

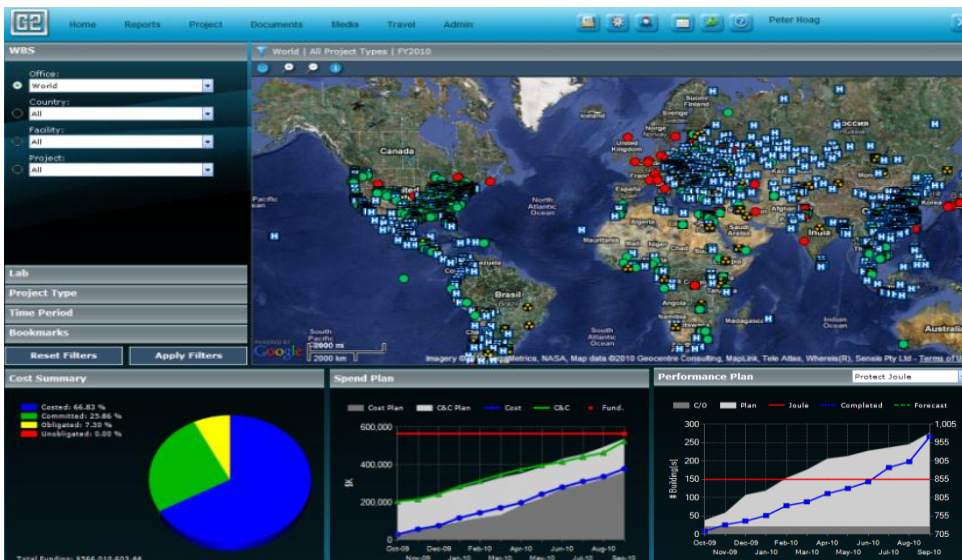
NATIONAL NUCLEAR SECURITY ADMINISTRATION GLOBAL THREAT REDUCTION INITIATIVE

OVERVIEW OF THE GTRI PMIT TO THE EFCOG PMWG

DECEMBER 9, 2011



- ❑ Formed in 2004, GTRI consolidated eight pre-existing programs, each with its own management style, tools, jargon, etc.
- ❑ Key actions taken by GTRI to tackle the challenges:
 - ❑ Rewrote the mission statement and established goals in terms that are easily understood by staff, contractors, and other stakeholders
 - ❑ Developed a Strategic Plan, which documented the mission and goals in a clear, concise, meaningful, and measurable manner
 - ❑ Created new project and cost management tools, which included:
 - ❑ Implementation Criteria Document
 - ❑ Program Management Plan
 - ❑ Program/Portfolio/Project Management System
 - ❑ Created an independent evaluation team to seek ideas to further improve project management processes from an internal and external aspect



G2 Project Management Tool



2010 PMI Distinguished Project of the Year Award

The Failure Issue (April 2011)

- ❑ “When we succeed, we tend to give too much credit to our talents and our model or strategy and too little to external factors and luck”
- ❑ “Success can make us so overconfident that we believe we don’t need to change anything”
- ❑ “We have a tendency not to investigate the causes of good performance”



“Every strike brings me closer to the next home run.”

BABE RUTH
BASEBALL PLAYER

- In the spring of 2011, GTRI established a Project Management Improvement Team (PMIT) to challenge ourselves and implement self-driven improvements to GTRI's project management practices and business tools,

- The PMIT brings together senior Federal executives, DOE National Laboratory leadership, and private industry experts to discuss GTRI management challenges and share successful practices
 - Successful practices can be drawn from and shared with organizations outside of GTRI

- The specific goal of the PMIT is to:
 - Create a forum to network across labs, between labs and HQ, and between government and private industry to share successful practices to further improve GTRI project management and business processes

- A no-fault, non-attribution, safe forum for members to share experiences and provide opportunities to link participants to help one another**
 - Members are encouraged to increase cross-communication and group-learning by openly sharing lessons – both the ones that worked and the ones that didn't work and why
 - Lab performance/practices are not scored or ranked nor are new requirements established
 - The PMIT seeks to foster continual, self-driven improvement to assure that GTRI and each lab achieves the most cost-effective, timely, and measurable results
 - Actions produced in the first meeting resulted in institutional changes at several labs that were announced at the second meeting at ANL in December 2011
- A web-based tool was created for sharing information among members. We are currently creating a prioritized list of common obstacles and potential solutions to achieving additional project/business management improvements**
 - Individual members are responsible for identifying which successful practices would be most useful to their organization
- Meetings are held quarterly with each lab in GTRI hosting on a rotating basis**
- In order to develop a comfort level with each other and facilitate the free exchange of challenges and successful practices members will remain unchanged and substitutes will not fill in if a member is unable to attend a meeting**