

# PROJECT MANAGEMENT WORKING GROUP (PMWG) ANNUAL REPORT TO THE DIRECTORS (FY 2005)

## 1. Introduction

- **Vision.** The Project Management Working Group provides leadership to improve the application of project management principles and practices and promote the highest quality, most effective and efficient project execution in the Department of Energy (DOE) Complex.
- **Purpose.** The purpose of the Project Management Working Group (PMWG) is to promote project management excellence in the execution of 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:
  1. Enable success of DOE Projects
  2. Enhance collaboration among DOE contractors
  3. Facilitate the exchange of successful Project Management Programs
  4. Promote training of Project Managers
  5. Develop strategic alliances
  6. 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
Michael Cowan	WSMS
Joel Eacker	CH2M Hill Hanford
Jennifer Bates	Y 12
Tom Brown	Argonne National Lab.
George Jackson	Fluor Hanford
Clay Jones	SRS-WSRC
Asa Kelley	Y 12
Rick Martinez	Project Management Corp.
Ron Milner	RW

Ron Miller	Bechtel National
Bryant L. (Dell) Morgan	Oak Ridge National Lab.
TW Morris	Y 12
Chuck Negin	Project Management Corp.
Peter Offringa (Chair)	University of California
Thomas Roche	ABS Consulting
Frank Russo	Bechtel National
Ray Sadesky	PNL
Oly Serrano	CDM
Susan Stiger	Bechtel National
Lynne Schluter	Sandia National Labs.
Mark Sueksdorf	UC-LLNL
Rich Tosetti	Bechtel National
Getachew Worku	Project Management Corp.
Total	23

***Steering Committee***

Name	Location
Thad Konopnicki	Forrestal Bldg., B-121
Daniel R. Lehman	Germantown, SC-81
Mike Donnelly	Forrestal Bldg., ME-90

### 3. Objectives and Achievements

- At the request of the Steering Committee, the PMWG focused all their efforts this year on Earned Value Management (EVM). EVM is a key area within OMB and DOE where development of procedures and dissemination of Lessons Learned will have value throughout the complex. The PMWG chose 3 areas to concentrate on:
- Clearing House for EVM. The working group developed an EVMS Web Site for the contractor community to obtain the latest information on preparing for, conducting and following up on the DOE/DCMA EVMS Certification Review. The web site is operational, and is being tied into the EFCOG website.
- How to Prepare for EVMS Certification. The working group has developed a detailed listing of preparatory actions gathered from those sites/companies that have already undergone certification. The listing, when completed, will be placed on the EVM Website.
- Expanding EVMS to Other Areas. This focus group will concentrate on IT, EM and R&D, in that priority. Case Studies have been assigned to teams for development. For CY 2005, the focus area deliverable will be a white paper presenting the approach to extension of EVM to other areas, with the Case Studies in the paper as deliverables in CY2006.
- Progress on the 3 Focal Areas was briefed to the EFCOG Board of Directors in June 2005. Input from the Directors was incorporated into the Focal Area work products.

- The Working Group held 2 meetings during the year. The first meeting in January developed the Focus Areas to be worked on during the year. The second meeting in July further developed and refined the working group outputs.
- Working Group activities were closely coordinated with the DOE Sponsor and the Steering Committee throughout the year to ensure that the DOE priority needs were being addressed.
- Work Group activities were coordinated with other EFCOG entities through our Sponsoring Director, Tom Gioconda.
- The working group developed a logo that symbolized its commitment to project management excellence supporting the goals of the EFCOG.
- The WG engaged in a series of efforts that developed a priority listing of issues of importance to the DOE. This listing will be maintained and updated periodically to ensure that adequate topics of relevance are available for Working Group action.
- Coordination with the Project Management Institute (PMI) was improved. The PMI Government Relations manager, Valerie Carter, attended our mid-year meeting and presented the activities and capabilities of PMI. Valerie agreed to be our liaison with PMI and attend our meetings, when possible.
- The Working Group membership increased from 18 to 23 during the year.

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

- Complete actions on the Focus Areas of 2005. Update as appropriate.
- The working group has scheduled a Focus Meeting in Washington, DC on January 31-February 1. . 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 for Calendar Year 2006. 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. Conference calls will be scheduled as needed during the year.
- 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.
- Development of Web-based products requires high order computer programming and graphics expertise that is often not readily available.

## **6. Effectiveness Evaluation**

- The working group contributed to the process of developing DOE policy and procedure by raising and helping address issues in a key area of DOE concern. The contributions of the Working Group in the EVM area will improve performance of contractors and increase understanding of the DOE.
- The working group provided helpful approaches and useful techniques in EVM and provided lessons learned to be shared throughout the contractor community and the DOE Complex.
- The Working Group outputs supporting EVMS are particularly timely and valuable to the DOE and the contracting community.

## **7. Recommendations**

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