



Department of Energy  
Washington, DC 20585

MEMORANDUM FOR INGRID KOLB

DIRECTOR  
OFFICE OF MANAGEMENT

THRU:

*Carmille Beher 4/28/09*  
*For* KEVIN T. HAGERTY, DIRECTOR  
OFFICE OF INFORMATION RESOURCES

FROM:

PAUL BOSCO *PB*  
DIRECTOR, OFFICE OF ENGINEERING AND  
CONSTRUCTION MANAGEMENT

SUBJECT:

Notice of Intent to Develop DOE G 413.3-19, *Federal Staffing Guide*

PURPOSE:

In April 2008, DOE published the *U.S. Department of Energy Contract and Project Management Root Cause Analysis (RCA)*, and then published in July 2008, the *U.S. Department of Energy Contract and Project Management Root Cause Analysis Corrective Action Plan (CAP)*. The RCA identified the most significant challenges impeding the improvement of DOE contract and project management. One of the most significant issues identified was that, in some cases, DOE did not have an adequate number of federal personnel with the appropriate skills to plan, direct and oversee project execution. In response, DOE developed a staffing model. The proposed guide provides a tool for the Program Offices to determine the adequate number of federal personnel to plan, direct and oversee project execution.

JUSTIFICATION:

DOE's execution performance of capital asset projects against their original performance baselines can improve. Past project execution performance baseline changes have harmed DOE's credibility and eroded support in Congress. Since 1990, the General Accountability Office (GAO) has included DOE on its High Risk List for Contract (and Project) Management. The Secretary's April 7, 2008, memorandum accepted and fully endorsed the conclusions and recommendations of a Departmental RCA report that identified the most significant challenges impeding the improvement of DOE contract and project management. A subsequent CAP approved by the Secretary on July 18, 2008, including eight corrective measures were identified and cross functional teams, led by a Departmental organizational sponsor, were chartered to develop proposals and recommend courses of action to address the key contract and project management issues and root causes. This CAP has been reviewed and endorsed by the Office of Management and Budget (OMB) and GAO.



One of the most significant issues identified was that, in some cases, DOE did not have an adequate number of federal personnel with the appropriate skills to plan, direct and oversee project execution.

Unlike some other federal entities, DOE has never had an agency-wide staffing model, a tool to facilitate personnel staffing decisions in support of project execution oversight. A Departmental cross-functional team benchmarked other federal agencies and professional organizations that had staffing models, learned from those models, and, based on inherent differences, established a DOE staffing model to be used as a guide that highlights personnel requirements in support of project oversight.

The staffing model recognizes that there are numerous intangible factors, and so provides a staffing range. It serves as a guidepost to ascertain whether an appropriate number of federal staff have been assigned to enhance the probability of project success.

The proposed guide provides the staffing model as a tool for the Program Offices to determine the adequate number of federal personnel to plan, direct and oversee project execution. It is needed to consistently staff projects with the appropriate number of federal staff, (including third party contracted staff).

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

**IMPACT:** This guide on the staffing model will support the Departmental efforts to improve contract and project management and facilitate removal from the GAO High Risk List, consistent with DOE leadership and Congressional direction. It will provide some consistent basis to determine appropriate staffing needs. No such basis exists today, and, based on project value, project staffing is inconsistent across the Programs and from project to project.

**CONTACT:** Paul Bosco (202) 586-3524 or Pete Check (202) 586-5705

**DECISION:**

**Concur:** \_\_\_\_\_

**Nonconcur:** \_\_\_\_\_

**Timeframe:** 90 days

**Date:** \_\_\_\_\_