U.S. Department of Energy
Washington, DC

ORDER

DOE O 415.1

Approved: 12-3-2012
Chg 1(Admin Chg): 1-16-2013
Chg 2 (MinChg): 1-13-2017

SUBJECT: INFORMATION TECHNOLOGY PROJECT MANAGEMENT

1. PURPOSE. To provide the Department of Energy (DOE) Elements, including the National Nuclear Security Administration (NNSA), with Information Technology (IT) Project Management guidance for the acquisition and management of IT projects and initiatives. Common IT Project Management requirements will ensure that IT projects are delivered within the original performance baseline, cost, and schedule and fully meet Mission performance, safety, safeguards, and security standards in alignment with section 5123 of Public Law (P.L.) 104-106, Performance and Results Based Management and the Federal Information Technology Acquisition Reform Act (FITARA).

    a. To responsibly manage IT projects that will improve the efficiency and effectiveness of DOE operations and, as appropriate, the delivery of services to the public;

    b. To establish communications within the Office of the Chief Information Officer (OCIO) and across all DOE Elements for DOE Enterprise-wide IT projects;

    c. To align decision making within the OCIO and across all DOE Elements for Department–wide IT projects; and

    d. To reduce duplication of effort and the Total Cost of Ownership (TCO) for DOE IT projects.

2. CANCELLATION. DOE Guide (G) 200.1-1 to 200.1-1 Chapter 10, *Software Engineering Methodology Guide.*

3. DEPARTMENTAL APPLICABILITY.

    a. Scope. Except for the exclusions in section 3b and equivalencies and exemptions in section 3d, the scope of IT projects covered by this Order (O) includes projects:

        (1) With a Total Project Cost (TPC) equal to or more than $25 Million (M);

        (2) With an impact on more than one DOE Element; or

        (3) As determined by the Undersecretary or Head of Element, based on risk management, mission, priorities, or national interest.

    b. Exclusion. IT projects that are covered by or are a component under a Capital Asset Project covered by DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, are excluded from this O 415.1.

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c. <u>IT Project Management.</u> All IT projects require formal IT Project Management. IT projects that do not meet the scope of this Order are required to be managed using a standardized approach as specified and approved by the sponsoring/funding organization.

d. <u>Equivalencies/Exemptions for DOE O 415.1.</u> Equivalencies and exemptions to this Order are processed in accordance with DOE O 251.1C, *Departmental Directives Program*. The following equivalencies and exemptions are included in this Order.

    (1) <u>Exemption.</u> Consistent with Secretarial Delegation DOE O 00-033.00B, *To the Administrator and Chief Executive Office (CEO) of Bonneville Power Administration (BPA)*, this Order does not apply to BPA.

    (2) <u>Exemption.</u> This Order does not apply to Financial Assistance Awards (FAA), grants, and cooperative agreements covered under 10 Code of Federal Regulations (CFR) Part 600, *Financial Assistance Rules*.

    (3) <u>Exemption.</u> An Office of Science User Facility, which is a Federally sponsored research facility available for external use to advance scientific or technical knowledge under the conditions defined in the Office of Science, *Definition of a User Facility,* dated, January 6, 2012.

    (4) <u>Equivalency.</u> In accordance with the responsibilities and authorities assigned by Executive Order (E.O.) 12344, *Naval Nuclear Propulsion Program*, codified at 50 United States Code (USC) sections 2406 and 2511 and to ensure consistency through the joint Navy/DOE Naval Nuclear Propulsion Program (NNPP), the Deputy Administrator for Naval Reactors will implement and oversee requirements and practices pertaining to this Order for activities under the Director's cognizance, as deemed appropriate.

    (5) <u>Equivalency.</u> DOE Elements that meet all of the following criteria may demonstrate alignment with specific requirements of this Order. The intent of this equivalency is to delegate authority to the DOE Elements with the following:

        (a) Established IT Project Management Offices (IT PMO) with documented and approved Project Management requirements, processes, and procedures.

        (b) Established IT governance policies and procedures that are consistently used throughout the DOE Element with demonstrated success.

        (c) Demonstrated record of completing IT projects where completed projects:

<u>1</u>   Do not exceed a cost variance of more than +/- 10% of the stated cost baseline established for the original, approved scope of work approved as part of the Detailed Design Review (DDR);

<u>2</u>   Do not exceed a project schedule variance of more than +/- 10% of the stated schedule baseline established for the original approved scope of work as part of the DDR; and

<u>3</u>   Meet the functionality requirements documented in the stated approved scope of work as part of the DDR.

(d)   Requirement that DOE Elements having this equivalency are still responsible for reporting and coordinating projects that impact multiple DOE Elements.

(6)   DOE Elements that are eligible for the equivalency must take affirmative action and obtain confirmation of the equivalency with an action memorandum from the OCIO or designated authority.

(7)   The Administrator, NNSA, will ensure that NNSA employees and contractors comply with their respective responsibilities under this Order. Nothing in this Order will be construed to interfere with the NNSA Administrator's authority under section 3212(d) of P.L. 106-65, *National Defense Authorization Act for Fiscal Year 2000,* to establish Administration-specific policies, unless disapproved by the Secretary.

(8)   For DOE contractors, except for the equivalencies and exemptions in section 3d and as stated above, the Contractor Requirements Document (CRD), see Attachment 1, sets forth requirements of this Order that will apply to contracts that include the CRD. The CRD must be included in IT Program/Project Management and services contracts. As the laws, regulations, and the DOE Directive clause 970.5204-2 of IT Project Management and services contracts state, regardless of the performer of the work, Site/Facility management contractors with the CRD in Attachment 1 incorporated into their contracts are responsible for compliance with the requirements of the CRD.

4.   <u>REQUIREMENTS</u>.

a.   Successful management of IT projects requires the application of knowledge, skills, tools, techniques, and resources to ensure that the IT system or asset meets or exceeds the stakeholders' needs and expectations. To deliver IT investments, assets, and projects on the stated performance baseline (including within budget, on schedule, and fully capable of meeting mission performance, safety, safeguards, and security standards) and to ensure the implementation of this Order, the following project artifacts must be developed and maintained by each

DOE Element responsible for IT projects.

    (1)   A Project Management Plan (PMP) that includes:

        (a)   Budget and resources;

        (b)   Key decision points; and

        (c)   Description of the Project Management tools and reports that will be used during the project.

    (2)   Alternative Analysis.

    (3)   Requirements Document approved by the Project Manager (PM) and the customer that outlines functional, operational, and acceptance criteria.

    (4)   Project Schedule documenting the entire lifecycle of the project.

    (5)   Configuration Management and Change Control Plan.

    (6)   Risk Management Plan.

    (7)   Cyber Security Plan.

b.   Implementation of IT Project Management methodologies, tools, and techniques that:

    (1)   Establish the project scope, schedule, and budget;

    (2)   Hold the PM accountable for delivering the project within cost, scope, and schedule;

    (3)   Align the IT investment to the Departmental and/or Organizational Strategic Plan and objectives;

    (4)   Establish clearly defined metrics and business value based objectives;

    (5)   Are consistent with the appropriate statutory, regulatory, Office of Management and Budget (OMB), and Departmental requirements;

    (6)   Ensure the products or services are produced according to requirements and specifications, on time, and within budget;

    (7)   Ensure reporting to the Acquisition Executive (AE), IT Project Manager (IT PM), and DOE Element's leadership, as appropriate, on project performance and status;

    (8)   Strengthen line management accountability for successful IT Project Management results;

(9)   Implement formal Stage Gates or transition points during the project's life cycle to validate that the project is proceeding as planned and a go, no-go, or hold decision is made;

(10)   Establish a DOE Enterprise culture that recognizes the need to manage risk, control cost and schedules, and invest in DOE Enterprise-wide projects with the goal of meeting DOE Mission schedules. Invest in DOE Enterprise-wide IT projects with the goal of meeting DOE Mission objectives on budget, on schedule, and with the functionality required; and

(11)   Tailor projects and apply Value Measuring Methodology and Modular Development, as appropriate.

    c.   Establishment of an IT asset/project inventory.

    d.   Requirements for Implementation. Implementation of the requirements contained in this Order must be documented in an Implementation Plan within 6 months of the issuance of this Order. The Implementation Plan must ensure that this Order is fully implemented within 1 year. IT projects initiated prior to the issuance of this Order may continue to adhere to the management and reporting requirements established for the project, and the IT PMs of these projects must coordinate with the DOE Corporate IT PMO on reporting and monitoring.

5.   <u>RESPONSIBILITIES</u>. See *Responsibilities*, Appendix A.

6.   <u>REFERENCES</u>. See *References*, Attachment 3.

    Additional References:

    a.   Acronyms, Attachment 2

    b.   Glossary of Terms, Attachment 4

7.   <u>CONTACT</u>. For assistance, contact the Office of the Chief Information Officer, 202-586-0166.

BY ORDER OF THE SECRETARY OF ENERGY:

ELIZABETH SHERWOOD-RANDALL
Deputy Secretary

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APPENDIX A
RESPONSIBILITIES

1.   NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA).

For all actions on NNSA Information Technology (IT) Programs, projects, and investments, the Administrator, NNSA, maintains responsibility and has the authority to delegate responsibilities and authority for implementing the relevant requirements and responsibilities of this Order (O). This includes, but is not limited to, designating Project Managers (PMs), establishing Nuclear Security Enterprise-wide IT-related metrics, delegating decision-making authority relating to NNSA IT project execution, providing oversight on NNSA IT projects, and implementing corrective actions.

2.   DOE CHIEF INFORMATION OFFICER (CIO).

a.   Serves as the Department of Energy (DOE) Senior Manager responsible and accountable for implementing the provisions of the DOE Secretary Delegation O No. 00-031.00A, *To the Chief Information Officer*, which delegates to the CIO the responsibility of oversight and reporting on IT projects across the DOE Enterprise in a collaborative manner that:

(1)   Reinforces and enhances guidance on formalized IT Project Management to meet the DOE expectation that IT projects are effectively managed, meeting business needs and providing transparency through reporting in a timely manner; and

(2)   Acknowledges the mission focus or line management responsibilities of DOE Elements and fosters a core competency for supporting DOE Enterprise-wide IT initiatives.

b.   Matures DOE IT project planning, coordination, and cooperation in an effort to improve the efficiency and effectiveness of IT across all DOE Elements.

c.   Oversees the development and implementation of IT project policies, standards, and guidelines that align with the DOE Mission, as well as legislative and regulatory policies and procedures.

d.   Identifies special interest projects and ensure that appropriate Senior Executive Level reviews are provided for those projects.

e.   Establishes and maintains a DOE-wide process for certifying IT PMs.

f.   Affirms equivalencies as defined in DOE O 415.1.

g.   Promotes Enterprise Architecture (EA) as defined in DOE O 200.1A, *Information Technology Management*.

h.   Promotes Information Technology Strategic Planning.

i.   Identifies critical DOE IT investments and ensure that they are tracked in the Strategic Plan.

   (1)   Review the results of internal and external compliance assessments and provide transparency across the Agency;

   (2)   Ensure that IT assets are acquired and information resources are managed consistent with statutory, Office of Management and Budget (OMB), and Departmental requirements and priorities; and

   (3)   Ensure the development and management of an optimal IT portfolio that best supports Programmatic needs.

j.   Promotes Capital Planning and Investment Control (CPIC) as defined in DOE O 200.1A.

   (1)   Ensures the integration and alignment of the CPIC process and tools with IT Project Management, EA, and other management processes; and

   (2)   Provides a means for Senior Management to monitor IT investments in terms of cost, schedule, and requirements.

3.   DOE CORPORATE IT PROJECT MANAGEMENT OFFICE (PMO).

a.   Supports the development, implementation, and maintenance of policies, templates, and procedures necessary to implement this Order.

   (1)   Collects, analyzes, and disseminates lessons learned and best practices;

   (2)   Provides assistance and guidance to DOE line Project Management Organizations managing IT projects covered by this Order;

   (3)   Ensures coordination and collaboration within the Office of the Chief Information Officer (OCIO) Organization, including Capital Planning, EA, Cybersecurity, and Energy IT Services; and

   (4)   Implements processes to consolidate and report on IT project status.

b.   Ensures coordination and collaboration with DOE Elements on IT Project Management.

4.   DOE UNDER SECRETARIES, NNSA ADMINISTRATOR/HEADS OF FIELD ELEMENTS.

a.   Maintain stewardship of Federal IT resources and ensure they are used efficiently and effectively to achieve intended program results.

       (1)   Ensure sound application of IT Project Management practices for planning, management, budgeting, execution review, and reporting that demonstrates projects are effectively managed;

       (2)   Ensure that all IT PMs have the appropriate qualifications required based on the size and complexity of the project to manage successful completion of the project; and

       (3)   Ensure projects have established and monitored performance measures that align with the DOE and Program Mission.

b.   Take systematic and proactive measures to establish cost-effective and appropriate internal controls.

c.   Ensure IT Organizations within their control are properly informed of this Order and identify and report on IT projects governed by this Order, as required.

d.   Ensure Program Offices establish additional process-specific quality requirements to be implemented under a Quality Assurance Program (QAP) for the control of suspect/counterfeit items (S/CIs) and nuclear-safety software, as defined in DOE O 414.1D, *Quality Assurance*.

e.   Ensure IT acquisitions not subject to review by the Energy Systems Acquisition Advisory Board (ESAAB) will continue to follow their respective program office approval process, which will include the CIO or the CIO's designee as a full participant whenever executive-level approval is required, followed by a review through the Information Management Governance Board (IMGB).

f.   Ensure headquarters-managed projects and program offices without an IT project approval process, or at the election of the CIO based on a risk assessment, an Investment Review Board (IRB), under the auspices of the IMGB, will be convened to provide formal review and approval of IT projects. With respect to NNSA projects, the CIO may solicit an advisory review from the IRB.

g.   Notify Contracting Officers (COs) of contracts affected by the requirements of this Order.

5.   PROGRAM MANAGERS AND HEADS OF FIELD ORGANIZATIONS.

a.   Direct initial project planning and execution roles for projects assigned by Senior Management.

b.   Establish the initial Integrated Project Team (IPT) in advance of the designation of an IT PM, when required.

  c. Oversee development of project definition, technical scope, and budget to support Mission need.

  d. Assign an IT PM, as appropriate, and PMs with the training, experience, and skills necessary to meet the requirements of the project objectives, budget, and schedule.

  e. Oversee the project line management Organization, and ensure the line project teams have the necessary experience, expertise, and training in IT Life Cycle Management (LCM), including budget and schedule performance management.

  f. Develop project performance measures, and monitor and evaluate project performance throughout the project ensuring compliance with DOE standards, security requirements, and other mandates.

  g. Report the cost, schedule, and performance on a monthly basis for all IT projects governed by this Order to the OCIO Corporate IT PMO. Steady State (SS) performance is reported through the CPIC process.

  h. Identify and correct all reportable problems including cost, schedule, and scope in a timely and effective manner.

  i. Ensure Site/Facility management, support services, and systems development contractors are responsible for flowing down the requirements of the Contractor Requirements Document (CRD) to subcontractors at any tier, to the extent necessary, to ensure IT Program/Project Management and services contractors' compliance with the requirements.

  j. Manage the tailoring of IT investments.

6. <u>CONTRACTING OFFICER (CO)</u>.

  Once notified, COs are responsible for incorporating this Order into the affected contracts via the laws, regulations, and DOE Directives clause of the contracts. Requirements identified as solely a Federal function will not be incorporated into contracts.

7. <u>DOE CHIEF ARCHITECT (SEE DOE O 200.1A)</u>.

  Identifies opportunities for improving the integration of EA and CPIC processes to maturity and enhance IT Project Management.

8. <u>CHIEF HEALTH, SAFETY AND SECURITY OFFICER</u>. Refer to DOE O 414.1D, *Quality Assurance*, for applicability, as appropriate.

9.   <u>ACQUISITION EXECUTIVE (AE)</u>.

Each designated AE is guided by the specific limits of their delegated authority (see DOE/NNSA Senior Procurement Executive for contract award and modification execution authority). There can only be one designated AE per project.

a.   Monitors the effectiveness of IT PMs and their support staff;

b.   Approves project changes in compliance with the appropriately defined change control levels and funding profile changes;

c.   Conducts Quarterly Project Reviews (QPRs); and

d.   Explicitly addresses integration of safety into design and construction for Hazard Category 1, 2, and 3 nuclear facilities as a key consideration in the QPRs and approval of project Stage Gates.

CONTRACTOR REQUIREMENTS DOCUMENT
DOE ORDER (O) 415.1, *INFORMATION TECHNOLOGY PROJECT MANAGEMENT*

1. This CRD establishes the requirements for the Department of Energy (DOE) Information Technology (IT) contractors with access to DOE information systems. Contractors must comply with the requirements listed in this CRD.

2. Regardless of the performer of the work, the contractor is responsible for complying with and flowing down the appropriate requirements of this CRD to subcontractors at any tier, to the extent necessary, to ensure the contractors' compliance with the requirements. That is, the contractor will ensure that it and its subcontractors cost effectively comply with the requirements of this CRD and incur only those costs that are reasonable and would be incurred by a prudent person in the conduct of a competitive business.

3. The contractor, using a formal IT Project Management process with a graded approach to project risk management, based on best business practices (BBPs), must develop a Project Management approach for IT investments that:

    (a) Foster IT investments that support DOE Program and Mission goals;

    (b) Describe the management methods, organization, control systems, and documentation for projects; and

    (c) Monitor and control projects through Project Management practices.

4. For Federally directed IT investments with a Total Project Cost (TPC) of $25 Million (M) or more, the contractor must follow the appropriate Program Office direction for IT Project Management.

ACRONYMS

ACRONYMS. The acronyms listed in the following table are for terms used in the Department of Energy (DOE) Order (O) 415.1, *Information Technology Project Management,* including the appendix and the attachments.

Acronym	Definition
AE	Acquisition Executive
BBP	best business practices
BPA	Bonneville Power Administration
CEO	Chief Executive Officer
CFR	Code of Federal Regulations
CIO	Chief Information Officer
CO	Contracting Officer
COTS	commercial-off-the-shelf
CPIC	Capital Planning and Investment Control
CRD	Contractor Requirements Document
DDR	Detailed Design Review
DO	Delegating Official
DOE	Department of Energy
EA	Enterprise Architecture
ESAAB	Energy Systems Acquisition Advisory Board
FAA	Financial Assistance Awards
FASA	Federal Acquisition Streamlining Act
FITARA	Federal Information Technology Acquisition Reform Act
FTE	Full Time Employee
G	Guide
GAO	Government Accountability Office
HQ	Headquarters
IMGB	Information Management Governance Board
IPT	Integrated Project Team
IT	Information Technology
IT PM	IT Project Manager
IT PMO	IT Project Management Office
LMC	Life Cycle Management
M	Million

NNPP	Naval Nuclear Propulsion Program
NNSA	National Nuclear Security Administration
O	Order
OCIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
P.L.	Public Law
PM	Project Manager
PMO	Project Management Office
PMP	Project Management Plan
QAP	Quality Assurance Program
QPR	Quarterly Project Review
S/CIs	suspect/counterfeit items
SS	Steady State
TCO	Total Cost of Ownership
TPC	Total Project Cost
USC	United States Code

REFERENCES

REFERENCES. This attachment provides information and/or requirements associated with the Department of Energy (DOE) Order (O) 415.1 as well as information and/or requirements applicable to contracts in which the associated Contractor Requirements Document (DOE O 415.1, *Information Technology Project Management,* Attachment 1) is inserted.

1.   DOE, Secretary Delegation Order No. 00-031.00A, dated 6-7-07.

2.   DOE CIO Memorandum, Enterprise Architecture Guidance, dated 1-9-07.

3.   DOE G 413.3-2, *Quality Assurance Guide for Project Management*, dated 6-27-08.

4.   DOE G 413.3-18A, *Integrated Project Team Guide for Formation and Implementation*, dated 2-3-12.

5.   DOE O 200.1A, *Information Technology Management*, dated 12-23-08.

6.   DOE O 205.1B, *Department of Energy Cybersecurity Management Program*, dated 5-16-11.

7.   DOE O 243.1A, *Records Management Program*, dated 11-7-11.

8.   DOE O 413.1B, *Internal Control Program*, dated 10-28-08.

9.   DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, dated 11-29-10.

10.   DOE O 414.1D, *Quality Assurance*, dated 4-25-11.

11.   Executive Order 13011, Federal Information Technology, FR 61-140, dated July 19, 1996.

12.   Government Accountability Office (GAO) Report – GAO-11-826, OMB Needs to Improve Its Guidance on IT Investments, dated September 29, 2011.

13.   Office of Science, Definition of a User Facility Memorandum, dated January 6, 2012.

14.   OMB Circular A-11, Preparation, Submission and Execution of the Budget, dated August 18, 2011.

15.   OMB Circular A-123, Management Accountability and Control, dated December 21, 2004.

16.   OMB Circular A-127, Financial Management Systems, dated January 9, 2009.

17.   OMB Circular A-130, Management of Federal Information Resources, dated November 28, 2000.

18.   OMB Memorandum M-00-07, Incorporating and Funding Security in Information Systems Investments, dated February 28, 2000.

19.   OMB Memorandum M-11-29, Chief Information Officer Authorities, dated August 8, 2011.

20.   OMB Memorandum M-97-02, Funding Information Systems Investments, dated October 25, 1996.

21.   The Clinger-Cohen Act of 1996, (CCA), (Public Law 104-106, Division E), dated February 10, 1996.

22.   The E-Government Act of 2002, (Public Law 107-347), dated December 17, 2002.

23.   The Federal Acquisition Streamlining Act of 1994, Title V (FASA V), dated October 13, 1994.

24.   The Federal Information Security Management Act (FISMA) of 2002, dated October 24, 2002.

25.   The Government Information Security Reform Act (GISRA - 2000), dated October 30, 2000.

26.   The Government Paperwork Elimination Act of 1998, (Public Law 105-277, Title XVII), dated October 21, 1998.

27.   The Government Performance and Results Act of 1993 (GPRA) (Public Law 103-62), dated August 3, 1993.

28.   The Paperwork Reduction Act of 1995, (Public Law 104-13), dated May 22, 1995.

29.   The President's Management Agenda, Office of Management and Budget, Fiscal Year 2002, dated January 29, 2001.

30.   25 Point Implementation Plan to Reform Federal Information Technology Management, U.S. Chief Information Officer, dated December 9, 2010.

31.   FITARA, Title VIII, Subtitle D of the National Defense Authorization Act (NDAA) for Fiscal Year 2015, Pub. L. No. 11 3-291, dated December 19, 2014.

32.   OMB Memorandum, Management and Oversight of Federal Information Technology, M-15-14, June 10, 2015.

GLOSSARY OF TERMS

<u>GLOSSARY OF TERMS.</u> The Glossary of Terms listed in the following table provides definitions to the terms used in The Department of Energy (DOE) Order (O) 415.1, *Information Technology Project Management.*

Term	Definition
Acquisition Executive (AE)	The individual designated by the Secretary of Energy to integrate and unify the management system for a Program portfolio of projects and implement prescribed policies and practices.
Acquisition Strategy	A high-level business and technical-management approach designed to achieve project objectives within specified resource constraints with recognition of key project risks and the strategies identified to handle those risks. It is the framework for planning, organizing, staffing, controlling, and leading a project. It provides a master schedule for activities essential for project success and for formulating functional strategies and plans.
Baseline	A quantitative definition of cost, schedule, and technical performance that serves as a base or standard for measurement and control during the performance of an effort; the established plan against which the status of resources and the effort of the overall Program, Field Program(s), project(s), task(s), or subtask(s) are measured, assessed, and controlled. Once established, baselines are subject to a change-control discipline.
Business Value	The most important factor is the alignment between IT and business processes, organization structure, and strategy. At the highest levels, this alignment is achieved through proper integration of EA, business architecture, process design, organization design, and performance metrics.
Capital Planning and Investment Control (CPIC)	A systematic approach to managing the risk and returns of IT investments for a given Mission. The CPIC process is an integrated, structured methodology to managing IT investments, which ensures that IT investments align with the overall Strategic Plan and Mission in support of business needs while minimizing risks and maximizing returns throughout the investment's life cycle. CPIC uses a systematic selection, control, and continual-evaluation process to ensure that an investment supports the overall Mission and business needs.
Chief Information Officer (CIO)	The individual responsible for overseeing the IT investment portfolio.
Contract	A contract is a mutually binding agreement that obligates the seller to provide the specified product and obligates the buyer to pay for it.

Term	Definition
Contracting Officer (CO)	The CO has the authority to enter into, administer, and/or terminate contracts and make related determinations and findings. The term includes certain authorized representatives of the CO acting within limits of his/her authority as delegated by the CO. The CO and/or his/her representative is accountable for preparing solicitation documents with technical support from the IT Project Manager and acting on behalf of the Head of the Contracting Activity.
Contractor Requirements Document (CRD)	The DOE document that identifies the requirements that the prime contractor's Project Management system must satisfy.
Cybersecurity	The protection of information systems against unauthorized access to or modification of information (whether in storage, processing, or transit), loss of accountability for information and user actions, and the denial of service to authorized users, including those measures necessary to protect against, detect, and counter such threats.
Delegating Official (DO)	The DO has the authority for approval of information technology projects to ensure that the proposed expenditures on IT are consistent with established policies, processes, budgets, and related requirements.
Demonstrated Success	Those IT projects that have been developed through a defined-information-system life cycle with consistent results of project completion within the original project schedule, within budget, and meeting the functionality requirements originally specified.
Departmental Directives Program	Used to establish Directives as the primary means to set, communicate, and institutionalize policies, requirements, responsibilities, and procedures for Departmental Elements and contractors. Equivalencies and exemptions to this Order are processed in accordance with DOE Order 251.1C, *Departmental Directives Program.*
Development, Modernization, and Enhancement (DME)	DME means the project cost for new projects, changes, or modifications to existing systems to improve capability or performance; changes mandated by Congress or Agency leadership; personnel costs for investment management; and direct support. For major IT investments, this amount should equal the sum of amounts reported for planning and acquisition plus the associated Full Time Employee (FTE) costs reported in the OMB Exhibit 300B.
DOE Elements	Headquarters Elements or first-tier Organizations as listed in the Correspondence Style Guide, Office of the Executive Secretariat.

Term	Definition
Enterprise Architecture (EA)	A business-driven plan that describes the current state, future vision, and transitional states of an operation. This is presented in terms of: strategy and performance, business, applications and services, technology, data, and security, all at the end of a 2-to-5 year planning horizon.
Enterprise-wide IT Projects	A project that spans or impacts multiple DOE Elements.
Equivalencies	That which has the same or almost the same characteristics or effect.
Information Management Governance Board (IMGB)	The DOE Information Management Governance Board (IMGB) serves as a forum for collaboration, development, coordination, and execution of efforts relating to DOE enterprise cyber activities and issues.
Information	Any communication or representation of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms.
Information System	A combination of information, computer, and telecommunications resources; other information technology resources; and personnel resources that collect, record, process, store, communicate, retrieve, and display information.
Information Technology (IT)	Information technology, as defined by the Clinger-Cohen Act of 1996, sections 5002, 5141, and 5142, means any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. For purposes of this definition, equipment is "used" by an Agency whether the Agency uses the equipment directly or it is used by a contractor under a contract with the Agency that (1) requires the use of such equipment or (2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. Information technology includes computers, ancillary equipment, software, firmware, and similar procedures, services (including support services), and related resources. It does not include any equipment that is acquired by a Federal contractor incidental to a Federal contract. Information technology is any proposed acquisition of information technology or information technology-related resources to support a defined business need.
Initiative	An initiative is created by an Organization in response to a driver or internal Directives and defines the scope of the Organizational work- efforts performed.

Term	Definition
Internal Controls	A process affected by an Organization's structure, work and authority flows, and people and management information systems; it is designed to help the Organization accomplish specific goals or objectives. It is a means by which an Organization's resources are directed, monitored, and measured.
IT Assets	These IT assets provide the infrastructure and operational IT services necessary for accomplishing the site Missions and Programs. Specifically, they are locally managed IT assets or IT support services. Examples include the following: • Networks; • Telecommunications; • End-user devices (Desktops, Laptops, Printers, Tablets, mobile devices, etc); • Internet/Intranet; • Email; • Collaboration Tools; • IT Planning (EA/CPIC/Program Office Support); • Web Hosting; • Data Storage; and/or • Contractor Business/Financial/Administrative Systems.
IT Investment	For the purpose of this Order, an IT investment is used interchangeably with an IT asset and IT project.
IT Project	A planned endeavor funded by an approved information technology investment, thus achieving a specific goal and creating a unique product, service, or result. A project has a defined start and end point with specific objectives that, when attained, signify completion.
IT Project Management Office(IT PMO)	An Organizational Element or group that defines and maintains the standards or processes generally related to Project Management within the Organization. The PMO develops project guidance, policies, and procedures.
IT Project Manager (IT PM)	An individual in the Headquarters (HQ) Organizational Element responsible for managing a project and its assigned activities. This individual ensures that all the projects are properly phased, funded over time, and that each Project Manager is meeting his/her key milestones. These individuals are the project's advocates, ensure proper resourcing, and facilitate the execution process. They predict Programmatic risks and put mitigation strategies in place so that projects are not affected.

Term	Definition
Life Cycle Management (LCM)	A business approach to manage the total life cycle of products and services. LCM is used to understand and analyze life cycle stages of products and services of a business; identify potential economic, social, or environmental risks and opportunities at each stage; and create ways to act upon those opportunities and reduce potential risks.
Maintenance	An activity necessary to keep an asset functioning as designed during its operations and maintenance phase of a project. Maintenance costs include costs needed to sustain an IT asset at the current capability and performance levels including: corrective hardware/software, voice and data communications maintenance, replacement of damaged or obsolete IT equipment, and associated overhead costs. Examples of maintenance projects include operating system upgrades, technology refreshes, and security patch implementations.
Milestone	Any significant or substantive point, time, or event of the project. Milestones typically refer to points at which large-schedule events or series of events have been completed, and a new phase(s) is set to begin.
Modular Development	Focuses on a project or activity of the overall vision and progressively expands upon the agencies' capabilities, until the overall vision is realized. Modular Development projects are broken down into discrete projects or increments, each of which are undertaken to develop and implement the products and capabilities that the larger program must deliver
Objective	This defines the principal areas of concern within the overall goal; it may also provide quantitative measures of future performance and may list several Strategic Targets that provide additional quantification of Agency objectives.
Office of the Chief Information Officer (OCIO)	The Office responsible to ensure that IT is acquired and information resources are managed consistent with statutory, regulatory, and Departmental requirements and priorities.
Operation	The day-to-day management of an asset in the production environment and included activities to operate data centers, help desks, operational centers, telecommunication centers, and end user support services. Operational activities are reported through Section C of the Exhibit 300B. Operations costs include the expenses associated with an IT asset that is in the production environment to sustain an IT asset at the current capability and performance levels including Federal and contracted labor costs and the costs for the disposal of an asset.
Process	A permanent or semi-permanent collection of measurable, auditable, and repeatable activities that result in an output.

Term	Definition
Project	A project has a defined start and end point with specific objectives that, when attained, signify completion thus achieving a specific goal and creating a unique product, service, or result. Built on interdependent activities planned to meet a common objective, a project focuses on attaining or completing a deliverable within a predetermined cost, schedule, and technical scope.
Project Management	Project Management is the discipline of planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.
Project Management Plan (PMP)	The contractor-prepared document that sets forth the plans, organization, and systems that the contractor will utilize to manage the project. Its content and the extent of detail of the PMP will vary in accordance with the size of the type of project and state of project execution.
Project Performance	The overall measurement of whether a project has met objectives and requirements of scope, cost, and schedule. A periodic measurement during the monitoring and controlling phases of a project performed to observe project execution and identify variances from the Project Management Plan for proactive mitigation.
Quality Assurance Program (QAP)	In Project Management, an inspection of the accomplished work to ensure its alignment with the project scope. In practice, projects typically have a dedicated quality control team, which focuses on this area.
Requirements	A singular documented need of what a particular product or service should be or perform. It is a statement that identifies a necessary attribute, capability, characteristic, or quality of a system in order for it to have value and utility to a user. Business requirements describe in business terms what must be delivered or accomplished to provide value. Functional requirements describe the functionality that the system is to execute.
Risk	Factor, element, constraint, or course of action that introduces an uncertainty of outcome either positively or negatively that could impact project objectives.

Term	Definition
Risk Management	The handling of risks through specific methods and techniques. Effective risk management is an essential element of every project. The DOE risk management concept is based on the principles that risk management must be analytical, forward-looking, structured, informative, and continuous. Risk assessments should be performed as early as possible in the project and should identify critical technical, performance, schedule, and cost risks. Once risks are identified, sound risk mitigation strategies and actions should be developed and documented.
Solution	A comprehensive architectural response to a business problem. Solutions address all layers of EA - strategy, business, data, applications, and technology/security.
Sponsoring/Funding Organization	The DOE Organization responsible for providing the necessary funding to support the project and project activities.
Stakeholder	Individuals and Organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of Program execution or completion. They may also exert influence over the Program and its results.
Steady State (SS)	Steady State means maintenance and operation costs at current capability and performance levels including costs for personnel, maintenance of existing information systems, corrective software maintenance, voice and data communications maintenance, and replacement of broken IT equipment. For major IT projects, this amount should equal the amount reported for maintenance plus the associated FTE costs reported in the OMB Exhibit 300B.
System	An interconnected set of information resources organized for the collection, processing, maintenance, transmission, and dissemination of information, in accordance with defined procedures, whether automated or manual.
Tailoring	Tailoring is used to determine which processes and outputs are appropriate, and the degree of rigor that should be applied based on factors such as scope, size, risk, and complexity.
Total Cost of Ownership (TCO)	An analysis used to gauge the viability of any project. An Enterprise may use it as a product/process comparison tool. The TCO directly relates to an Enterprise's assets and/or related systems total costs across all projects and processes, thus giving a picture of the profitability over time.

Term	Definition
Total Project Cost (TPC)	All cost planning and implementation specific to a project incurred through the startup of continual operations (capability delivered) but prior to the operation of the facility.
Value Measuring Methodology (VMM)	A tool that helps balance both tangible and intangible values when making project decisions, and monitoring benefits.