

Management System: [Project Management](#)

Subject Area: Project Delivery

Point of Contact: Lorie Howard

Management System Owner: Lorie Howard

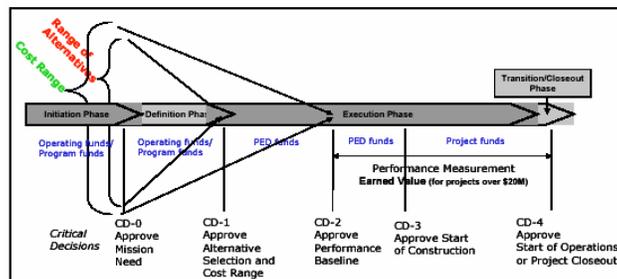
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1.0 Introduction

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

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

3.0 Exhibits/Forms

4.0 Related Information

- [10 CFR 830, Subpart A](#), [Nuclear Safety Management] Quality Assurance Requirements
- [42 U.S.C. § 4321 et seq.](#), National Environmental Policy Act of 1969 (NEPA) , As Amended
- ANSI/EIA-649, National Consensus Standard for Configuration Management
- ANSI/EIA-748-A-1998, 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 413.3-6](#), 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 413.3-11](#), Project Management Lessons Learned
- [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 M 470.4](#), Safeguards and Security Program
- [DOE O 205.1B](#), Department of Energy Cyber Security Management
- [DOE O 414.1D](#), Quality Assurance
- [DOE O 436.1](#), Departmental Sustainability
- [DOE Office of Management \(MA\) Project Management Web site](#)
- [DOE Office of the Chief Financial Officer \(CFO\) \(CF-1\) Web site](#)
- [Instructions for OMB Template 300](#)
- OMB Circular A-109, Major Systems Acquisition – This document is only available in hard copy.
- [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](#)
- [Project Assessment and Reporting System \(PARS\)](#)
- [Project Data Sheet Template](#)
- [Project Data Sheet Template for Project Engineering and Design Funding](#)
- [Template for Project Cost Profile](#)
- [Template for OMB Exhibit 300](#)
- [U.S. Office of Management and Budget \(OMB\) Circular A-11](#), Part 7, Planning, Budgeting, and Acquisition of Capital Assets, and Supplement to Part 7—Capital Programming Guide

5.0 Requirements

Document	Title
DOE O 413.3B	<i>Program and Project Management for the Acquisition of Capital Assets</i>

6.0 Definitions

[Definitions.](#)