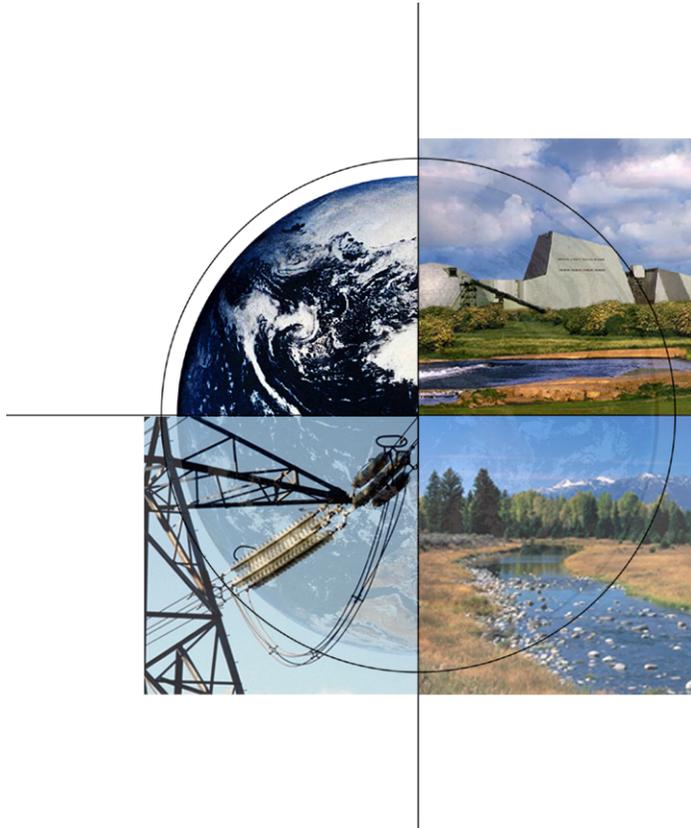


Project Management Expectations



*Robert C. Bedick, Director
Federal Project Management
Center*

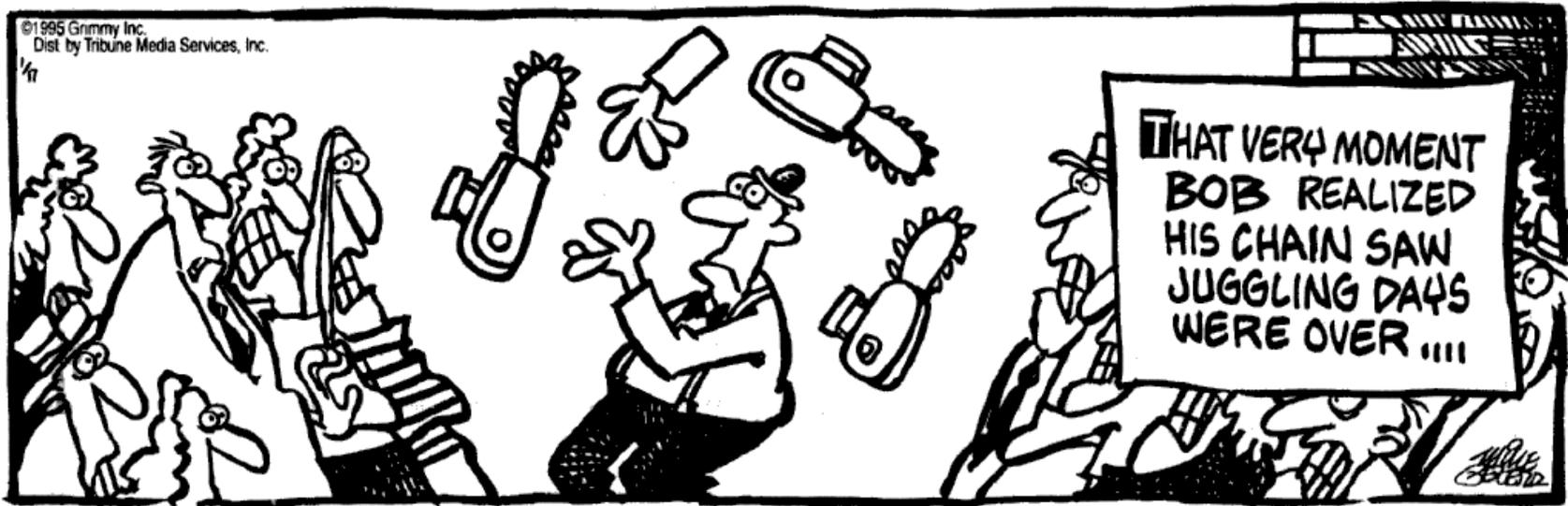
*UCR/HBCU/OMI Conference
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National Energy Technology Laboratory



The Case For Project Management

MOTHER GOOSE & GRIMM • Mike Peters



PMP/Risk: Proposal Considerations

Discussion Topics

- General Topics on Project Management
- Risk Management
- Project Management Expectations
- Concluding Remarks

External Stakeholder Expectations

- 2005 IG Audit Report “Management of Fossil Energy Cooperative Agreements“
- 2007 IG Audit Report “Management Controls Over the DOE’s Superconductivity Partnerships”
- OMB Programmatic Oversight – PARTS/ Carryover Funds
 - “program partners are not held **accountable for cost, schedule, and performance results**”
- DOE Emphasis on Program/Project Management Practices and Training

What Is A Project?

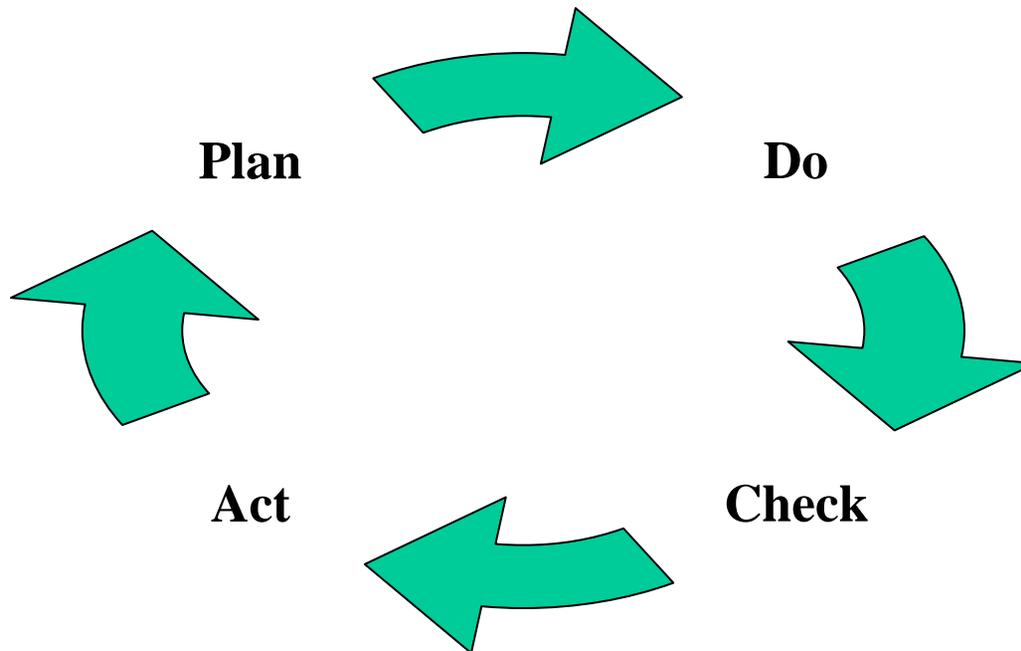
- **A Project** is a temporary endeavor undertaken to create a unique product, service, or result, normally with its own discrete beginning, end, and specified outcomes.
- Is an executable increment or stepping stone of RD&D activity aimed at achieving specific objectives or targets in a specified period.
- May be a single RD&D activity or a group of activities and thus obtain scientific, technical and engineering knowledge of the concept under study.

Project Management Principles

1. Define project objectives/success factors
2. Risks identified and mitigated – pre-planned
3. Managed by qualified individuals
4. Base scope, schedule and budget established
– documented in PM Plan
5. Manage to and report against baseline

Project Management Process

A Guide to the Project Management Body of Knowledge
(PMBOK®Guide) – PMI Global Standard

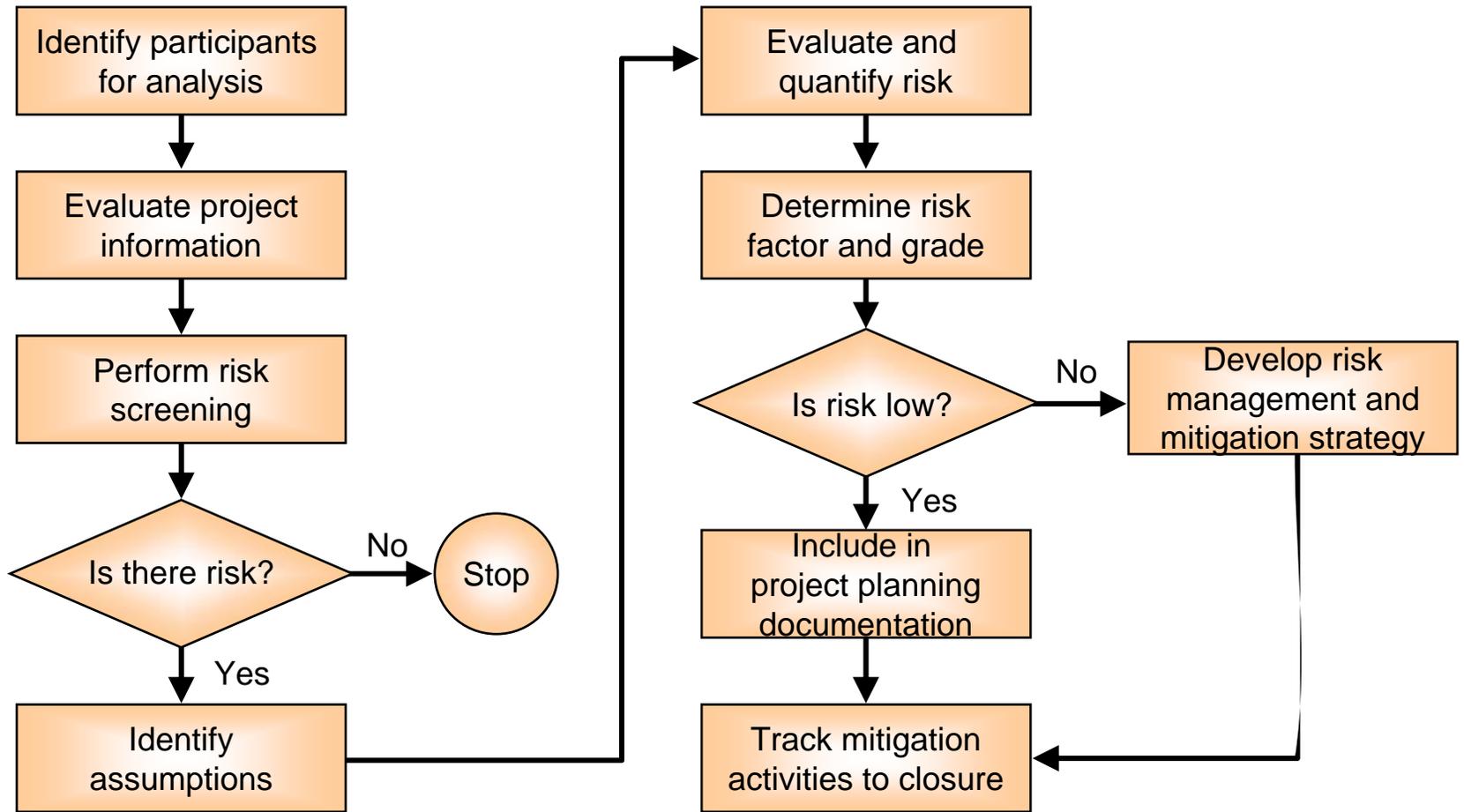


Project Risk & Management

- **Project risk** is a measure of the potential inability to achieve overall project objectives within scope, cost, schedule, and technical constraints.
- **Risk** is inevitable & necessary in R&D!
- **The challenge** is manage risk for every project.
- **Project risk management** is “the systematic process of identifying, analyzing, and responding to project risk.”¹

(1)A Guide to the Project Management Body of Knowledge (PMBOK). Project Management Institute, Inc.

Overview: NETL Risk Assessment and Management Process



Six Main Risk Categories

Category	Description
Financial	Issues associated with project financing and organizational commitment that jeopardize realization of project milestones and objectives
Cost/Schedule	Cost or schedule issues that jeopardize realization of project milestones and objectives
Technical/Scope	Technical or scope related items that jeopardize realization of project milestones and objectives
Management, Planning & Oversight	Management related items, including planning and oversight concerns, that jeopardize realization of project milestones and objectives
ES&H	NEPA and other ES&H items that jeopardize realization of project milestones and objectives
External Influences	Programmatic and other factors external to the project that jeopardize realization of project milestones and objectives

Project Management Plan

- Executive Summary
- Risk Management (may require separate document)
- Milestone Log
- Funding and Costing Profile
- Project Timeline
- Success Criteria
- Attachment by Reference – SOPO

The PMP serves as the base project definition of cost, schedule and scope and is the basis for reporting quarterly progress in the Progress Report, includes consideration of risk.

What are we really looking for in a PMP?

- A brief description of the project that is useful to your project team as a guide to the execution of the work
 - What you plan to do – overall & work elements
 - How much is budgeted to accomplish work elements
 - How long you expect to take for each work element
 - How you plan to spend the funds & on what
 - How you know you're on track – milestones
 - What problems (risks) could develop & what you plan to do
 - How you'll know you're successful
- A simple PMP could be no longer than 10 pages; a complex one could run to 100 pages or more



What you do to manage risk?

- NETL doesn't know, but the expectation is you do
- Identify uncertainties up front & what you would do to resolve the problems
- Execute project in accordance with PMP
- Update PMP when required
- Report quarterly on progress relative to PMP
- Include ongoing risk management measures in progress updates



What's in a Management Progress Report?

- Progress relative to planned cost and schedule and milestones, specifically variances from the PMP
- Identification of problems and issues, as well as approaches to be taken to resolve them (for defined risk or new risk events)
- Project technical results & status
- Outlook for future



Why are Management Progress Reports important?

- Primary communication tool
- Validates **accountability** to project objectives
- Opportunity to assess progress and make necessary course corrections
- Facilitates development of Final Analysis & Report



Concluding Remarks: The Case For Project Management

- Project management discipline is essential to balance scope, quality, time, budget, risk, resources, and other constraints in order to achieve project objectives and consistent outcomes (success)
- Project management discipline is a marketable skill
 - PMI PMP Certification recognized internationally
 - U.S. and foreign Universities offer degreed programs accredited by PMI
 - Excellent fit with scientific/engineering disciplines – adds leadership, communications, business, financial, and other practical skills
- Project management skills can be a key to personal success in complex R&D undertakings & job opportunities

The Case For Project Management



Questions? Comments?



Thank You!

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