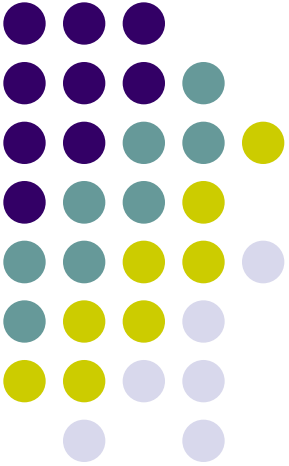
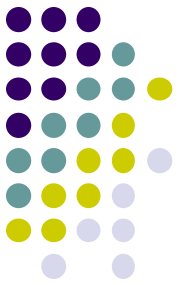


Project Management Working Group FY2010 EFCOG Annual Meeting Update



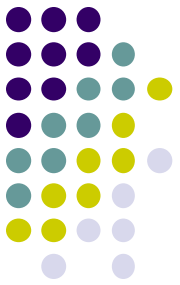
Mark Sueksdorf
LLNL
PMWG Chair
July 27, 2010





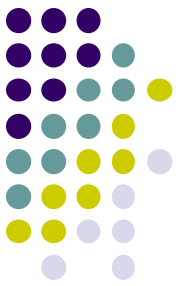
FY10 Achievements to date

- PMWG Presentation at Amelia Island, October 2009
- Winter Meeting, December 2009
 - Established initiatives for FY 2010
 - See meeting notes
- DOE Operations Management Council Action - January 2010
 - Joint Action by EFCOG and NLDC
 - PM Training, Qualification and Certification
 - Survey conducted focused on 14 attributes
 - Outcome: Many common attributes but no universal PM Qual / Certification Program
 - Contractor Best Practices in Project Management
 - High Value Best Practices
 - Critical Success Factors
 - Results Transmitted to Deputy Secretary 1/18/10
 - Reports on EFCOG Website PMWG tab



FY 10 Achievements (continued)

- EFCOG's Knowledge Portal Review at WM 2010 Symposium
 - Numerous Working Groups in attendance
 - PMWG Purpose and Strategic Objectives
 - FY10 Initiatives and Status Updates
 - Opportunity for Working Group Meeting / Collaboration
- Construction Management Subgroup Meeting, March 2010
 - Focus areas
 - Acquisition Strategy
 - Fixed Price Subcontracting
 - Lack of Qualified Vendors
- Cost Estimating Subgroup Annual Workshop, April 2010
 - 40 + attendees
 - Focus on Order 415
 - Strong Customer Sponsor Support



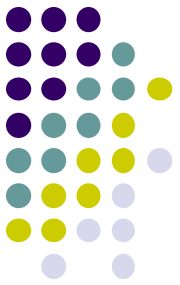
FY 10 Achievements (continued)

- Supported DOE PM Corrective Action Plan (CAP) Effort
 - 8 Corrective Measures Total, 5 supported / worked in 2010
 - Strengthen Front-End Planning
 - Project Definition Rating Index Guide
 - Workforce Enhancement/Staffing Model
 - Guide issued with several staffing model methods
 - Recognition of M&O role in PM Team
 - Cost Estimating Improvement
 - Estimating Workshop & Order 415 Review
 - Project Oversight and Management
 - PARS II Integrated Project Team Support
 - Peer Review Initiative
 - Project Management Requirements
 - Participated in 413.3B draft preparation and comment
 - Deputy Secretary's review of 413 and 415



FY10 Achievements To Go

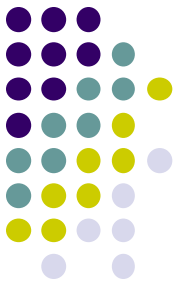
- PMWG Summer Meeting, July 2010, Newport Beach, CA
- Continue Corrective Measure Support
- Support PARS II Implementation
- Evaluate/Update EVMS Clearinghouse Website
- Evaluate need for Order 413.3 Training Course
- Publish PM in R&D White Paper
- Complete Peer Review White Paper
- Construction Management Subgroup
 - Working meeting in July 2010,
 - Complete White Paper on Acquisition Strategy
- Prepare Annual Report



FY11 Planned Activities

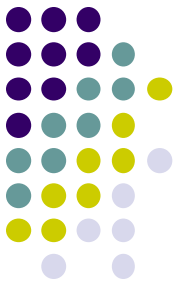
- Support Implementation of Corrective Measures
- Continued ARRA Project Management Support
- Construction Management Sub Group Initiatives
- Annual Cost Estimating Workshop
- Continued Collaboration with:
 - PMI
 - AACE International
 - Human Capital Working Group
 - Engineering Practices Working Group
 - Acquisition Management Working Group
 - ISM & Quality Assurance Working Group
- Identify Project Management Best Practices

Best Practices Development Status



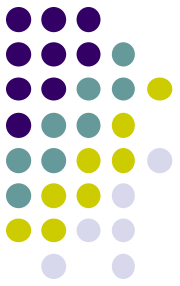
- Project Management in R&D White Paper
 - Presents best practice PM techniques tailored to R&D
 - Technology/Research Readiness assessment
 - Progressive Scope/Baseline Definition
 - Configuration Management / Trending
 - Earned Value Techniques
 - Publish in July 2010
- Peer Review White Paper
 - Latest Revision of Order 413.3 requires Peer Review
 - Over \$100M, Post CD-2, Annual Peer Review
 - Possibility to identify best practices
 - Review in 1st Draft in July 2010, Publish in September

General Session: Notes

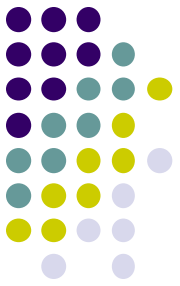


- ARRA Best Practices may migrate to base program
- FY11 CR; FY12 Budget Pressure
- Human Capital / Succession Planning (S&T)
- ARRA Worker Transition
- EM Requests for Equitable Adjustments
- Sustainability (EFCOG will play a role)
 - Executive Order 13514 (GHG reduction by 2020)

Back up slides

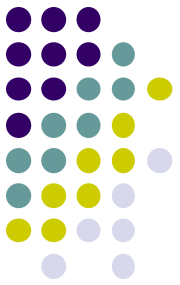


Results of Survey on PM Certifications



- Joint action by EFCOG and National Laboratory Directors Council (NLDC) to describe field implementation of PM certification programs
 - Survey conducted
 - Results transmitted January 18, 2010, Daniel B Poneman, Deputy Secretary of Energy
- Outcome
 - No universal project management qualification program
 - Performance Management Process and individual development plans progression

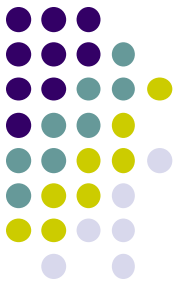
Attributes of Survey on PM Certifications



- Survey
 - PM Qualification/Competency Model
 - Number of Qualification Levels
 - Project Risk Evaluation Processes (Prior to PM Assignment)
 - Internal PM Training
 - External PM Training
 - Internal PM Certification Process
 - External PM Certification Process
 - Continuing Education Requirements
 - Mentor/Protégé Process
 - PM Lessons Learned/Knowledge Management
 - HR Career Track/Individual Development
 - Succession Planning
 - Recognition as a Critical Skill
 - Certified EVMS Tools/Training

Approaches adhere to basic principles inherent to all PM qualification programs and produce highly qualified project managers to meet risk-based needs

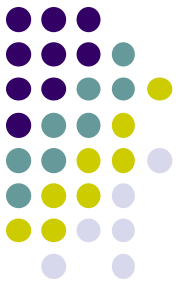
R&D White Paper Preview (Project Management Institute)



- The objective of the *Project Management in Research and Development* white paper (under development) is to establish a clear and concise value proposition for the use of project management principles in the delivery of R&D projects that is universally acceptable to the principal investigator/scientist and the activity customer
 - R&D projects have unique attributes as a category within the DOE portfolio
 - A structure approach and framework for the execution of smaller, non-413.3 R&D projects can provide beneficial results
 - Utilizing tools and techniques allow for common R&D characteristics
 - Greater scope variability at later stages of project execution
 - Managing risks within the discrete cost and schedule parameters are desirable results
 - Recent U.S. General Accounting Office (GAO) finding indicated the need for a more structured approach to managing R&D projects
 - The ability of researchers to use existing highly structured approach (DOE O 413.3A) on smaller projects is problematic
 - Tailored processes and tools are needed

Effective application of PM techniques on R&D projects can result in improved project performance (cost and schedule) while achieving technical performance goals

Identification of Best Practices in Project Management



- EFCOG PMWG and NLDC's Chief Operating Officers working group contractors were surveyed. EFCOG and NLDC together represents over 60 DOE contractors
- High Value Best Practices:
 - Project Manager Qualifications and Experience
 - Risk Management
 - Integrated Safety Management
 - EVMS
 - Acquisition Management
- Critical Success Factors: The factors that differentiate between project success and failure are often related to leadership and the nature of relationships among the various parties that come together to deliver the completed project
 - Institutional ownership
 - Leadership and peer involvement
 - Contractor-DOE working relationship