an updated listing of the PMCDP's Program POCs, please visit our website listed below. The "PMCDP points-of-contact link" appears near the bottom of the web page.

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

Question of the Month

Question: I am currently a certified FPD and am working toward completing my biennial continuing education (CE) requirement for maintaining my PMCDP certification. I am not certain what types of CE activities are applicable, nor do I know how to enter these hours in the Corporate Human Resources Information Service/Employee Self Service (CHRIS/ESS) system.

Answer: The PMCDP has developed a specific list of the different activities that will count toward your CE requirement. The PMCDP Continuing

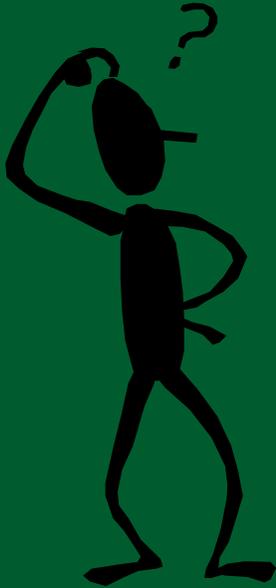
Education Credit Assignment Table is available for download on the PMCDP website listed below (see first link).

The table also appears in Section 7 of the January 2010 version of the PMCDP Certification and Equivalency Guidelines document.

The PMCDP offers a tutorial that provides assistance navigating the PMCDP module in the CHRIS/ESS system. The tutorial is available on our website listed below (see second link). Please reference Chapter 7, *Continuing Education Hour Request*.

http://www.management.energy.gov/project_management/1583.htm

http://www.management.energy.gov/project_management/1690.htm



PMCDP Conducts Benchmark Study

By Linda J. Ott, PMP

PMCDP Analyst

OECEM

To become the best, you must learn from the best. PMCDP conducted a survey from December 2009 through April 2010 to benchmark its career development program against comparable programs in the federal government and industry. In addition to the DOE PMCDP, the following organizations completed surveys: Department of Homeland Security; National Aeronautics and Space Administration; General Services Administration, Region 3, Public Building Services; and International Business Machines from the private sector. Project management development data, from Energy Facility Contractors Group's benchmarking study on contractors who support DOE, was also reviewed for this study.

This benchmarking study takes a focused look at project management career development programs in several key areas: training scheduling and delivery; certification requirements and process; budgeting and resources; evaluation and assessment; and program governance. DOE included both government and industry organizations that are recognized for promoting and instituting project management best practices in their organizations. The goal of this study is to leverage and share best practices and lessons learned from these organizations.

Highlighted findings from the survey include:

- DOE's PMCDP curriculum, training and continuous improvement practices align with the leaders in project management career development programs.
- PMCDP Technical Content Advisor and audi-

tor processes have resulted in improved quality of the training materials.

- Benchmarking study respondents recognized improved training delivery by using in-house leadership and experts to support the content delivery. PMCDP will encourage more DOE leadership and accomplished federal project directors to share their lessons learned and best practices in the classroom.
- PMCDP is able to use similar practices to determine program effectiveness and value to the organization from the study. These include recognition, outside the program, of its value and improved project performance over the last five years that can be linked to better trained and higher quality project managers.

PMCDP Course Schedule

Start	End	Course	PDU's	Location	PMCDP Info	CHRIS Code/ Session	Registration Restrictions
August 2010							
8/2/10	8/5/10	Federal Budgeting Process in DOE	28	Los Alamos, NM (Canyon School)	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 (Idaho Operations)	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 (ETS)	Level 1 Elective	001936/0010	None
8/23/10	8/26/10	Advanced Risk Management	21	Idaho Falls, ID (Idaho Operations)	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 (OR Federal Building)	Level 1 Core Course	001022/0042	None
9/28-30/10							
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 (Canyon School)	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 (Headquarters)	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 (Idaho Operations)	Level 2 Core Course	001045/0020	None
9/20/10	9/21/10	Effective Program and Project Communication	14	Livermore, CA (Lawrence Livermore National Laboratory)	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, CA (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 (Canyon School)	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 (Idaho Operations)	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

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 Course	001033/0028	None
10/13/10	10/15/10	Environmental Laws & Regulations	N/A	Aiken, SC (Savannah River)	Level 2 Elective	001046/0023	None
10/19/10	10/21/10	Performance-Based Management Contracting	21	Richland, WA (HAMMER)	Level 1 Core Course	001951/0007	None
10/25/10	10/29/10	Acquisition Management for Technical Personnel	32	Los Alamos, NM (Canyon School)	Level 1 Core Course	000145/0024	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

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
- Marylee Baker, Lead Professional Career Development Analyst: Marylee.Baker@hq.doe.gov
- Peter J. O'Konski, P.E., CEM, PMP, LEED AP, Director, Office of Facilities Management and Professional Development: Peter.O'Konski@hq.doe.gov