

Project Management

**Rod Cummings
Office of Project Completion**

**National Deactivation and Decommissioning
Meeting, Miami
April 18, 2001**

The Problem

“Lack of DOE involvement at the project level...”

“..Because DOE has little involvement at the project level, control of the project is in the hands of contractors, and DOE is often not in a position to provide effective oversight. All project owners are frequently called upon to make decisions, and if the owner is not closely involved and his/her decisions are not timely, the project budget and schedule will suffer.....” -- National Research Council, 1999

The Problem

“The problem is project cost overruns, poor scope definition, and a lack of administration, local and other support. The result has been a lack of involvement or understanding by the Feds.” -- Jim Owendoff, 2001

The Policy and Order

To establish DOE program and project management policy for the planning, programming, budgeting, and acquisition of capital assets.

- DOE P 413.1, Program and Project Management Policy for the Planning, Programming, Budgeting, and Acquisition of Capital Assets, 6-10-00
- DOE O 413.3, Program and Project Management for the Acquisition of Capital Assets , 10-13-00
- The Order and Policy can be found on the Explorer website:
<http://www.explorer.doe.gov:1776/htmls/draft.html>

DOE O 413.3 Definitions

- Project: “...a unique effort that supports a program mission, having defined start and end points, undertaken to create a product, facility, or system, and containing independent activities planned to meet a common objective or mission. Project types include planning and execution of construction, renovation, modification, line items for maintenance and repair, ER, **decontamination and decommissioning efforts**, information technology, and large capital equipment or technology development activities.”

DOE O 413.3 Definitions

- Capital Assets (CAPs): “Land, structures, equipment, and information technology that are used by the Federal Government and have an estimated useful life of 2 years or more. Capital assets include environmental restoration (ER) of land (**decontamination and decommissioning**) to make useful leasehold improvements and land rights, and assets whose ownership is shared by the Federal Government with other entities.”
- CAPs **DO NOT** include operations, or work analogous to operations (e.g., offsite drum disposal, **surveillance and maintenance and monitoring**, TRU shipments, **deactivation**)

DOE O 413.3 Exclusion

Does NOT apply to Deactivation projects
or S&M

DOE O 413.3 Issues

- Critical Decision process defined for Facility Disposition is not clear
- “Facility Disposition” is not defined and is used incorrectly

DOE O 413.3 Revision

- Revision to include major issues and show stoppers
- Comments solicited via email from the D&D Committee on 3/30/01
- D&D Committee comments submitted on 4/10/01 to the 413.3 Implementation Team for consideration
- On 4/19, DP, EM, and SC will discuss proposed changes to the order
- Changes to the order are scheduled to be included by 5/01

DOE O 413.3 Implementation

How is your site implementing DOE Order 413.3 for decontamination and decommissioning projects?