

Management System: [Project Management](#)

Subject Area: Project Delivery

Point of Contact: John Wood

Management System Owner: Lorie Howard

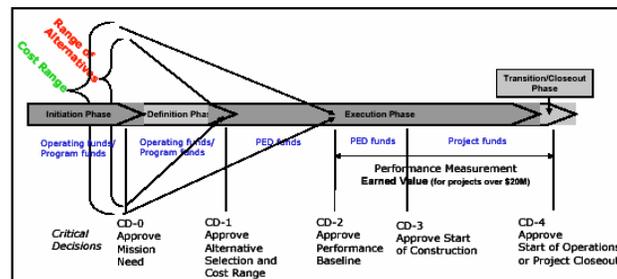
[EMCBC Home Page](#)

Issue Date: 8/1/12

Revision: 1

1.0 Introduction

This subject area provides EMCBC procedures and tools for managing the delivery of a project scope, cost, and schedule utilizing project management principles. The application of project management is required for all capital asset acquisitions with a total project cost (TPC) that exceeds \$50 million. Projects that are less than \$50 million should follow this subject area in a tailored approach.



Project Management Phases

It is important to recognize that a good portion of the Project Management function is carried out continuously over the whole life cycle or in multiple phases (e.g., risk management) and these topics should be addressed in general terms and not strictly associated with a specific phase. EM projects are complex endeavors. In some aspects EM projects are no different than other large complex construction projects with the same tools, methods, and techniques applied to manage them. The difference is that the one-of-a-kind/first-of-a-kind nature of many EM projects, and the cost and schedule risk associated with such projects, requires even more emphasis on the application of appropriate project management tools allowing for the examination and acceptance of “high value” early project innovation and “low value” of late project innovation as a means of ensuring the delivery of projects within established cost and schedule baselines. It is anticipated that this subject area will provide the Federal Project Director and the Integrated Project Team (IPT) some helpful instructions and examples to start and complete the various projects within the agreed upon baselines that carry-out EM's mission.

2.0 Contents

This subject area provides instruction/guidance for the following phases of Project Delivery:

Procedures	Procedure Content
1. Managing the Project Initiation Phase	<ul style="list-style-type: none"> a. Establish the initial IPT. b. Prepare a Mission Need Statement (MNS). c. Submit a Funding Request. d. Develop an Initial Tailoring Strategy for Project Critical Decisions (CDs). e. Initiate Project Assessment Reporting System (PARS) Status Reporting. f. Initiate Quarterly Project Reviews.
2. Managing the Project Definition Phase	<ul style="list-style-type: none"> a. Update the Membership of the IPT. b. Develop an Acquisition Strategy. c. Develop a Conceptual Design Report. d. Initiate the Preliminary Hazard Analysis. e. Document Space Bank Consideration. f. Initiate the Environmental and Permitting Documentation. g. Prepare an Acquisition Plan. h. Perform a verification of the Quality Assurance (QA) Program. i. Develop a Preliminary Project Execution Plan (PEP). j. Develop a Project Risk Management Plan. k. Prepare a Preliminary Security Vulnerability Assessment Report. l. Submit a Funding Request. m. Perform a Conceptual Design Review. n. Perform an Internal Project Review.
3. Managing the Project Execution Phase	<ul style="list-style-type: none"> a. Update the Membership of the IPT. b. Initiate and complete Preliminary Design. c. Initiate and complete Final Design. d. Establish the Project Performance Baseline in compliance with the EM Corporate Work Breakdown Structure. e. Prepare the Hazard Analysis Documentation. f. Finalize the Environmental and Permitting Documentation.

	<ul style="list-style-type: none"> g. Perform a re-verification of the QA Program. h. Finalize the PEP. i. Finalize the Project Risk Management Plan. j. Implement the Value Management/Engineering Processes. k. Implement the Configuration Management Process. l. Use and validate an Earned Value Management System (EVMS). m. Update the Preliminary Security Vulnerability Assessment Report. n. Prepare Construction Project Safety and Health Plan o. Submit a Funding Request. p. Perform a Preliminary Design Review. q. Perform a Final Design Review. r. Perform a Baseline Validation and Execution Readiness Reviews. s. Conduct Internal Project Review.
<p>4. Managing the Project Transition/Closeout Phase</p>	<ul style="list-style-type: none"> a. Update the Membership of the IPT. b. Prepare of the Hazard Analysis Documentation. c. Prepare the Permitting Documentation. d. Prepare a Checkout, Testing, and Commissioning Plan. e. Prepare a Project Transition to Operations Plan. f. Complete project-required Operational Documentation. g. Perform a Readiness Assessment or an Operational Readiness Review. h. Perform a verification of the Attainment of Key Performance Parameters or Project Completion Criteria. i. Prepare a Lessons Learned Report. j. Prepare a Final Project Closeout Report.

3.0 Exhibits/Forms

4.0 Requirements and References

- [DOE O 413.3B](#), *Program and Project Management for the Acquisition of Capital Assets*

- [10 CFR 830, Subpart A](#), [Nuclear Safety Management] Quality Assurance Requirements
- [10 CFR Part 1021](#) National Environmental Policy Act (NEPA) Implementing Procedures for DOE
- ANSI/EIA-649, *National Consensus Standard for Configuration Management*
- [ANSI/EIA-748-B](#), *Earned Value Management System (EVMS)*
- [DOE G 413.3-1](#), *Managing Design and Construction Using Systems Engineering for Use with DOE O 413.3A*
- [DOE G 413.3-2](#), *Quality Assurance Guide for Project Management*
- [DOE G 413.3-3](#), *Safeguards and Security for Program and Project Management*
- [DOE G 413.3-5](#), *U.S. Department of Energy Performance Baseline Guide*
- [DOE G 413.3-6A](#), *High Performance Sustainable Building*
- [DOE G 413.3-7](#), *Risk Management Guide*
- [DOE G 413.3-9](#), *U.S. Department of Energy Project Review Guide for Capital Asset Projects*
- [DOE G 413.3-10](#), *Earned Value Management System (EVMS)*
- [DOE G 413.3-13](#), *U.S. Department of Energy Acquisition Strategy Guide for Capital Assets Projects*
- [DOE G 413.3-15](#), *Department of Energy Guide for Project Execution Plans*
- [DOE G 413.3-16](#), *Project Transition/Closeout (CD-4)*
- [DOE G 413.3-17](#), *Mission Need Statement Guide*
- [DOE G 413.3-18](#), *Integrated Project Teams Guide for Use with DOE O 413.3A*
- [DOE O 414.1D](#), *Quality Assurance*
- [DOE O 436.1](#), *Departmental Sustainability*
- [DOE O 470.4B](#), *Safeguards and Security Program*
- OMB Circular A-11 Supplement—[Capital Programming Guide](#)
- [OMB Circular A-109](#), *Major Systems Acquisition*
- [OMB Circular A-123](#), *Management Accountability and Control*
- [OMB Circular A-127](#), *Financial Management Systems*
- [OMB Circular A-130](#), *Management of Federal Information Resources*
- [Process 1, Critical Decision 0, Approve Mission Need](#), of the [Critical Decision \(CD\) Management Subject Area](#)
- *Implementation of the Office of [Environmental Management Corporate Work Breakdown Structure](#), D. Chung/EM-2 memorandum for distribution dated August 26, 2010.*
- DOE EM Guide, [Guide for Project Management Lessons Learned](#), 05/01/11
- [DOE Office of Management \(MA\) Project Management Web site](#)
- [DOE Office of the Chief Financial Officer \(CFO\) \(CF-1\) Web site](#)
- [Project Assessment and Reporting System \(PARS\)](#)
- [DOE Chief Financial Officer Budget Call](#)
- [Project Data Sheet Template for Project Engineering and Design Funding](#)
- [Instructions for OMB Template 300](#)
- [Template for Project Cost Profile](#)
- [Template for OMB Exhibit 300](#)

5.0 Definitions

[Definitions.](#)