# OPA EVMS Acceptance Review

## Out Briefing

For

## Princeton University

## Princeton Plasma Physics Laboratory

October 6, 2011

by

**The Office of Project Assessment (OPA),**

**Office of Science**

# Participants and Assignments

***Review Leadership***
Ethan Merrill,  SC /OPA

***Review Team (per ANSI Guidelines)***

Organization and Analysis & Management Reports
Jim Fountain (GL1-5), Ethan Merrill (22-27)

Planning, Scheduling & Budgeting
Cathy Lavelle (GL6-15)

Accounting Considerations
Chris Madonia, Jennifer Fortner (GL16-21)

Revisions & Data Maintenance
Jennifer O'Connor (GL 28-32)

# Thanks

The PPPL Team is to be commended on their professionalism and candor in hosting the review.  The PMO and CAMs were receptive and responsive to the Review Team's requests.

# Noteworthy Practices

- PPPL should be commended for the actions completed thus far in implementing an EVM System;
- Cost Estimates are detailed, documented, and traceable;
- Project Schedule is detailed, resource-loaded however it is highly constrained and the logic requires further review;
- Project planning process is well documented and owned by the CAMs;
- Traceability established between EVMS and accounting system;
- Monthly Project Status meeting is a commendable tool for sharing project information and direction across the project team;
- CAMs have demonstrated detailed technical knowledge;
- Effective relationship between PSO and PPPL is noted.

# CARs and CIOs

Corrective Action Requests (CARs) and Continuous Improvement Opportunities (CIOs)

- CARs *require* a formal response from PU-PPPL via a CAP.
- CIOs do not require a response but are strongly encouraged by DOE OPA and OECM for PU-PPPL to incorporate into their EVMS as “Best Practices”.

# CARs

1. Acceleration of schedule and added scope without formal baseline change;
   - The project should measure against a realistic baseline
   - Project is managing to an accelerated schedule not baseline
   - Follow formal change control processes and procedures
   - Document changes to performance baseline
2. VARs must be written at the Control Account Level as a minimum
3. Schedule logic and excessive constraints degrades the integrity of the schedule and critical path
4. Inconsistent identification and application of LOE vs Discrete across Control Accounts

# CIOs

1. Recommend improvement in CAM ownership of EAC development, tracking and active revision;
2. Recommend validation of actual costs from COBRA by CFO;
3. Recommend additional EV training, some examples include:
   a) PPPL change control processes, procedures, and responsibilities (when and how)
   b) EAC
   c) Understanding of Control Account Plans
4. Recommend documentation clarifications and corrections, some examples include:
   a) Formally document management decisions
   b) Include UB and clarify MR in System Description
   c) Clarify matrix relationship between Engineering and Infrastructure and CFO in System Description
5. Recommend including documentation of EV technique (% Complete) in each Work Authorization Form.

# CIOs

6. Recommend continued improvement to Change Control Procedures and Processes, some examples include:
   a) Consistent mechanism needed to process administrative changes
   b) Time phasing was changed in June 2011 but not reflected in CPR Format 3
   c) PEP requires log of approved/disapproved/pending changes and ensure continuous maintenance.
7. PEP and RAM have one control account listed against 4 WBS elements.

# Conclusion

•Upon verification of implementation of Corrective Action Requests (CAR), the Office of Project Assessment will provide notification that the PPPL EVM system is acceptable for purposes of performance reporting and meets the intent of the ANSI Standard 748B.

•CARs and CIOs will be provided within two weeks

•Corrective Action Plan (CAP) to OPA one week after CARs and CIOs are received

•Final Report Issued by OPA within 30 days of PPPL Closeout

•OPA review and acceptance of CAP prior to CD-3 ESAAB-E

•Acceptance Letter by CD-3 ESAAB-E

• Surveillance Review will be conducted by OPA in 6 months