



A monthly newsletter of the Energy Facility Contractors Group's Project Delivery Working Group

Issue 29

December 2021

Looking Back at Another Remarkable Year

Greetings PDWG Team Members. Well, it's the end of another year so we at the *Practitioner* thought we would continue a tradition started last December when we took a look back at all the previous newsletter editions from the year and provided a brief recap of their contents.

In project management, looking back is essential for a number of reasons, including tracking progress, planning for the future, and identifying lessons learned to make the next project even better. We hope that this look back at the year's main articles in the *Practitioner* will be beneficial to you, either in discovering articles you may have missed, revisiting ones that provided some insight or curiosity to explore the topic further, or sparking an idea for a future article that can be suggested to our staff.

Whatever the case may be, we hope you enjoy this brief look back at what was 2021 in the *Practitioner*. Happy holidays!

Year in Review

January: This month's *Practitioner* brought a "PREPUBLICATION COPY – SUBJECT TO FURTHER EDITORIAL CORRECTION" of "A Consensus Study Report of The National Academies of Sciences • Engineering • Medicine", a behavior-based project management article on Ambiguity Aversion and Its Effect on Risk Identification, and a look at the percentage of construction-related accidents that were caused by employer negligence.

February: This month's edition of the *Practitioner* looked at a couple of interesting KPMG surveys, courtesy of DOE's PM-30, Mel Frank. Also, in the realm of behavior-based project management, author Josh Ramirez provided an introduction to earned value as an indicator of risky cultural issues. And we looked at the top 10 root causes of project management failures.

March: This month's edition of the *Practitioner* took a re-look at Integrated Baseline Reviews (IBRs) and the drivers behind them, along with a look at the United States Department of Labor Occupational Safety and Health Administration webpage.

Continues on next page

Year in Review

Continued from previous page

April: This month's newsletter brought an interesting look at "Managing Programs Using Predictive Measures", along with an exploration into the true cause of project failures.

May: In this month's *Practitioner*, we learned how project managers can help lead and manage change by understanding six predictive stages, about upcoming changes for a NDIA guiding document, and of the seven reasons why projects fail.

June: This month's edition of the *Practitioner* took a re-look at "Rolling Wave Planning" guidance as outlined in: National Defense Industrial Association Integrated Program Management Division, *Planning & Scheduling Excellence Guide (PASEG) September 12, 2019 Version 4.0 - © 2019 NDIA IPMD*, and U.S. Government Accountability Office (GAO), *Schedule Assessment Guide - Best Practices for Project Schedules - GAO-16-89G*, respectively. We also asked the question, "Are You Touching All the Bases in Your Communication Game Plans?"

July: This month's edition of the *Practitioner* explored the realm of ethics from two different viewpoints. Frequent contributor Josh Ramirez provided a brief description of strategic misrepresentation as it relates to behavior-based project management. Then, we looked at five major engineering disasters that were caused in part by a lack of proper ethics.

August: This month's *Practitioner* explored the broader horizons of project management by looking beyond our own confines of the EFCOG world and introducing the perspective of the "Construction Industry Institute" (CII).

September: This edition of the *Practitioner* shared highlights from our PDWG Project Controls Subgroup (PCSG) meeting held earlier in the month, received an introduction to Cognitive Moderators in relation to behavior-based project management, and took a look at what "it is not one world" really means.

October: In this month's issue we explored the study "Improving the Maturity and Environment of the Earned Value Management System (EVMS): Development of an EVMS Rating Index" authored by David Kester, and learned about what are lessons learned in project management.

November: This edition of the *Practitioner* included an article on "Organizational Culture" and its "...Definition and Characteristics," and we explored "5 Delivery Methods for Construction Projects."

We hope you enjoyed reading the articles that we provided throughout the year and that they were useful in some way. We look forward to providing you with more of the same in 2022! Have a happy and safe holiday season and new year.

The PRACTITIONER

Published monthly for the
EFCOG's Project Delivery
Working Group by:

Craig Hewitt

(writer/editor)

(509) 308-2277

[Craig T Hewitt@rl.gov](mailto:Craig_T_Hewitt@rl.gov)

Adam Russell

(writer/publisher)

(509) 376-5742

Adam_Russell@rl.gov

Tony Spillman

(managing editor)

(509) 372-9986

[Anthony W Spillman@rl.gov](mailto:Anthony_W_Spillman@rl.gov)

For questions, comments,
story ideas or other
correspondence, call or e-
mail Craig Hewitt at the
contact information above.

It Is Not One World

Why Santa is the Ultimate Project Manager

With the big day fast approaching, we wanted to get into the spirit of things by looking at what makes Santa Claus the ultimate project manager:

Scheduling: No-one rocks fixed deadline scheduling like the big man in red. Imagine the faces of half a billion children (the approximate number who believe in Santa) on Christmas morning if there were no presents under the tree! The results don't bear thinking about.

Team management: Getting all of the presents made, wrapped and loaded for delivery is not a small task, but Santa has this down pat. Leaving the elves to get on and do what they do best without interference is an example of a project manager that trusts his team. It's not surprising they have a process that runs like clockwork given they've been working together for centuries!



Stakeholders: Santa is a brilliant example of how to successfully manage stakeholders. How else can you have hundreds of millions of people consistently believing that you will deliver everything they want on time and in budget, regardless of the weather or other potentially disruptive factors?

Budgeting: With escalating production costs and parents' budgets stagnating, Santa is a financial wizard to produce all of the presents that the children request without running out of money or breaking the bank.

Issues management: For an outstanding example of effective issues management under pressure, we just need to look at what happened at Christmas in 1939. It was almost cancelled due to a weather crisis but thanks to quick thinking on Santa's part by using Rudolf to lead the way Christmas was saved.

As you can see from the examples above, Santa totally is the ultimate project manager.

— From [Psoda.com](https://psoda.com)

Check out the latest DOE Project Management newsletter!

(Click on the banner below)

Or have it delivered directly to your inbox every month!

1. Click [HERE](#) and a new email will open.
2. Just press SEND – Do not edit anything.
3. Click the provided link in the confirmation email you receive.
(An unsubscribe link is provided in each newsletter email.)

Just for Fun: December's Notable Events and Famous Birthdays

1 — The first moving assembly line went into operation (1913), actor/director Woody Allen (1935), comedian Richard Pryor (140), and singer Bette Midler (1945) were born, and Rosa Parks began the Montgomery bus boycott (1955).

2 — Napoleon was crowned emperor of France (1804), the Monroe Doctrine was declared (1823), Enrico Fermi produced the first nuclear chain reaction (1942), Archie Griffin won his second Heisman Trophy (1975), **recently emancipated pop singer Britney Spears was born** (1981), Enron filed for bankruptcy (2001), and the first hydrogen fuel-cell cars were introduced in the U.S. (2002).



3 — Illinois became a state (1818), rocker Ozzy Osbourne was born (1948), the first human heart transplant was performed (1967), and 2,000 people were killed in an explosion at a pesticide plant in India (1984).

4 — President Woodrow Wilson became the first U.S. president to travel to Europe (1918), actresses Marisa Tomei (1964) and Tyra Banks (1973) were born, and American exchange student Amanda Knox was convicted of murdering her roommate in Italy (2009).

5 — President Martin Van Buren (1872), General George Custer (1839) and animator Walt Disney (1901) were born, Prohibition ended (1933), and anti-apartheid activist Nelson Mandela (2013) died.

6 — The Washington Monument was completed (1884), the worst U.S. mining disaster occurred when 361 coal miners were killed in an explosion in West Virginia (1907), the largest manmade pre-atomic explosion — nearly 8 million tons of TNT — occurred at Halifax Harbor when two ships collided (1917), and **Jerry Rice broke the NFL's all-time touchdown reception record with his 101st** (1992).



7 — Delaware became the first state (1787), Japan attacked Pearl Harbor (1941), baseball Hall of Famer Johnny Bench (1947) and basketball Hall of Famer Larry Bird (1956) were born, the first execution by lethal injection took place in Texas (1982), and two earthquakes killed 60,000 people in Armenia (1988).

8 — Entertainer Sammy Davis Jr was born (1925), the biggest defeat in NFL history occurred when Chicago beat Washington 73-0 in the championship game (1940), the U.S. declared war on Japan (1941), singer Jim Morrison was born (1943), John Lennon was shot and killed (1980), the first nuclear arms reduction treaty between the U.S. and Soviet Union was signed (1987), and NAFTA was signed into law (1993).

9 — Actors Kirk Douglas (1916) and John Malkovich (1953), and singer Donny Osmond (1957) were born, and U.S. Marines landed in Somalia (1992).

10 — Wyoming became the first state to allow women to vote (1869), the Spanish-American war ended (1898), the first Nobel Prizes were awarded (1901), singer Otis Redding was killed in a plane crash (1967), and LaDanian Tomlinson broke the NFL single-season touchdown record with his 29th (2006).

11 — Germany declared war on the U.S. (1941), UNICEF was founded (1946), singer Sam Cooke was shot to death (1964), and Russia invaded Chechnya (1994).

12 — The first trans-Atlantic radio transmission was conducted (1901), entertainer Frank Sinatra (1915) and TV game show host Bob Barker (1923) were born, Gayle Sayers scored an NFL record-tying six touchdowns in one game (1965), one of Leonardo da Vinci's notebooks sold for \$5.1M (1980), and **GM announced its phase-out of Oldsmobile** (2000).



13 — New Zealand was discovered (1642), actor Dick Van Dyke (1925) and rocker Ted Nugent (1947) were born, the highest scoring NBA game was played when Detroit beat Denver 186-184 (1983), and Iraqi dictator Saddam Hussein was captured (2003).

14 — Prognosticator Nostradamus was born (1503), George Washington died (1799), Gen. James Doolittle was born (1896), the first study of quantum theory was published (1900), Roald Amundsen reached the South Pole (1911), and the Sandy Hook school shooting occurred (2012).

15 — The Bill of Rights was ratified (1791), Sioux chief Sitting Bull was killed (1890), the rotary engine was patented (1896), **funnyman Tim Conway was born** (1933), bandleader Glenn Miller's airplane disappeared (1944), and actor Don Johnson was born (1949).



16 — Composer Ludwig van Beethoven was born (1770), the Boston Tea Party took place (1773), the greatest series of earthquakes in U.S. history occurred in Missouri (1811), the Battle of the Bulge began (1944), and OJ Simpson became the first NFL player to rush for over 2,000 yards in one season (1973).

17 — The Wright brothers successfully flew the first airplane (1903), Stan Barrett became the first person to break the sound barrier on land (1979), and Terrell Owens caught an NFL-record 20 passes in one game (2000).

18 — The *Mayflower* arrived at Plymouth (1620), the first national day of thanksgiving was celebrated (1777), the 13th Amendment abolishing slavery was formally adopted into the Constitution (1865), baseball legend Ty Cobb was born (1886), and director Steven Spielberg (1946), actor Brad Pitt (1964) and singer Christina Aguilera (1980) were born.

19 — Charles Dickens' "A Christmas Carol" was published (1843), the NHL began its first season (1917), late football Hall of Famer Reggie White was born (1961), the last Apollo lunar-landing mission ended (1972), the blockbuster movie *Titanic* premiered (1997), and President Bill Clinton was impeached (1998).

20 — The French surrendered Orleans to the U.S. (1803), Elvis Presley was drafted into the Army (1957), actor Kiefer Sutherland was born (1966), **hockey star Guy Lafleur scored his 500th goal** (1983), and the U.S. invaded Panama (1989).



21 — Soviet dictator Joseph Stalin (1879), TV talk show host Phil Donahue (1935), actress Jane Fonda (1937) and rocker Frank Zappa (1940) were born, Gen. George Patton died in a car accident (1945), funnyman Ray Romano (1957) and Olympic champion sprinter Florence Griffith Joyner (1959) were born, Apollo 8 launched as the first manned mission to the moon (1968), and a jetliner exploded over Scotland, killing all 243 passengers (1988).

22 — Beethoven's Fifth Symphony premiered (1808), the first Mercedes was sold (1900), and the L.A. Lakers broke the pro sports winning streak record with its 27th consecutive win (1971).

23 — Mormon Church founder Joseph Smith was born (1805), Franco Harris caught the Immaculate Reception in the AFC championship game (1972), and Philadelphia, the first major Hollywood movie about AIDS, was released (1993).

24 — The War of 1812 ended (1814), the KKK was founded (1865), rich guy Howard Hughes was born (1905), President Coolidge lit up the first national Christmas tree at the White House (1923), **TV host Ryan Seacrest was born** (1974), and the Soviet Union invaded Afghanistan (1979).



25 — Scientist Sir Isaac Newton (1642) and actor Humphrey Bogart (1899) were born, Bing Crosby first sang "White Christmas" (1941), singer Jimmy Buffett and football Hall of Famer Larry Czonka (1946) were born, Soviet president Mikhail Gorbachev resigned (1991), young beauty queen JonBenet Ramsey was murdered (1996), and New Mexico kicker Katie Hnida became the first female to play in a Division I college football game (2002).

26 — Jack Johnson became the first black heavyweight boxing champ (1908), Kwanzaa was first celebrated (1966), President Harry Truman died (1972), and an estimated 230,000 people died from a tsunami in Southeast Asia (2004).

27 — Radio City Music Hall opened in New York City (1932), and Peyton Manning broke the NFL's single-season touchdown passing record with his 49th (2004).

28 — President Woodrow Wilson was born (1856), the first Labor Day in the U.S. was observed (1869), the first commercial movie was screened in Paris (1895), the worst-ever earthquake in Europe killed an estimated 100,000 people (1908), and actor Denzel Washington was born (1954).

29 — President Andrew Johnson was born (1808), Texas became a state (1845), the massacre at Wounded Knee took place (1890), actress Mary Tyler Moore (1937) and actor Ted Danson (1947) were born.

30 — The border between the U.S. and Mexico was established (1853), more than 600 people were killed in a fire at a Chicago theater (1903), the USSR was established (1922), and baseball Hall of Famer Sandy Koufax (1935) and golfer Tiger Woods (1975) were born.

31 — **Thomas Edison demonstrated the first incandescent light** (1879), actor Anthony Hopkins (1937), singers John Denver (1943) and Donna Summer (1948), and actor Val Kilmer (1959) were born, baseball star Roberto Clemente (1972) and singer Rick Nelson (1985) were killed in plane crashes, and Panama took possession of the Panama Canal from the U.S. (1999).



From All of Us at The Practitioner, We Wish You

