



Department of Energy

Washington, DC 20585

February 20, 2014

JM CHRONOLOGY

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OUT FOR REVIEW 2/24/14

DRB DISCUSSION 3/6/14

MEMORANDUM FOR INGRID KOLB

DIRECTOR, OFFICE OF MANAGEMENT

THROUGH:

KEVIN T. HAGERTY

DIRECTOR, OFFICE OF INFORMATION RESOURCES

FROM:

ROBERT F. BRESE

CHIEF INFORMATION OFFICER

SUBJECT:

Notice of Intent to Develop DOE G 415.1 Information Technology Project Execution Model Guide

PURPOSE: The proposed Department of Energy G 415.1 will support consistent and effective implementation of DOE O 415.1, Information Technology Project Management, dated 12-03-2012. The proposed guide will assist IT Program and Project Managers in effectively managing and applying sound project management to IT projects subject to that order.

JUSTIFICATION: DOE G 415.1 provides a formal, structured, integrated, and standard approach to managing DOE IT projects and programs while allowing for flexibility to meet the unique business needs, principles, and environmental factors of each DOE Element. The guide emphasizes acceptable, non-mandatory means for meeting requirements contained in DOE regulations and directives.

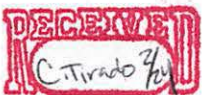
The guide applies to all DOE organizational elements, including National Nuclear Security Administration organizational elements, with IT projects that are subject to DOE O 415.1. Participants from various functional and cross-functional teams within and outside the Office of the Chief Information Officer (including the lab community) will be actively engaged in the development of the guide through their attendance in review meetings, one-on-one sessions, and providing feedback, comments, and suggestions.

There are no valid external, consensus or other Standards available which can be used in place of this directive.

IMPACT: The proposed directive does not duplicate existing laws, regulations or national standards and it does not create undue burden on the Department.

The benefits expected via the adoption of the IT PEM guide include:

- Consistent communication of guidance to implement the requirements of DOE Order 415.1 across the complex;



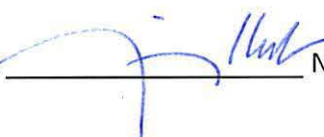
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Justification Memorandum (Continued)

- Establishment of a standard approach to manage DOE projects and programs;
- Improved transparency in the execution and reporting of projects;
- Improvement of IT Project Management capability across the complex.

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Ingrid Kolb, Director, Office of Management (MA-1):

Concur:  Nonconcur: _____ Date: 3-6-14

Unless determined otherwise by the Directives Review Board (DRB), writers will have up to 60 days in which to develop their first draft and submit to the Office of Information Resources, MA-90

<u>Standard Schedule for Directives Development</u>	<u>Days</u>
Draft Development	Up to 60 days
Review and Comment (RevCom)	30
Comment Resolution	30
Final Review	30
Total	150

Risk Identification and Assessment

Information Technology Project Execution Model Guide

Risk	Probability	Impact	Risk Level
People			
1. Opportunity to improve communication of expectations for consistent and effective management of projects and programs	certain	medium	significant
Mission			
2. Opportunity to improve and continue to refine Department Project Management performance so that they clearly link IT to mission goals and expected outcomes	likely	low	moderate
Assets			
3. Opportunity to improve transparency in the execution and reporting of projects	likely	Low	Moderate
Financial			
4. Opportunity to improve effective management of projects and programs within cost, scope, and schedule	likely	medium	significant
Customer and Public Trust			
5. Risk of improvement of public trust/confidence in DOE of delivering high profile projects within cost and schedule that meet mission needs	possible	medium	significant

Gap Analysis of Existing Risks and Controls

Laws	<ul style="list-style-type: none">
External Guidance	<ul style="list-style-type: none"> Office of Management and Budget Digital Government Strategy OMB Circular No. A-11 (2013) Preparation, Submission and Execution of the Budget, No. A-130/A-11 on modular development and contracting approaches; acquiring and developing investments in IT. OMB Capital Programming Guide, June 2006, page 9
DOE Regulation	<ul style="list-style-type: none">
DOE Orders	<ul style="list-style-type: none"> DOE Order 415.1, Information Technology Project Management DOE Order 200.1, Information Technology DOE Order DOE O 414.1D, Quality Assurance
Contract Controls	<ul style="list-style-type: none"> Information Technology (IT) Reform Action 15: Issue Contracting Guidance and Templates to Support Modular Development, 25 Point Implementation Plan to Reform Federal Information Technology Management.
External Assessments	<ul style="list-style-type: none"> OMB M-12-10, Implementing PortfolioStat, assessing the current maturity of agency IT portfolio management.

Risk Mitigation Techniques

Risk Assessment for DOE G 415.1, Information Technology Project Management					
Risk/Opportunity	Risk Level	Potential Cost/Benefit	External Control(s)	Proposed Mitigation Technique	Internal Control (if needed)
Opportunity to improve communication of expectations for consistent and effective management of projects and programs	significant	moderate staff commitment/reduces miscommunications, cost overruns, and improves performance	NA	Monitoring	Implement mandatory processes and documentation to improve communication of scope, expectations and roles and responsibilities.
Opportunity to improve and continue to refine Department Project Management performance so that they clearly link IT to mission goals and expected outcomes	moderate	moderate staff commitment /reduce waste, added expense, and duplicative efforts	None	Monitoring	Mandatory processes; establishes a requirement for program-level oversight processes to ensure appropriate linkage of project to mission goals and objectives
Opportunity to improve transparency in the execution and reporting of projects	low	Minimum staff commitment/Anticipated productivity gains via increased use of proven Project Management techniques;	NA	Monitoring	Implement consistent and standardized methods for monitoring, control, and reporting.
Opportunity to improve effective management of projects and programs within cost, scope, and schedule	significant	Moderate staff commitment/Anticipated increase in delivery of project outcomes within cost, scope and schedule with used of repeatable proven Project Management techniques reduced expense overruns.	Portfolio Stat OMB A-11/A-130	Monitoring	Establishes a requirement for program-level oversight processes for effectively managing project cost; implement use of phased approval gates.
Risk of improvement of public trust/confidence in DOE of delivering high profile projects within cost and schedule that meet mission needs	significant	Moderate staff commitment/Government operating within budget and delivering on time.	None	Mitigation	Methodology to include required reporting that maintains a linkage to mission goals and objectives.