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PURPOSE AND OVERVIEW

Many talents and skills are expected and required of a project manager and the supporting project team. This is because this group of people is expected to successfully manage a project from pre-concept to turnover to the user within established scope, schedule, and budget baselines. In addition, when completed, the project is expected to meet all mission objectives, design requirements, and operating criteria. When viewed realistically, the project manager and the project team have (during the life cycle of a project) managed a major corporation in microcosm. All of the efforts and requirements associated with successfully managing a large corporation are embodied in a project.

DOE Order 413.X and DOE Manual 413.X have been prepared and provided to guide and assist the project manager and project team in successfully completing their project. These documents provide a summary and overview of the policies, procedures, and requirements that must be met for a project to be completed within scope, schedule, and cost baselines.

This Practices document elaborates on the information contained in the Order and the Manual by providing supplementary information that, although not required, is recommended to improve DOE's ability to manage projects.

The Practices cover the entire life cycle of a project, from programming and acquisition, to project organization and execution, to turnover of the completed project (deliverables) to the user organization. The Practices provide information in greater detail than the manual, along with supporting information, recommendations, and examples. The Practices also contain a glossary of definitions and acronyms that are consistent with those commonly used in the field of project management.

The acquisition strategy required by DOE O 413.X is not like the acquisition plan required by Federal Acquisition Regulation (FAR), Part 7. The acquisition strategy is a top-level description that is sufficient for the decision-makers who report to the Secretarial Acquisition Executive to assess if the strategy makes good business sense, and effectively implements laws, and policies and reflects the priorities of top management. Once approved by the SAE, the acquisition strategy

provides a basis for more detailed planning. This type of acquisition strategy is unique to major systems acquisitions.

In a broader context, FAR requires acquisition planning for all procurements, and the FAR requires program managers to perform acquisition planning for all acquisitions. Written acquisition plans should be prepared for acquisitions that exceed \$1 million. Acquisitions plans are execution-oriented and tend to contain more detail than an acquisition strategy.