

# ANNUAL REPORT

## PROJECT MANAGEMENT WORKING GROUP

### 1. Introduction

- ◆ **Executive Summary.** The Project Management Working Group (PMWG) successfully completed their first full year of operation. The working group focus was on areas that were of major interest to the DOE: Management of change over time, graded approaches to project controls, training and Risk and Contingency Management. The focus areas were refined at 2 workshops and 12 presentations to the UC Project Management Symposium. By the end of the year the working group had issued 2 white papers and had 2 more near completion.
- ◆ **Purpose.** The purpose of the Project Management Working Group (PMWG) is to promote project management excellence in the execution of Department of Energy (DOE) projects by sharing best industrial practices, applying lessons learned and providing integrated recommendations to the Department of Energy. The PMWG intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as they relate to Project Management.
- ◆ **Objectives.** The PMWG is committed to the following objectives:
  - Enable success of DOE Projects
  - Enhance collaboration among DOE contractors
  - Facilitate the exchange of successful Project Management Programs
  - Promote training of Project Managers
  - Develop strategic alliances
  - Meet the overall objectives of EFCOG
- ◆ **Scope,** The Group's scope includes the areas of Project Management as defined in the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK), 2000 Edition. This includes Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resources Management, Communications Management, Risk Management, and Procurement Management, as well as industry standards and DOE regulations. Communication with other EFCOG groups will ensure that no redundant work occurs.

## 2. Membership

### ***EFCOG PM Working Group***

Name	Organization
Joel Eacker	CH2M Hill Hanford
Sam Formby (Vice Chair)	Westinghouse Savannah River Site
George Jackson	Fluor Hanford
Asa Kelley	Y12
Bryant L. (Dell) Morgan	Oak Ridge National Lab.
Peter Offringa (Chair)	University of California
Thomas Roche	ABS Consulting
Frank Russo	Bechtel National
Oly Serrano	CDM
Kenny Stewart	PANTEX
Lynne Schluter	Sandia National Labs.
Rich Tosetti	Bechtel National
Robert B. Wilkinson	Framatome ANP
Total	13

### ***Steering Committee***

Name	Location
Rollin Frenck	NNSA Bldg., B-121
Daniel R. Lehman	Germantown, SC-81
James (Jim) A. Rispoli	Forrestal Bldg., ME-90

## 3. Objectives and Achievements

- ◆ The PMWG consolidated the six Focal Areas from the previous year into 4 areas:
  1. Impact of Change over Time. Determining ways to improve our ability to accommodate change throughout the life cycle of a project.
  2. Risk and Contingency Management. Enhancing evaluation of risk and allocation of contingency..
  3. Tailored Project Controls. Improve our ability to fit project controls to project scope and to use them more effectively as management and predictive tools.
  4. Training. Identifying standards for training of PM and other project personnel.

- ◆ Progress on the 4 focal Areas was briefed to the EFCOG Board of Directors on December 2, 2004. Input from the committee was incorporated into the Focal Area White Papers.
- ◆ Working Group activities were closely coordinated with the DOE Sponsor (Jim Rispoli) and the Steering Committee throughout the year to ensure that the DOE priority needs were being addressed.
- ◆ Teams from the PMWG presented their findings at the University of California Project Management Symposium on May 19 and 20 at Livermore, California. Approximately 250 people from over 20 organizations in the DOE and other Federal Agencies attended the symposium. The findings were discussed in the conference breakout sessions and the White Papers revised as appropriate.
- ◆ The four White Papers were staffed with the Steering Committee in October before being finalized for presentation to the Board of Directors. The Steering Committee agreed with the papers on *Managing Change over Time*, *Tailored Approach to Project Controls* and *Training* (with some modifications). The paper on *Risk and Contingency Management* required some changes to reflect the most current thinking in the DOE. Because the author had to leave the working group because of increased requirements of his corporate job, the paper will be continued over to 2005.
- ◆ Two White Papers, *Managing Change over Time* and *Tailored Approach to Project Controls* were submitted to the EFCOG Executive Board in November. The paper on *Training* is in final revision and will be submitted early in CY 05.

#### **4. Planning for the Next Year**

- ◆ Complete actions on the White Papers from 2004
- ◆ Focus on Earned Value Management System (EVMS) Certification in 2005. Develop products (Templates, Guides, Training Tools and References) that will aid EFCOG contractors and facilitate DOE/DCMA certifications.
- ◆ EVMS has been identified by DOE as one of its most important areas of emphasis during 2005. The PMWG has been requested to assist DOE in this area. The expertise of the working group can assist the EFCOG members in meeting DOE EVMS certification requirements.
- ◆ The working group has scheduled a Focus Meeting at the University of California offices in Oakland, California on February 1 and 2. At this

meeting the group will determine the 3-5 major actions it will undertake that will provide the most value to EFCOG members and the DOE. The working group will establish appropriate subgroups and timelines for these actions. Our goal is to provide critical services as soon as possible and to have all actions completed by yearend.

- ◆ Additional meetings, if needed, will be planned at the Focus Meeting.
- ◆ Other working groups will be involved, as appropriate.

## **5. Lessons Learned**

- ◆ Working Group goals must be clearly stated, well defined and attainable. Because Group members are volunteers with other responsibilities; their expertise must be focused on the most important actions.
- ◆ The Working Group Sponsor and Steering Committee must be fully involved throughout the development of deliverables to ensure products are add value, are timely and are consistent with current DOE policy and ongoing actions.
- ◆ Given the limited travel capability of members, workshops must be centrally located and well planned, to insure most efficient use of available time.

## **6. Effectiveness Evaluation**

- ◆ The working group contributed to the process of developing DOE policy and procedure by raising and helping address important DOE issues.
- ◆ The working group provided helpful approaches and useful techniques in management of change and application of project controls to the contracting community.
- ◆ Because the focus for CY 05 is clear, well defined and of great importance to the DOE and the contracting community, the effectiveness of the working group will be greater in CY 05.

## **7. Recommendations**

- ◆ Working group should be continued.
- ◆ No additional subgroups are needed.