

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTS	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00001	EVMS Description, 1.0	1. Where is FRA in all of this? The EVM System belongs to FRA and not the lab.	Lynne Sia-Bates	Will revise "Fermilab" reference to "FRA" as appropriate, or edit to remove Fermilab reference.	McCluskey	in progress	
00002	EVMS Description, 1.0	2. Are these folks employees of FRA or DOE??	Lynne Sia-Bates	None are DOE, some are FRA, some are from other institutions.	Hoffer	complete	1/5/2009
00003	EVMS Description, 1.3	3. Why the distinction in projects when the need for an EVMS is clearly articulated in 413?	Lynne Sia-Bates	Will revise to remove reference to these specific types of projects and add reference to 413.	McCluskey	in progress	
00004	EVMS Description, 1.3	4. Please explain what can be tailored?	Lynne Sia-Bates	Will add specifics in this section that are now referenced throughout the documents.	McCluskey	in progress	
00005	EVMS Description, 1.3	5. If the project meets the DOE 413 requirement for EVM then deviations are not allowed? Please explain?	Lynne Sia-Bates	Will change "deviation" to "tailoring", which documents how the project is tailoring.	McCluskey	in progress	
00006	EVMS Description 2.0	6. I need to better understand the FRA organization structure.	Lynne Sia-Bates	Will discuss at RA meeting on 9 Jan 09	Hoffer	in progress	
00007	EVMS Description 2.0	7. Are the Fermilab Director and Associate Director a FRA employee or DOE employee?	Lynne Sia-Bates	Currently, the Director and Associate Director are FRA employees.	Hoffer	complete	1/5/2009
00008	EVMS Description 2.3.4	8. This section needs to be expanded to include a "freeze period." Words such as "...a planning package must be detailed planned no later than 2 months before the work is to begin..."	Lynne Sia-Bates	This freeze period is detailed in Procedure 12.PM-002, section 4.3. Will reference this procedure in description.	McCluskey	in progress	
00009	EVMS Description 3.5.1	9. What is the purpose of discussing annual funding requirements when EVM deals with life-cycle baselines?	Lynne Sia-Bates	This was only meant to show one outcome of cost estimating activities. It could be deleted.	McCluskey	in progress	
00010	EVMS Description 3.5.2	10. Why is an EVMS document discussing project funds?	Lynne Sia-Bates	Project budget planning does have to take funding profiles into account, a fact of how DOE develops projects. Except for this, references to funding will be removed.	McCluskey	in progress	
00011	EVMS Description 3.5.2	11. Please explain the statement "Tailoring strategies..."	Lynne Sia-Bates	Will remove tailoring sentence and will revise Operating to OPC.	McCluskey	in progress	
00012	EVMS Description 3.5.2	12. Does FRA have more than one customer? I thought FRA was "created specifically to manage and operate Fermilab for DOE".	Lynne Sia-Bates	FRA only holds one contract, that for DOE. FRA was formed solely to hold the Fermilab M&O contract with DOE.	Chrisman	complete	1/5/2009
00013	EVMS Description 3.5.3	13. What is a work package subset?	Lynne Sia-Bates	Will delete "subset"	McCluskey	in progress	
00014	EVMS Description 3.5.4	14. How does " <b><i>Only a single PMT may be used on each lowest level activity..</i></b> " reconcile with the statement made in Section 5.1 " <b><i>Stability: One PMT is chosen for each work package.</i></b> "	Lynne Sia-Bates	Will use work package instead of activity in 1st sentence.	McCluskey	in progress	
00015	EVMS Description 3.5.5	15. Who at FRA is responsible?	Lynne Sia-Bates	The Fermilab Chief Financial Officer is responsible for establishing, monitoring, reporting, and adjusting indirect rates at Fermilab.	Conger	complete	1/5/2009
00016	EVMS Description 3.5.5	16. How can Fermilab be responsible for o/h rates for the company known as FRA?	Lynne Sia-Bates	In fact, it is the reverse. FRA is responsible for indirect rates at Fermilab, just as FRA is responsible for all management systems at Fermilab in accordance with its (FRA's) contract with DOE.	Conger	complete	1/5/2009

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTER	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00017	EVMS Description 3.5.5	17. This relationship is unclear to me; I need to better understand. A Company's EVMS System cannot be certified when using another's accounting system.	Lynne Sia-Bates	See response to Comment# 12 and Comment# 28 also. FRA is the only company involved here. When we refer to "Fermilab" systems, we mean the FRA-managed systems that process all transactions associated with the Department of Energy contract with FRA to manage and operate the facility called Fermilab. Like all assets at this facility, the system is owned by DOE. However, it is under the complete control of FRA as the M&O contractor. FRA does business as "Fermilab" when conducting the business of the DOE contract.	Conger	complete	1/5/2009
00018	EVMS Description 3.6.1	18. Earned Value does not concern itself with FUNDING. I think I understand your intent but the phrasing needs to change. "that are within the scope of the project but are not part of the control account budgets." If this is NOT your intent, please explain.	Lynne Sia-Bates	Will revise as suggested.	McCluskey	in progress	
00019	EVMS Description 3.6.2	19. How much NON-DOE work does FRA do?	Lynne Sia-Bates	It should be noted that all work at the Fermilab facility is authorized by DOE. In FY08 the portion of costs incurred on the DOE contract for non-DOE work was approximately 1%.	Conger	complete	1/5/2009
00020	EVMS Description 3.6.2	20. How can you reconcile the following statement with the highlighted section above?	Lynne Sia-Bates	Will discuss at RA meeting on 9 Jan 09	Chrisman/Conger/Ho	in progress	
00021	EVMS Description 3.7	21. Why the distinction between construction and research?	Lynne Sia-Bates	Will remove reference to specific types of projects	McCluskey	in progress	
00022	EVMS Description 3.7	22. Same question as #41 and #42	Lynne Sia-Bates	deleted per Lynne Sia-Bates		complete	12/23/2008
00023	EVMS Description 3.7	23. Written authorization for Fermilab? Or FRA?	Lynne Sia-Bates	Will revise to FRA.	McCluskey	in progress	
00024	EVMS Description 3.7	24. There is no discussion as how FRA receives authorization to proceed.	Lynne Sia-Bates	This section will be revised to reflect the different ways in which Line Item and Major Item of Equipment (MIE) projects receive work authorization. Line Items are directed to proceed through Construction Directives. MIEs are directed through Critical Decision approvals.	Trimby/McCluskey	in progress	
00025	EVMS Description 3.7	25. While funding limitations are important, EVMS does not concern itself with funding. A plan is developed without concern for funding. If it becomes evident that the funding profile is less than the value of the planned work the change control policy is invoked. Work and its associated budget is moved and EV documentation is updated. YOU DO NOT PLAN BASED ON A FUNDING PROFILE.	Lynne Sia-Bates	Projects are planned with the funding guidance given to us by DOE.	Hoffer	complete	1/5/2009
00026	EVMS Description 3.7	26. Shouldn't this be the Project Manager?	Lynne Sia-Bates	Will change as suggested	McCluskey	in progress	
00027	EVMS Description 3.8.2	27. Please explain.	Lynne Sia-Bates	We expect our collaborating institutions to provide input and to support the FRA EVMS implementation on the projects.	Hoffer	complete	

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTS	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00028	EVMS Description 4.0	28. In general, I need a better explanation of the accounting system and procedures used at FRA, not at Fermilab.	Lynne Sia-Bates	The accounting system used by FRA to account for government funds is integrated with the DOE accounting system as required by the DOE Contract Clause I.123. Further, DOE Contract Clause I.118 (a) states: "The Contractor shall maintain a separate and distinct set of accounts, ..." All Contract work, including projects must flow through this system. FRA maintains a separate system for its own small accounts which is funded by the owners of FRA through earned fee and partners' funds. The funds are used to cover unallowed cost incurred by FRA in the course of work under the contract.	Chrisman	complete	1/5/2009
00029	EVMS Description 4.0	29. Are there FRA projects outside of Fermilab?	Lynne Sia-Bates	There are no FRA projects outside Fermilab.	Chrisman	complete	1/5/2009
00030	EVMS Description 4.0	30. What is the established financial system?	Lynne Sia-Bates	FRA's core financial systems at the Laboratory consist of Oracle's eBusiness suite for financials and PeopleSoft HRMS for HR and Payroll, as well as the Deltek suite for project cost and schedule control. Other integrated systems include Sunflower Asset Management, ProCard, and Centralized Name and Address.	Conger	complete	1/5/2009
00031	EVMS Description 4.0	31. Are you saying that FRA itself does not have an accounting system?	Lynne Sia-Bates	See the answer to Comment# 17 above.	Conger	complete	1/5/2009
00032	EVMS Description 4.0	32. Who can make changes to the Lab's accounting practices?	Lynne Sia-Bates	See the answer to Comment# 17 above.	Conger	complete	1/5/2009
00033	EVMS Description 4.0	33. What are FRA's accounting practices?	Lynne Sia-Bates	Accounting practices are documented primarily in the Accounting Policies and Procedures database maintained in Lotus Notes, as well as in the CAS Disclosure Statement. Links to relevant practices are referenced in Appendix A of the System Description Document under EVMS Crosswalk - Guidelines 16 through 21.	Conger	complete	1/5/2009
00034	EVMS Description 4.0	34. Need a copy of the CASDS to review.	Lynne Sia-Bates	Provided through link in EVMS crosswalk in EVMS Description.	McCluskey	complete	1/5/2009
00035	EVMS Description 4.1	35. Need a copy of FRA's organizational structure to understand FRA's role in accounting.	Lynne Sia-Bates	Will give copy and discuss at 9-Jan meeting	Hoffer	in progress	
00036	EVMS Description 4.1.2	36. Which Project Office; FRA/Fermilab/other? This is unclear.	Lynne Sia-Bates	This refers to the project office of the project performing the work.	Hoffer	complete	1/5/2009
00037	EVMS Description 4.1.2	37. Is the Accounting Department staffed with FRA employees?	Lynne Sia-Bates	Yes	Hoffer	complete	1/5/2009

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTER	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00038	EVMS Description 4.1.4	38. Please explain "percent effort"?	Lynne Sia-Bates	For exempt personnel, the most common method of reporting effort on a particular cost objective is as a percentage of time worked for the reporting period. The percentage is computed as the hours worked on a particular cost objective divided by the total time worked in the reporting period. This percentage is applied to total time worked dollars in the reporting period to allocate labor cost.	Conger	complete	1/5/2009
00039	EVMS Description 4.1.5	39. Please explain the "encumbrances are recognized..." statement.	Lynne Sia-Bates	Financial transactions are reported on an obligation basis. An obligation, i.e. encumbrance, is recorded against funding in the Oracle Project Accounting module at the time an order is placed with a vendor.	Conger	complete	1/5/2009
00040	EVMS Description 4.1.5	40. It appears that the "receipt of goods are not entered into the procurement system" and the "receipt of material in the procurement system" are at odds with one another.	Lynne Sia-Bates	The statement regarding further approvals required on invoices affects only the payment of the invoice, not the costing. The cost is recorded upon entry of the invoice into the accounts payable system. Conversely, receipt of goods into the system will result in the cost being recorded at the end of that month even though no invoice has been received and matched to the receipt.	Conger	complete	1/5/2009
00041	EVMS Description 4.1.5	41. Please explain how the accrual process works when "If further approvals are required, or if receipt of goods has not been entered into the system, the invoice is placed on hold." Costs should be accrued appropriately.	Lynne Sia-Bates	See answer to Comment# 40 above. Material costs are recorded upon invoice entry or receipt of goods, whichever comes first.	Conger	complete	1/5/2009
00042	EVMS Description 4.1.5	42. Please provide the documented procedures for accruing items/services not physically received at the lab.	Lynne Sia-Bates	The procedure for recording receipt of goods not received at Fermilab is at this link: <a href="http://bss-support.fnal.gov/products/sup_book.nsf/wp/main">http://bss-support.fnal.gov/products/sup_book.nsf/wp/main</a> , under Material Distribution – Basic Receiving Operation – Procedure – Direct Delivery of Purchase Orders. The procedure for recording the receipt of services, wherever performed, is in the Accounting Policies and Procedures database entitled "Accruals for Service PO's".	Conger	complete	1/5/2009
00043	EVMS Description 4.2	43. Who in FRA is responsible for controlling indirect costs? The ANSI-748 requires that the organization or function responsible for controlling overhead (indirect costs) be identified.	Lynne Sia-Bates	The Chief Operating Officer controls indirect expenditures once the annual indirect budget has been established by the Director. The rates maybe adjusted during a given fiscal year should Congress/DOE significantly change the available funding provided to the contract.	Chrisman	complete	1/5/2009
00044	EVMS Description 5.0	44. The PMB is used firstly to measure progress/performance; not to measure and analyze cost. EVM is not a financial report.	Lynne Sia-Bates	Will reword to say "project performance" and remove reference to cost and schedule status	McCluskey	in progress	

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTER	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00045	EVMS Description 5.0	45. Management Reserve (MR) cannot be returned; it belongs to the contractor, not the government. MR cannot be used to fund additional work scope, cannot be used to offset variances. It is risk based and tied to those risks.	Lynne Sia-Bates	Will reword to say "management actions related to change control are implemented as prescribed ... and other customer requirements."	McCluskey	in progress	
00046	EVMS Description 5.1.1	46. Suggest adding the word "ACCOUNTING" between "fiscal" and "period" in order to clarify what type of fiscal period.	Lynne Sia-Bates	Will insert word as suggested.	McCluskey	in progress	
00047	EVMS Description 5.1.1	47. <b><u>There is NO SUCH technique as 100-0. DELETE THIS STATEMENT IN ITS ENTIRETY.</u></b>	Lynne Sia-Bates	This was originally included because Cobra lists it. It is now deleted in the current version of the documents.	McCluskey	complete	12/9/2008
00048	EVMS Description 5.1.1	48. Suggest adding to LOE definition the following "BCWP or Performance is earned through the passage of time equal to the BCWS or Plan for that time frame."	Lynne Sia-Bates	Will add wording as suggested.	McCluskey	in progress	
00049	EVMS Description 5.1.2.3	49. What process/procedures?	Lynne Sia-Bates	Will reword to clarify: "The process is developed and documented by each project. This will be documented (at least referenced) in PMP."	McCluskey	in progress	
00050	EVMS Description 6.1.1	50. Why are specific CDs mentioned? And if specific CDs are required, where is CD3?	Lynne Sia-Bates	EM suggestion: These CDs are mentioned to note the points no later than which the change control process must begin on FRA projects to be in conformance with 413. Will add statement to say these are in effect through CD4.	McCluskey	in progress	
00051	EVMS Description 6.1.1	51. The EVMS Change Control Process should be evoked regardless of what CD or whether or not a baseline is approved. You develop a plan or baseline and work that plan. If changes to the plan are made as a result of an IPR/EIR you work the change control process. This is all about traceability and transparency.	Lynne Sia-Bates	413 requires change control when CD-2 approval is received. FRA requires change control begin when the baseline is frozen prior to the internal FRA CD-2 review process.	Hoffer	complete	1/5/2009
00052	EVMS Description 6.1.5	GL28 is clear in its intent that incorporating changes must not arbitrarily eliminate existing cost and schedule variances. So with that in mind, please explain under what conditions replanning would occur.	Lynne Sia-Bates	This statement refers to replanning that would occur on future work. The words will be changed to say, "...may be appropriate for future work, when lessons are learned from completed activities. Such lessons may include reorganization of work or personnel to increase the efficiency of accomplishing the effort, or require different engineering or construction approaches."	McCluskey	in progress	
00053	EVMS Description 6.1.6	53. I'm not sure how changes to a funding profile would require a comprehensive replan. Please explain.	Lynne Sia-Bates	If funding profile changes are significant enough (customer withholds funds for one year, for example), it can make the original plan unreasonable against which to measure performance. NOVA was replanned at the direction of DOE after this occurred.	Hoffer	complete	1/5/2009

**FRA RESPONSES TO OEM COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTER	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00054	EVMS Description 6.1.6	54. Subcontract bids being higher than plan" is not an appropriate reason for a replan. Please explain the need for a replan.	Lynne Sia-Bates	Without replanning, tracking performance on the original baseline would not provide useful information for measuring future performance. We will change the language to allow for higher or lower bids.	McCluskey	in progress	
00055	EVMS Description 6.1.6	55. "Additions and/or changes to work scope" are controlled by the contract mod process; BCP, BCRs. Why would a replan be required to incorporate the new or changed SOW?	Lynne Sia-Bates	We interpret this to be re-baselining for customer-directed changes in scope.	Hoffer	complete	1/5/2009
00056	EVMS Description 6.1.6	56. "Project delays as a result of insufficient timeframes" is not an appropriate reason for a replan. You carry these as a schedule variance.	Lynne Sia-Bates	We interpret this to be schedule delays beyond the control of the FRA and sometimes at the direction of the customer.	Hoffer	complete	1/5/2009
00057	EVMS Description 7.2	57. Are these government employees or contractor employees?	Lynne Sia-Bates	These are FRA employees.	Hoffer	complete	1/5/2009
00058	12.PM-001 v0, General	1. The document is labeled "Fermilab Procedures Project Management". What are FRA's procedures?	Lynne Sia-Bates	Will revise to Fermi Research Alliance.	McCluskey	in progress	
00059	12.PM-001 v0, General	2. The effective date is 10/17/08 yet when printed the 1st page says 'draft'.	Lynne Sia-Bates	This printing problem has been corrected.	Hoffer	complete	1/5/2009
00060	12.PM-001 v0, sect 3.1	3. Systems are already in place, are they not? The policies, processes, and procedures should be consistent from project to project. You don't want the PM creating something new each time a project is awarded, do you?	Lynne Sia-Bates	Each project will create its own project office and put in place the persons and means to comply with and execute the EVM system. Since there is no Project Office for all Fermilab projects, some structure must be created on each project.	Hoffer	complete	1/5/2009
00061	12.PM-001 v0 sect 3.1	4. Don't you mean the PM is responsible for executing or implementing the system?	Lynne Sia-Bates	Will reword to say "providing the project office people to execute the project controls systems referenced in this procedure"	McCluskey	in progress	
00062	12.PM-001 v0, sect 4.1	5. The level of detail to which a WBS is driven is dictated by the performer's need to manage. The customer should and will provide the top level contract or project WBS but has no input into how far down FRA wishes to go.	Lynne Sia-Bates	Agree this wording does not meet intent. Will reword to say "The WBS is created to the level required by the PM to plan and manage the project. In the PEP, the agreed level of WBS detail for scoping and reporting with the customer is defined."	McCluskey	in progress	
00063	12.PM-001 v0, sect 4.1.1	6. Please explain	Lynne Sia-Bates	We believe this is work scope to manage the project, requiring resources, and is important to be included in the schedule.	Hoffer	complete	1/5/2009
00064	12.PM-001 v0, sect 4.2	7. Please consider making the format standard within the company to be used across all projects. Lessons learned from other reviews - when ALL document formats are consistent within the company there is less change of non-compliance issues. You've already done the work of creating the Dictionary template. It doesn't make sense to have the PM put the time into creating something new for each project.	Lynne Sia-Bates	We require standard elements, but format is allowed to vary. The self-surveillance program will ensure that the required elements will be included.	Hoffer	complete	1/6/2009
00065	12.PM-002 v0, General	8. The document is labeled "Fermilab Procedures Project Management". What are FRA's procedures?	Lynne Sia-Bates	see response to Comment# 58	McCluskey	in progress	

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTS	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00066	12.PM-002 v0, General	9. The effective date is 10/17/08 yet when printed the 1st page says 'draft'.	Lynne Sia-Bates	see response to Comment# 59	Hoffer	complete	1/5/2009
00067	12.PM-002 v0, sect 3.1	10. Systems are already in place, are they not? The policies, processes, and procedures should be consistent from project to project. You don't want the PM creating something new each time a project is awarded, do you?	Lynne Sia-Bates	see response to Comment# 64	Hoffer	complete	1/6/2009
00068	12.PM-002 v0, sect 3.1	11. Don't you mean the PM is responsible for executing or implementing the system?	Lynne Sia-Bates	see response to Comment# 61	McCluskey	in progress	
00069	12.PM-002, sect 4.4	12. Please help me understand how the statement above reconciles with the WBS being a product-oriented grouping of work elements.	Lynne Sia-Bates	The WBS is set up to be product oriented, but these ancillary requirements can also be accommodated and facilitate other management needs.	Hoffer	complete	1/5/2009
00070	12.PM-002, sect 4.4	13. Reporting requirements for the various types of funding can be accomplished with unique identifiers being applied in the accounting system.	Lynne Sia-Bates	We agree this is possible.	Hoffer	complete	1/5/2009
00071	12.PM-002, sect 4.4	14. Using this guidance your WBS will be a funding oriented structure and NOT a product-oriented one.	Lynne Sia-Bates	The funding aspect needs to be taken into consideration, but is not primary. Product orientation is primary.	Hoffer	complete	1/5/2009
00072	12.PM-002, sect 4.4	15. The work Authorization Document needs to be initiated before the planning commences.	Lynne Sia-Bates	Our understanding of the Work Authorization process is that Control Account Planning must occur before the Work Authorization is finalized and signed. We will plan on discussing this more on 9 Jan0 9.	Hoffer	in progress	
00073	12.PM-003 v0, General	16. The document is labeled "Fermilab Procedures Project Management". What are FRA's procedures?	Lynne Sia-Bates	see response to Comment# 58	McCluskey	in progress	
00074	12.PM-003 v0, General	17. The effective date is 10/17/08 yet when printed the 1st page says 'draft'.	Lynne Sia-Bates	see response to Comment# 59	Hoffer	complete	1/5/2009
00075	12.PM-003 v0, sect 3.2	18. Why is the CAM preparing the WAD?	Lynne Sia-Bates	Agree that this bullet should be deleted and moved to Project Controls.	McCluskey	in progress	
00076	12.PM-003 v0, sect 3.2	19. The WAD should be initiated before developing CA details.	Lynne Sia-Bates	see response to Comment# 72	Hoffer	in progress	
00077	12.PM-003 v0, sect 3.3	20. Why?	Lynne Sia-Bates	The Project Controls staff signs the WA form to show their concurrence that the dates and budget listed on the form match the PMB.	Hoffer	complete	1/5/2009
00078	12.PM-003 v0, sect 4.2	21. Are these FRA employees?	Lynne Sia-Bates	Yes, the Director and the Budget Office Staff are FRA employees.	Hoffer	complete	1/6/2009
00079	12.PM-003 v0, sect 4.2	22. Direction of the PM should come in the form of a WAD.	Lynne Sia-Bates	see response to Comment# 72	Hoffer	in progress	
00080	12.PM-003 v0, sect 4.2	23. Same question as #18 (Why is the CAM preparing the WAD?)	Lynne Sia-Bates	Will revise to be "Project Controls prepares the Control Account Plan/Work Authorization Form."	McCluskey	in progress	
00081	12.PM-003 v0, sect 4.2	24. In general there is not discussion in the EVMSD or in this procedure that covers authorized, unpriced work, how does FRA handle that situation?	Lynne Sia-Bates	Agree this needs to be included.	McCluskey	in progress	

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTER	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00082	12.PM-004 v0, General	25. Same question as #1 and #2: The document is labeled "Fermilab Procedures Project Management". What are FRA's procedures? AND The effective date is 10/17/08 yet when printed the 1st page says 'draft'.	Lynne Sia-Bates	see responses to Comments# 58 and 59	McCluskey	in progress	
00083	12.PM-004 v0, sect 2.0	26. What requirements can vary?	Lynne Sia-Bates	Will delete the sentence beginning, "The requirements..."	McCluskey	in progress	
00084	12.PM-004 v0, sect 2.0	27. What guidance is given to the PM to know what requirements can vary?	Lynne Sia-Bates	see answer to Comment#83	McCluskey	in progress	
00085	12.PM-004 v0, sect 2.0	28. Where is that written?	Lynne Sia-Bates	see answer to Comment#83	McCluskey	in progress	
00086	12.PM-004 v0, sect 2.0	29. Where is the oversight to ensure that the PM is not making decisions that would cause non-compliance?	Lynne Sia-Bates	see answer to Comment#83	McCluskey	in progress	
00087	12.PM-004 v0, sect 3.1	30. Same as #26, 27, 28, 29 (What requirements can vary? What guidance is given to the PM to know what requirements can vary? Where is that written? Where is the oversight to ensure that the PM is not making decisions that would cause non-compliance?)	Lynne Sia-Bates	Will revise to say "establishing project technical requirements and criteria to meet customer needs" and will revise "implementing FRA's project controls system".	McCluskey	in progress	
00088	12.PM-004 v0, sect 3.3	31. How many scheduling software tools does FRA use?	Lynne Sia-Bates	Currently FRA uses Deltek Open Plan and Microsoft Project.	McCluskey	in progress	
00089	12.PM-004 v0, sect 3.3	32. What is FRA's EV software?	Lynne Sia-Bates	FRA uses Deltek Cobra.	McCluskey	in progress	
00090	12.PM-005 v0, sect 4.2 step 4	33. Please explain.	Lynne Sia-Bates	Cost performance cannot be measured for in kind work, and we don't care at what cost it is delivered. However, its delivery is critical to the schedule, so schedule performance is important. Therefore we track schedule performance via milestones. Consequently, this pertains to schedule management, but is not reflected in earned value management. NOVA does not have any in kind work.	Freeman	complete	1/5/2009
00091	12.PM-005 v0, sect 4.2 step 5	34. Please explain.	Lynne Sia-Bates	We are utilizing this to allow the % complete PMT to be used with more objective measures of when a physical % complete is accomplished.	Freeman	complete	1/5/2009
00092	12.PM-005 v0, sect 4.2 step 8	35. Please explain.	Lynne Sia-Bates	The baseline budget spread to most accurately measure earned value. This should match how the costs will be earned.	Freeman	complete	1/5/2009
00093	12.PM-006 v0, General	36. Same question as #1 and #2: The document is labeled "Fermilab Procedures Project Management". What are FRA's procedures? AND The effective date is 10/17/08 yet when printed the 1st page says 'draft'.	Lynne Sia-Bates	see responses to Comments# 58 and 59	McCluskey	in progress	
00094	12.PM-006 v0, sect 3.1	37. Can the CAM establish thresholds which are less stringent than those identified?	Lynne Sia-Bates	The PM establishes thresholds for internal variance reporting at least as stringent as those identified in this procedure.	Hoffer	complete	1/5/2009

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

Comment#	REFERENCED DOCUMENT	COMMENT	COMMENTER	RESPONSE	PERSON RESPONSIBLE	ACTION STATUS	STATUS DATE
00095	12.PM-006 v0, sect 4.2	38. Current period data should be just that - not a 3 month rolling average. Current period data/variances provide the PM and CAM with early indications of a potential problem with cost/schedule performance in advance of the cum variance tripping the threshold. The 3 month rolling average masks (hides) significant one time problems, skews relevant data, and reduces data transparency.	Lynne Sia-Bates	The current period information is available on the report to the managers for their analysis. The 3 month rolling average and the cumulative data are used for reporting. Based on experience for October NOVA reporting, FRA has determined that thresholds will be applied to current period instead of 3 month average for reporting. Procedure will be revised.	McCluskey	in progress	
00096	12.PM-006 v0, sect 4.3	39. I need a better understanding of this before I can determine if it is appropriate.	Lynne Sia-Bates	This will be further discussed at the RA meeting on 9 Jan 09.	Hoffer	in progress	
00097	12.PM-006 v0, sect 4.4	40. Same as #38	Lynne Sia-Bates	see response to Comment# 96	Hoffer	in progress	
00098	12.PM-006 v0, sect 4.5	41. ABSOLUTELY NOT! The estimate is to determine the cost of the remaining work and is not to be used to level set variances (zero out variances).	Lynne Sia-Bates	Agree wording is misleading. Will reword to say "In developing the ETC we will take into account any lessons learned from past performance for future work...."	McCluskey	in progress	
00099	12.PM-007 v0, sect 1.0	42. What about variances that cannot be managed by corrective actions?	Lynne Sia-Bates	Variances that cannot be managed by management attention or action may indicate more serious problems. This is addressed in the rebaselining section.	Hoffer	complete	1/5/2009
00100	12.PM-007 v0, sect 2.0	43. When are they approved? Under what circumstances?	Lynne Sia-Bates	Only when major rebaselining occurs.	Hoffer	complete	1/5/2009
00101	12.PM-007 v0, sect 2.0	44. Under no circumstances are fiscal year variances eliminated.	Lynne Sia-Bates	When customer funding changes such that the project is directed to rebaseline, fiscal year variances may be eliminated as a result.	Hoffer	complete	1/5/2009
00102	12.PM-007 v0, sect 2.0	45. Will new work be performed prior to the approval of the change request?	Lynne Sia-Bates	The work is not be performed until the change is approved. Will reword to clarify.	McCluskey	in progress	
00103	12.PM-007 v0, sect 4.1	46. Please explain.	Lynne Sia-Bates	Will reword to say, "These replanning actions maybe appropriate to adjust future work due to budget, schedule, or technical problems that:"	McCluskey	in progress	
00104	12.PM-007 v0, sect 4.1	47. Define significant.	Lynne Sia-Bates	This is a judgment between the PM and the customer whether this would be included in the BAC.	Hoffer	complete	1/5/2009
00105	12.PM-007 v0, sect 4.1.1	48. Notifies the PM how?	Lynne Sia-Bates	This would generally be done informally perhaps in a meeting, by phone, or by email.	Hoffer	complete	1/5/2009
00106	12.PM-007 v0, sect 4.1.1	49. It would be appropriate to list the minimum requirements with regard to the type of documentation needed.	Lynne Sia-Bates	Elements required are shown on the form.	Hoffer	complete	1/5/2009
00107	12.PM-007 v0, sect 4.1.1	50. PLEASE PLEASE please... consider making standardized forms/formats/templates for use across all projects/programs. It is not in anyone's best interest to create "new" or have to learn "new" from project to project. By having consistency in the forms/formats/ and templates you ensure consistency in the execution of EVMS.	Lynne Sia-Bates	see response to Comment# 64	Hoffer	complete	1/5/2009

**FRA RESPONSES TO OEMC COMMENTS ON EVMS DOCUMENTS**

<b>Comment#</b>	<b>REFERENCED DOCUMENT</b>	<b>COMMENT</b>	<b>COMMENTER</b>	<b>RESPONSE</b>	<b>PERSON RESPONSIBLE</b>	<b>ACTION STATUS</b>	<b>STATUS DATE</b>
00108	12.PM-007 v0, sect 4.1.1	51. Please explain this.	Lynne Sia-Bates	This is future work and its performance will be better managed by showing the actual cost and/or schedule resulting from unanticipated changes.	Hoffer	complete	1/5/2009
00109	12.PM-006 v0, sect 4.1.1	52. The process detailed in the PEP should be identical from project to project. This is another area that I strongly suggest be standardized for all the reasons I mentioned previously. A standardized process helps in the consistent execution of the EVMS.	Lynne Sia-Bates	The PMP and PEP are unique to each project, though have common elements from project to project.	Hoffer	complete	1/5/2009
00110	12.PM-006 v0, sect 4.1.1	53. Same for standardizing forms/formats/templates. You already put the energy into creating the forms so why add a burdened onto the PM or project staff to create new ones?	Lynne Sia-Bates	see response to Comment# 64	Hoffer	complete	1/5/2009
00111	12.PM-008 v0, General	This procedure does not provide enough specificity in conducting a surveillance.	Lynne Sia-Bates	As a good practice, we created this procedure. This procedure is meant to indicate the requirement for surveillance, but not prescribe at this time how it will be conducted.	Hoffer	complete	1/5/2009
00112	\$RAM	The RAM is the document that integrates the WBS and OBS. I don't see which organization/Functional areas the CAMs come from.	Lynne Sia-Bates	Organizations provided on revised version dated 10 Dec 2008.	Hoffer	complete	12/10/2008
00113							
00114							