



The Deputy Secretary of Energy
Washington, DC 20585
January 17, 2001

MEMORANDUM FOR THE HEADS OF ALL DEPARTMENTAL ELEMENTS

FROM:

T.J. GLAUTHIER

SUBJECT:

PROJECT MANAGEMENT CAREER DEVELOPMENT
PROGRAM (PMCDP)

In my memorandum dated June 25, 1999, I outlined several elements of the Department's Project Management Reform Initiative. This initiative was developed partially in response to the National Research Council's (NRC's) report *Improving Project Management in the Department of Energy*. Several of the NRC's recommendations pertained directly to the professional development of DOE's Federal Project Managers:

- establish a department-wide training program for project managers;
- establish criteria and standards for selecting and assigning project managers;
- require all project managers to be trained and certified.

In my June 25, 1999 memorandum, I directed the Office of the Chief Financial Officer (CFO) to "Develop a Long Term Program for Institutional Capacity Building" and to develop additional guidance for me in early October, 2000. The CFO's Office of Engineering and Construction Management (OECM) has developed the guidance, and I direct that the following actions be taken:

- 1) The OECM will lead a two-year effort to develop and implement the PMCDP.
- 2) The Office of Management and Administration will continue to provide procurement and other administrative support to the OECM and the Task Force.
- 3) The Lead Program Secretarial Offices (LPSOs) will continue their support of the PMCDP by providing Headquarters and Field personnel on a rotational basis to serve on the two-year Task Force.
- 4) A \$1.4 million budget for this effort has been provided in FY 2001 appropriations and a follow-on request of \$1.4 million will be included in the FY 2002 budget.
- 5) OECM will complete the draft Career Development Program to include the project manager's knowledge, skills, abilities and training requirements; a PM career development tracking system; and a project manager certification program by December 1, 2001.
- 6) OECM will manage the PMCDP effort such that the work of the Task Force is completed by December 1, 2002.
- 7) The Office of Procurement and Assistance Management, through the Acquisition Career Development Program Office, will partner with the OECM in structuring and identifying opportunities for rotational assignments with industry, as appropriate, to obtain project management experience as part of the PMCDP.
- 8) Upon completion of the PMCDP module, the OECM will add the PMCDP Module to DOE Order 361.1, Acquisition Career Development Program, as a component of the DOE acquisition workforce program.



This effort is one of the key elements to improving DOE's ability to deliver complex projects within budget, on schedule, and meeting all technical requirements. In combination with the other improvements outlined in my June 25, 1999 memorandum, we are taking significant steps forward in improving DOE's ability to manage construction projects within DOE.