

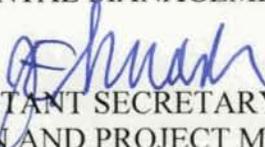


Department of Energy
Washington, DC 20585

October 27, 2008

MEMORANDUM FOR DISTRIBUTION

THROUGH: JAMES M. OWENDOFF 
CHIEF OPERATIONS OFFICER FOR
ENVIRONMENTAL MANAGEMENT

FROM: J. E. SURASH 
DEPUTY ASSISTANT SECRETARY FOR
ACQUISITION AND PROJECT MANAGEMENT

SUBJECT: EM Federal Project Director Certification –
Requirement and Guidance for Mentoring

This memorandum clarifies mentoring requirements for Office of Environmental Management (EM) project management professionals involved in the Project Management Career Development Program (PMCDP). It responds to a National Academy of Public Administration (NAPA) recommendation to improve project management training by developing a mentoring program.

Requirements for mentoring plans and their documentation are contained in DOE Order 361.1B Chapter IV, *Acquisition Career Development Program*, and the DOE PMCDP Implementation Guide. The Order requires the assignment of Level 4 mentors to Level 3 project director candidates. Additionally, PMCDP certification candidates must have individual development plan (IDPs) that address planned training and course work, details, rotational assignments, mentoring agreements, and other developmental activities.

Mentoring plans and assignments shall be formalized, documented and entered into the Employee Self Service PMCDP IDP by both the mentor and candidate. A sample plan is attached to serve as a guide. The agreement itself need not be added to the candidate's application or the mentor's request for continuing education credit but should be kept for reference.

Mentoring does not need to be face-to-face; telephone and video conferences are acceptable. However, face-to-face sessions are encouraged where practical and cost effective. Site visits for purposes of hands-on instruction and observation are especially effective.

Establishing a formal mentor system will build upon EM's project management capability and enhance overall project performance. Most importantly, the potential rewards of mentoring are great for all involved.



If you have any further questions, please contact me at (202) 586-3867 or John Neave, Acting Director for Project Management Oversight, at (301) 903-7678.

Attachment

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DRAFT MENTORING PLAN

Introduction: DOE O 361.1B, *Acquisition Career Development Program*, establishes requirements for formal training certification of Federal Project Directors (FPD).

This Plan proposes to establish a mentoring agreement between **Jane Doe**, ABC Site Office, Level 4 FPD, as mentor and **John Smith**, Level [2 or 3] FPD, XYZ Site Office.

Mentoring provides access to an experienced FPD who can provide guidance and advice in an informal, non-supervisory setting. The purpose of this Mentoring Plan is to specify communications, training and development activities to assist in the development of **Mr. Smith** as Level [3 or 4] FPD.

The following five Executive Core Competencies/Qualifications for Senior Executives will be areas of potential focus along with project management competencies to be pursued during the course of the mentoring period. Other competencies may be included as the mentor gains a better understanding of the protégé's abilities and needs.

1. **Leading Changes**

This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to this competency is the ability to balance change and continuity; to create a work environment that encourages creative thinking; and to maintain focus, intensity and persistence, even under adversity.

2. **Leading People**

The core qualification involves the ability to design and implement strategies that maximize employee potential and foster ethical standards in meeting the organization's vision, mission, and goals.

3. **Results Driven**

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

4. **Business Acumen**

This core qualification involves the ability to acquire and administer human, financial, material, information resources in a manner that instills public trust and accomplishes the organization's mission, and the ability to use new technology to enhance decision making.

5. **Building Coalition/Communications**

The core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

Communication and interactions will include face-to-face meetings, teleconferences, emails, site visits, and participation on project review committees. These interactions will occur at a minimum frequency of once per month. Formal Project Management Career Development Program (PMCDP) or other training courses will be recommended as necessary to meet the requirements for certification and continuing education, as appropriate. **[Include other specific actions/goals as appropriate]**

The mentor agrees to provide constructive advice; the mentor also agrees to complete the required mentor training offered by the Department. **Mr. Smith** agrees to be open to this advice and attempt to incorporate it into his (**her**) PMCDP Individual Development Plan.

The cost associated with implementation of this Plan will be the responsibility of the **XYZ** Project Office.

The six month mentoring period will commence upon the last dated signature below:

Jane Doe, Mentor

Date

John Smith,
Federal Project Director for Project X

Date