PLI PROJECT LEADERSHIP INSTITUTE

U.S. DEPARTMENT OF ENERGY

The DOE Project Leadership Institute

Briefing for the Advanced Scientific Computing Advisory Committee

April 18, 2017

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PLI PROJECT LEADERSHIP INSTITUTE

Developing a Diverse Network of Talented DOE Project Professionals

DOE Project Leadership Institute (PLI)

What

A new program created to connect and develop project leaders across the DOE complex; results in a formal certificate

When

Annual cycle

Year-long commitment by participants

Each year a new cohort

Who

Contractor project professionals

Federal Project Directors

Federal Program Managers

Where

Not a physical place – the PLI is for all of DOE

Why do we need a PLI program?

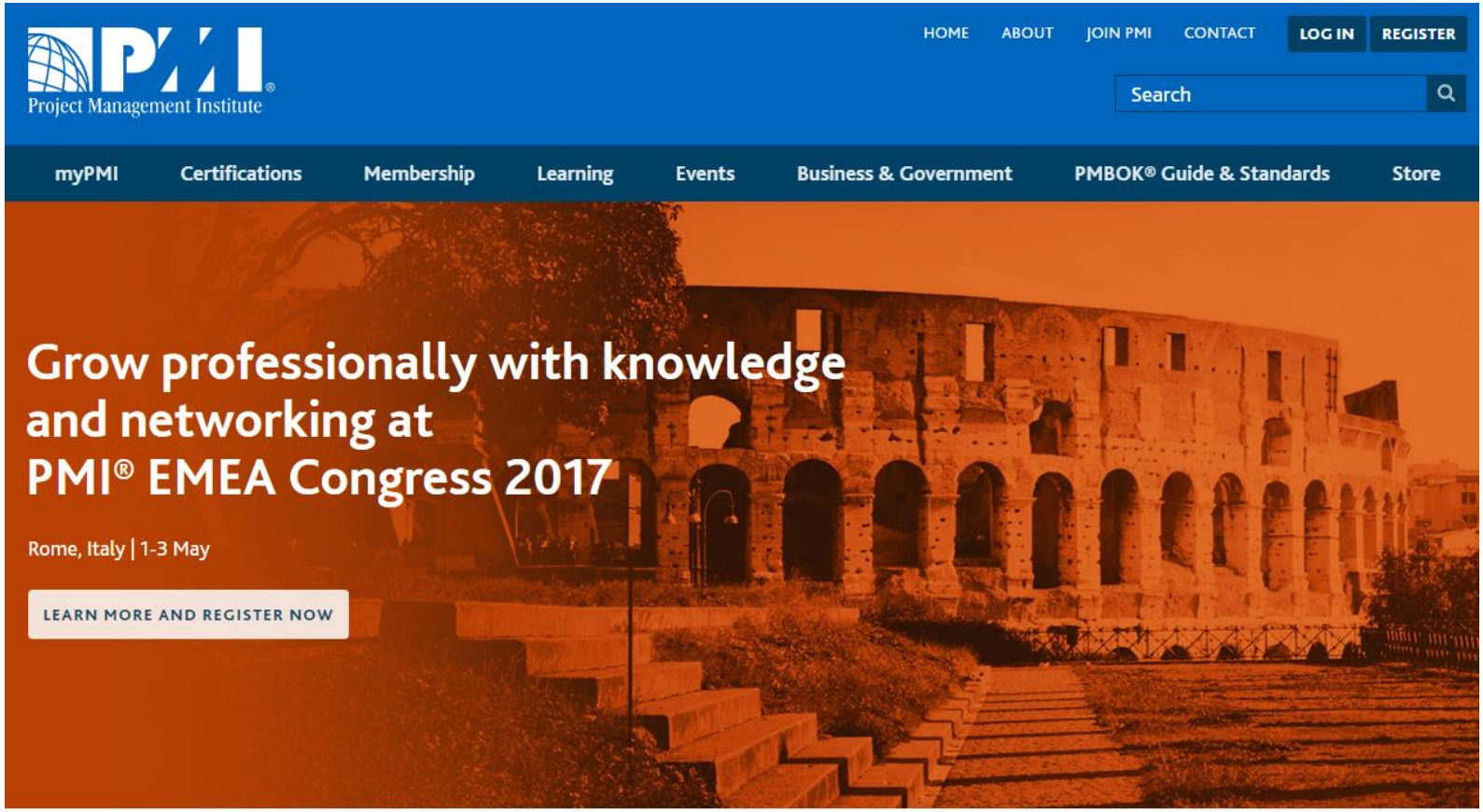
DOE project management performance depends on:

- Collective learning and shared commitment
- Workforce development
- Knowledge management

Projects are consistently among our highest risk activities

"Program Management Improvement Accountability Act" P.L. 114-264, signed into law Dec. 14, 2016

The discipline of project management



Membership

Join PMI, the world's leading project management organization with over 450.000 Global Members and over 280

What is PMI Membership?

In a word, dedication. PMI membership signifies

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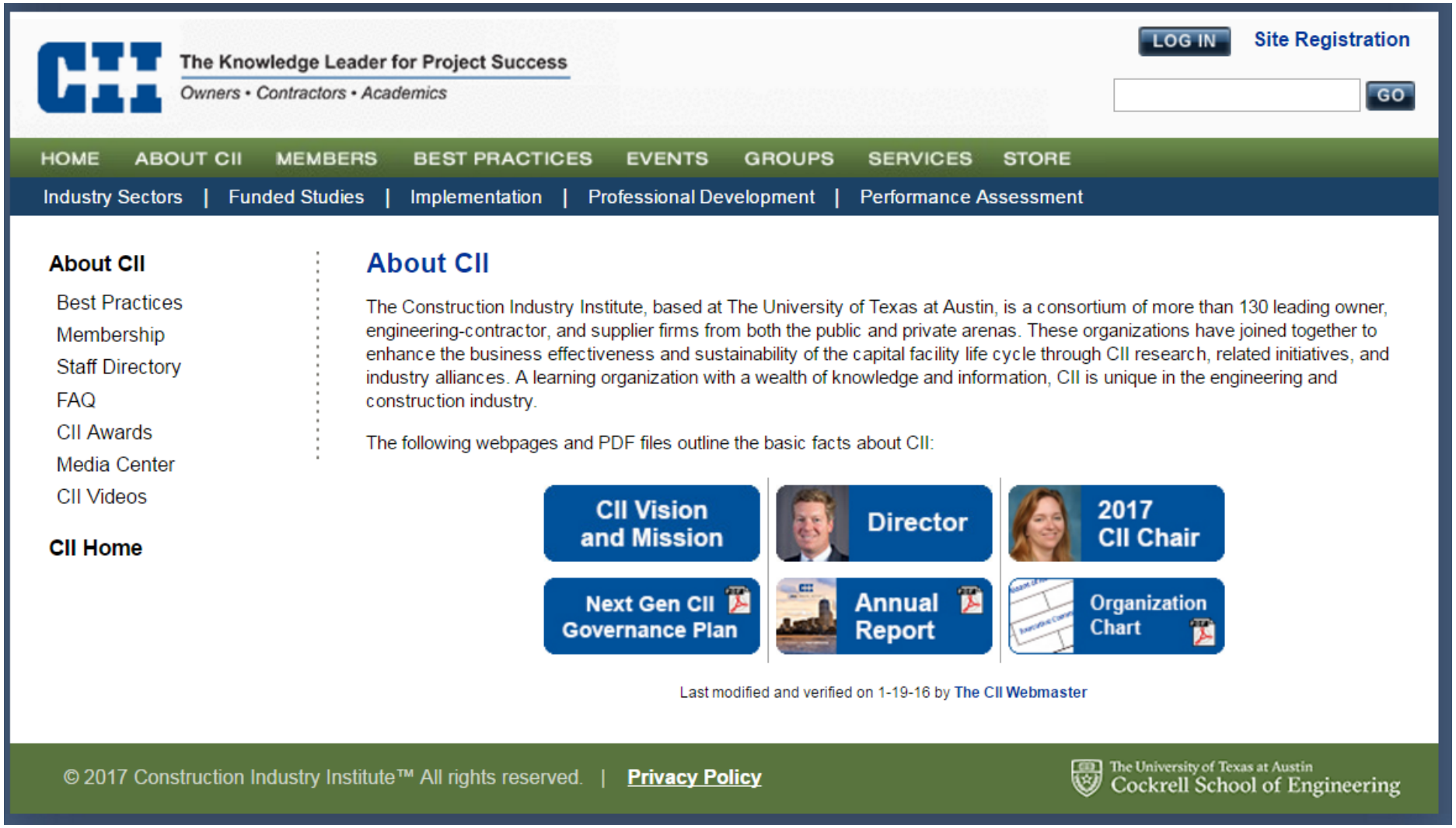
The discipline of project management



The DOE Project Management Community

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Office of Project Management Oversight & Assessments

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2017 DOE PROJECT MANAGEMENT WORKSHOP

- Project Management Workshop
- Project Management Awards
- Performance Metrics
- Earned Value Management

PROJECT MANAGEMENT WORKSHOP

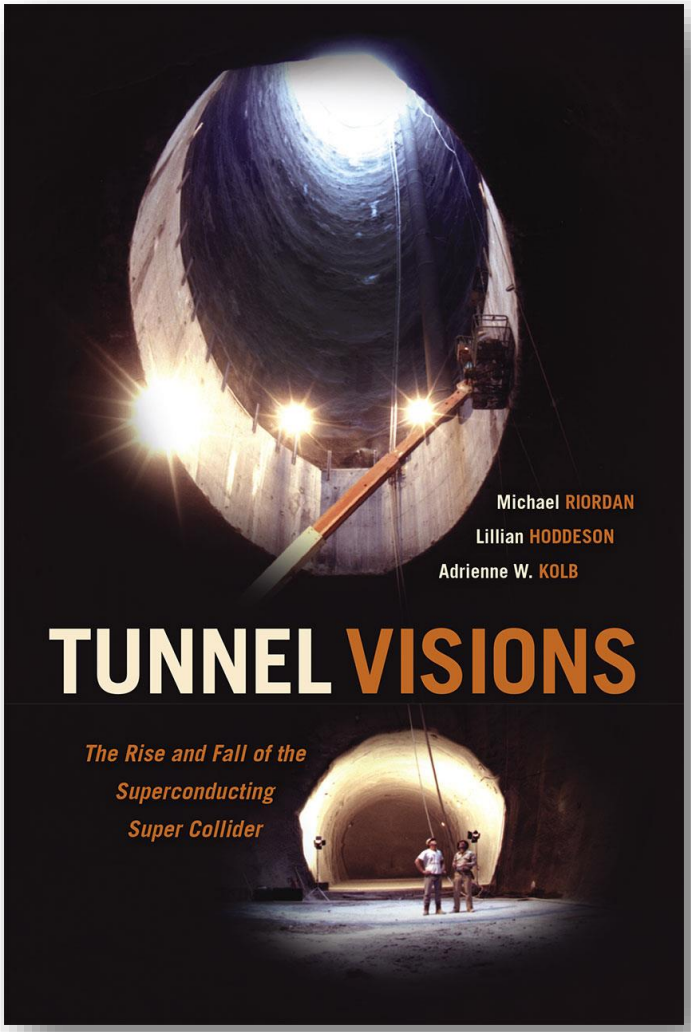
DOE's Office of Project Management Oversight and Assessments (PM) conducted the 2017 Project Management Workshop and an associated Project Controls Session on March 21-23, 2017. The Workshop was conducted in Arlington, VA, and continues the tradition of providing opportunities to discuss projects and project challenges with senior leadership, to share lessons learned, and to recognize excellence. The agenda for the Workshop is available here, and short biographies of the speakers can be viewed here.

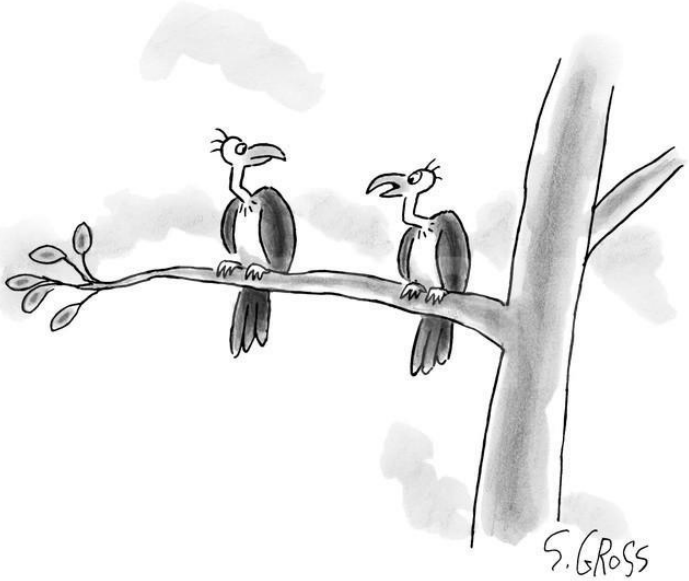
Download the presentations from the Project Management Workshop below.

PRESENTER	PRESENTATION
Paul Bosco	DOE Project Management - A Year in Review
Adam DeMella	View from the Hill (slides not available)
Joseph Lukas	Top 10 Mistakes Made in Managing Project Risks
Maria Ayerdi	Transbay Transit Center Project, San Francisco
Edd Gibson	DOE Front End Planning and Project Definition Rating Index
Ralph Holland	EM Projects Perspective
Stephen Meador	SC Projects Perspective

The SC Project Management Community

Shared history





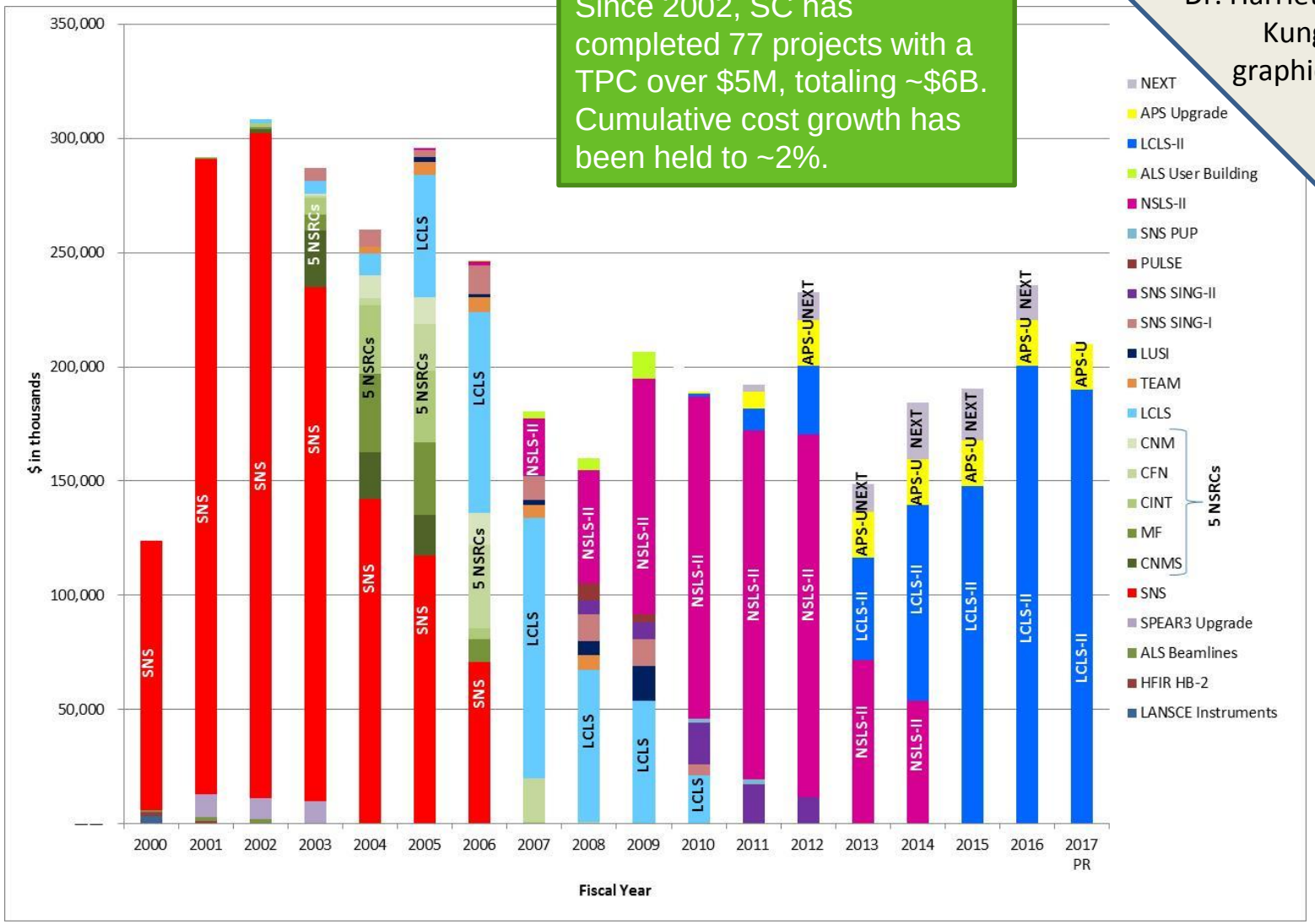
"Promise me that if I die first you won't eat me."

Copyright Sam Gross/Conde Nast publishing

Shared fate

Since 2002, SC has completed 77 projects with a TPC over $5M, totaling ~$6B. Cumulative cost growth has been held to ~2%.

Dr. Harriet Kung graphic



Why do we need a PLI program?

DOE project management performance depends on:

- Collective learning and shared commitment
- Workforce development
- Knowledge management

PLI Origins

On December 1, 2014, Secretary of Energy Ernest Moniz signed a memorandum, *Improving the Department's Management of Projects*, which introduced several new initiatives, including:

"The Department will establish a project leadership institute to create and sustain a culture of project delivery excellence."

Steve Meador, Director of the SC Office of Project Assessment, volunteered to develop the program concept.

Differentiation from other programs

- DOE Project Management Career Development Program (PMCDP)

  https://powerpedia.energy.gov/wiki/Project_Management_Career_Development_Program

- Project Management Institute (PMI) Project Management Professional (PMP) certificate

  http://www.pmi.org/certifications/types/project-management-pmp

- Federal Executive Institute Leadership for a Democratic Society

PLI Program Development Process

Jan – Aug 2015

SC proposes a pilot program.

The program concept is reviewed and endorsed by the Secretary and other senior DOE leaders.

Aug 2015

SC approves and funds the pilot program.

Oct 2015 – Dec 2016

SC leads program planning and launch.

2017 Inaugural Cohort

PLI Planning Team

In-person meetings
November 2015 (FNAL)
February 2016 (SLAC)
April 2016 (ASU)
June 2016 (Tysons, VA)
August 2016 (CU-Boulder)
September 2016 (SLAC)
November 2016 (SLAC)

Top (L to R)
Keith Molenaar, CU-Boulder
Ben Brown, SC
Mark Reichanadter, SLAC
Edd Gibson, ASU
Buddy Bland, ORNL

Bottom (L to R)
Jim Krupnick, LBNL (ret.)
Les Price, ORNL (ret.)
Dianne Hatton, BNL
Ann Baker, GMU (ret.)
Steve Meador, SC

Not pictured
Thomas Glasmacher, MSU

PLI Program Planning

Detailed program design

Governance formalism

Key design attributes

Learning objectives

Mission and vision

Objective
Create a prestigious, transformational professional development experience that is simultaneously both a leadership development and project delivery course of study and practice, tailored to the DOE context.

PLI Mission

- The mission of the U.S. Department of Energy (DOE) Project Leadership Institute (PLI) program is to cultivate a diverse network of successful DOE project delivery practitioners—those capable of delivering major high-risk projects.

- The PLI program participants will contribute to building a culture of project management excellence across DOE.

Learning Objectives

Strategic Thinking/Analysis

S1: Demonstrating personal, group, lab, and organization awareness and savvy to effectively anticipate opportunities and problems early

S2: Anticipating and managing project risks through rigorous analytical methods

S3: Negotiating equitable partnering arrangements and contracts

S4: Analyzing project data, information, indicators and trends

Organization and General Management Skills

O1: Exercising resiliency in challenging management scenarios

O2: Demonstrating personal organization and time management, including delegating authority appropriately

O3: Developing and implementing effective change management process

O4: Recommending and critiquing front-end planning procedures

Team Building

T1: Building high quality teams that demonstrate consideration for varied skills, strengths, experience, and potential

T2: Setting and managing clear team expectations

T3: Modeling what it means to be an authentic leader

T4: Demonstrating awareness of cultural differences to anticipate the most effective ways to include diverse stakeholders and maximize their quality contributions.

T5: Understanding potential skill development using effective mentoring programs

Communications

C1: Using strong and effective communication skills including consultation with stakeholders, building trusting relationships, giving effective feedback, asking for help, especially regarding major decisions, listening with empathy, negotiating credibly for long-term viability

C2: Demonstrating the use of inquiry to access diverse perspectives, especially in early stages and in critical decision-points of project work

C3: Creating clear and concise project goals in consultation with primary stakeholders

C4: Creating and facilitating lab partnership agreements

C5: Capturing, disseminating and applying lessons learned

Learning Objectives Summary

Core Leadership Competencies

Strategic Thinking/Analysis

- *Foster Innovation*
- *Maintain Strategic Focus*
- *Deal with Ambiguity*

Team Building

- *Instill Trust*
- *Develop Self Awareness*
- *Attract and Retain Talent*

Communications

- *Manage Conflict*
- *Balance Stakeholders*
- *Negotiate Successfully*

Organization and General Management Skills

- *Executive Presence*
- *Manage Risk*
- *Delegate Effectively*

Key Design Attributes

An intensive year-long program

The program emphasizes in-person week-long sessions and a year-long capstone project.

Cohort-based

Each calendar year a new cohort (25-30) of participants from across the DOE complex will participate as a group, accreting the PLI network.

Experiential learning

The program is simultaneously both a leadership development and project delivery course of study and practice, tailored to the DOE context.

Self-assessment

The program requires each participant to critically self-evaluate his/her own strengths and weaknesses in a leadership development context.

Knowledge sharing

The program will promote the development of informational resources that aid DOE project practitioners.

Governance Formalism

- A DOE-wide program, with SC supporting a PLI Office at SLAC National Accelerator Laboratory
- Federal program management and oversight; program manager function is within the Office of the Deputy Director for Science Programs

Governance inspired by U.S. Particle Accelerator School

DOE pays for the PLI Office

Tuition pays for the instructional program

Participants
- Pay tuition and travel
- Receive support from home institution

PLI Director (SLAC)
- Executes the PLI program activities
- Manages the PLI Office

Advisory Board, reporting to the Director:
- Advises the Director, including participant selection
- Composed of project management and organizational learning experts
- Ideally, representative of the DOE complex

Nomination and Selection Process

Eligibility:

PLI nominees shall have demonstrated their expertise as technical, business systems, or project leaders, with significant experience in private or public sector organizations with responsibility for project or organization performance and resources.

Nomination:

Nomination from employing institution is required. The Nominating Institution must prepare a letter of recommendation for the nominee from the Laboratory Director (or equivalent) and Chief Project Officer, if one exists.

Application:

The nomination package must include the letter of recommendation, a resume, and a Goals Statement.

Selection:

The Advisory Board reviews applications and recommends selections to the PLI Director.

2017 Cohort: 22 participants representing 13 organizations

Argonne National Laboratory

PPPL Princeton Plasma Physics Laboratory

SLAC National Accelerator Laboratory

Pacific Northwest National Laboratory

Brookhaven National Laboratory

INL Idaho National Laboratory

Fermilab

Oak Ridge National Laboratory

Berkeley Lab

Argonne Site Office
Fermi Site Office

Los Alamos National Laboratory

Lawrence Livermore National Laboratory

2017 Program Year

Events:

1.	Jan. 9-12, 2017	SLAC	*Preparing to Lead DOE Projects*
2.	Mar. 20-23, 2017	LLNL	*Becoming a Highly Effective Leader*
3.	Apr. 3 - Jun. 6, 2017	online	*Leadership for Strategic Execution*
4.	May 15-18, 2017	UColorado	*Positioning the Project for Success*
5.	Sep. 11-14, 2017	ANL	*Delivering High-Risk Complex Projects*
6.	Nov. 13-16, 2017	DC	*Navigating to the Finish*

Program Content

Five in-person themed events + one online course + year-long capstone project

8.0 days tailored DOE
6.0 days Stanford
Leadership coaching
Capstone project

Stanford | Center for Professional Development **+** Recruit experienced DOE leaders

1. In-person event #1
   - Stanford APM course, "Converting Strategy into Action" [2.0 days] + tailored DOE content [1.0 day]
   - Kickoff, self-assessment, project pre-planning, executing project strategy, cultural perspectives
2. In-person event #2
   - Stanford APM course, "Leading Effective Teams" [2.0 days] + tailored DOE content [1.0 day]
   - Effective project leadership; stakeholder relationships; leading project teams; self-assessment/360 feedback
3. In-person event #3
   - Tailored DOE course [2.5 days]
   - Risk and contingency management; decision theory, analysis, geometric thinking; front-end planning; presentation skills
4. Summer session (online)
   - Stanford APM online course: "Leadership for Strategic Execution"
5. In-person event #4
   - Stanford APM course, "Executing Complex Programs" [2.0 days] + tailored DOE content [1.0 day]
   - Construction/vendor management; interfacing with vendor/construction firms; project delivery methods
6. In-person event #5
   - Tailored DOE course [2.5 days]
   - Conclusion: negotiations; change management; stakeholder relationships; crisis management; self-reflection; report-out capstone projects; PLI critique; celebration

Capstone Project

Designed to provide a team-oriented and integrative experience to culminate the course of study

Capstone Objectives:

1. A course-long experience that builds relationships
    - Small group teams; each team seeks a mentor
2. Reinforces learning experience and objectives
3. Leads to an artifact that will benefit DOE or future PLI cohorts
4. Exercises the participant's writing and presentation skills

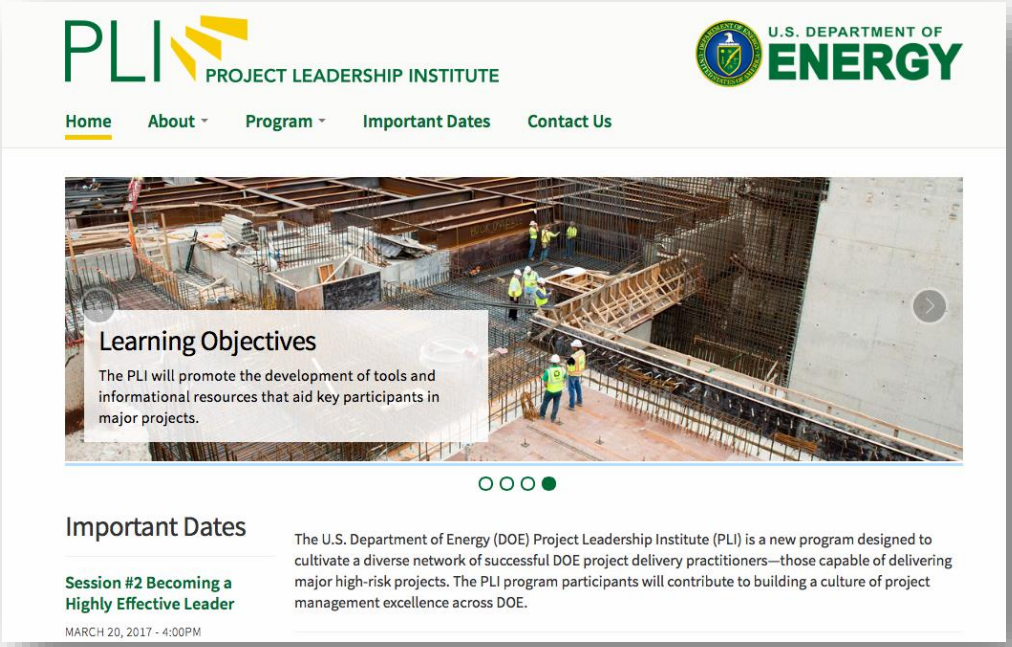
The 2017 capstone project assignment is to write a case study of the Superconducting Super Collider project.

2018 Cohort

- The nomination/selection process for the 2018 cohort will kick off in July 2017.
- SC federal employees need to be nominated by cognizant Deputy Director. Self-nomination is not permitted. Federal employees attend at no cost, but these slots are limited in number.
- Lab employees need to be nominated by their laboratory director. Self-nomination is not permitted.
- Please help us spread the word!

DOE Project Leadership Institute Contacts

Website: https://pli-slac.stanford.edu



Jeff Sims

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Ben Brown, PLI Program Manager: ben.brown@science.doe.gov

PLI Portal

Stanford | Center for Professional Development | PLI

You are logged in as jsims

COURSE CONTENT

- Main
- Event 1: Preparing To Lead DOE Projects
- Cohort Biographies
- Forum

UPDATE YOUR PROFILE!

Please update your profile.

SURVEYS

- PLI Diversity Survey
- PLI Voluntary Self-Identification of Disability

Project Leadership Institute

PLI

Welcome to the Project Leadership Institute class of 2017

The Department of Energy has a long history of executing highly technical one-of-a-kind projects to accomplish its mission. To achieve that mission the leadership, planning and execution of these projects must be world class.

The Project Leadership Institute was established by the Department of Energy to cultivate a diverse network of successful project delivery practitioners and foster a culture of project excellence.

Your nomination to the PLI class of 2017 is a strong signal that your contribution to our project mission is highly valued. In order to successfully complete the program, you are expected to attend all planned sessions.

Congratulations on your selection to the PLI class of 2017.

Jeff Sims
Director of the Project Leadership Institute

CONTACTS

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TECHNICAL SUPPORT

For technical support contact:
scpdsupport@stanford.edu

Theme for Event 1

Defining project leadership – in general and in the DOE context

- DOE Presenters
  - Perspectives on DOE project management practices
  - Lessons learned
  - Characteristics of successful megaprojects
  - Stakeholder management
  - Facilitating multi-lab partnerships

- Stanford Presenters
  - Converting Strategy into Action
  - Project pre-planning
  - Executing project strategy
  - Cultural perspectives

Theme for Event 2

Understanding the crucial role of team building, developing constructive relationships, expanding self-awareness/360 feedback in successful project leadership, and enhancing conflict resolution and communication skills.

- Presentations
  - Building engagement and collaboration in DOE projects
  - Interpreting and using your 360 emotional intelligence feedback
  - Teamwork and learning from experience
  - Being the Leader
  - Emotional Intelligence for team leadership
  - Conflict and conflict management
  - Observing team dynamics
  - Teaming across boundaries

The 2017 PLI Cohort

Robin Ames

Angus Bampton

Adam Bihary

Gregory Capps

Ken Chow

Jeffrey Deal

David Funk

John Galambos

Carolyn Galayda

Gregory Hays

Jerry Kao

Marc Kaducak

Stephen Langish

Jolie Macier

Brady Orchard

Mark Palmer

Elmie Peoples-Evans

Dave Robin

Natalia Saraeva

Kate Sienkiewicz

Lauren Thompson

Scott Winters