

**Lab-Wide Earned Value
Management System Project
Oversight Committee Meeting**

February 12, 2009

Dean. Hoffer / Elaine McCluskey

Agenda

1. Project Progress [Dean/Elaine]
 - EVMS Documents
 - Senior Management Training
2. Pending Issues
 - Objective % Complete Measurement
 - Variance Thresholds
3. FYIs
 - ETC/EAC Process
4. Schedule [Dean/Elaine]
5. Discussion w/OECM [Dean]
6. Next Meeting

Pending Issues

- Objective % Complete Measurement
- Variance Thresholds

Objective % Complete Measurement

- Percent complete basis often unsupported (from Internal Readiness Assessment –Mock Review)
- Same issue at PNNL certification review. This was their only review issue that required a Corrective Action.
- NOvA's schedule has long duration activities (i.e. 6 month, 12 month or greater) that have % Complete PMT assigned. Statusing progress is subjective. No predefined points of what has to be achieved to earn a certain percent complete (e.g., issue design spec = 20% complete).
- Some ANU work packages on the NOvA project have identified these objective peg points that are documented in notes fields in the schedule. This has not been done for Detector work packages.

Objective % Complete Measurement

- Core Team Recommendation
 - Work Packages with a **duration greater than 2 months** that have a % Complete PMT assigned are to have objective “peg points” identified and documented in the schedule file.

Variance Thresholds

Current Thresholds in EVMS Document

Green ≥ 0.88 to ≤ 1.2

Yellow ≥ 0.85 to < 0.88 , > 1.2 to < 1.5

Red < 0.85 , > 1.5

Applied to SPI/CPI for current period and cumulative to date. If variance is red then a Variance Analysis Report (VAR) is required to be generated.

Variance Thresholds (continued)

- Comments from Internal Readiness Assessment
 - In our opinion the VAR threshold are too forgiving [loose] and are applied for both internal and external reporting. Consider tighter threshold for internal reporting so that corrective actions will obviate significant variances at the customer reporting level.
 - Adding a dollar value expression to the thresholds will be beneficial.
- OECM/Tecolote commented that the range appeared to be loose

Variance Thresholds (continued)

- With input from Jim Wrisley and Peter Garbincius the Core Team submits the following:
 - Specific variance thresholds are to be included in the EVMS documents that will be the standard default thresholds for both internal and external reporting. Each project should consider this a starting point, and can recommend a change from that standard and request approval from the PMG. If changes are approved then it is documented in the project's PMP.
 - For management reporting there still should be a visual yellow threshold to indicate something to watch or start asking questions on. Peter suggested it could be half way to what triggers a VAR to be generated (i.e. $\pm 5\%$ and some \$). **Looking for additional input.**

Suggested New Variance Thresholds

| Customer Reporting Thresholds | | |
|--------------------------------------|----------------|------------------------|
| Variance | Type | Threshold limit |
| Cost | Current Period | ± 10% and \$250K |
| | Cumulative | ± 10% and \$250K |
| Schedule | Current Period | ± 10% and \$250K |
| | Cumulative | ± 10% and \$250K |

Note: This is SV (schedule variance) or CV (cost variance) that is $\geq \pm 10\%$ of the BCWS and the SV or CV is \geq \$250K

| Control Account Variance Thresholds | | |
|--|----------------|------------------------|
| Variance | Type | Threshold limit |
| Cost | Current Period | ± 10% and \$100K |
| | Cumulative | ± 10% and \$100K |
| Schedule | Current Period | ± 10% and \$100K |
| | Cumulative | ± 10% and \$100K |

Note: This is SV (schedule variance) or CV (cost variance) that is $\geq \pm 10\%$ of the BCWS and the SV or CV is \geq \$100K

Triggering these thresholds at the Control Account (CA) level required a Variance Analysis Report (VAR) to be processed. These thresholds represent the red threshold.

FYI Item

- ETC/EAC Process

- Deltek Consultant
 - Rachel Moen worked with both NOvA and DECam people to develop process for entering ETC in to the scheduling tool and bringing into Cobra and have it show on the CPR.
 - Desktop instructions were created for going from OP to Cobra and for MSP to Cobra.
- Core Team is discussing the administrative process and what triggers updating the ETC (what constitutes a significant change). **Will be presenting to Oversight Committee for input.**

Schedule

- Results from last Oversight Committee meeting was to looking at moving certification review out by approximately 6 weeks pending freeing up some resources (approximately week of 27-Apr)
- Discussion with OECM that the week of 27-Apr has another review scheduled and they want to make sure that when the review is scheduled that they can interview all 12 NOvA CAMs.
- Working on freeing up key resources
- Earliest aggressive target is week of 20-Apr and next available is 11-May because of OECM's availability or availability of CAMs.

Discussions w/OECM

- Recording of actual hours over normal 40 for exempt & scientists not costed to project
- Scheduling review date and getting concurrence from their management

Next Meeting

- Thursday, 12-Mar (back in Snake Pit)