

*FRA Earned Value Management
System (EVMS)*

Surveillance Review

Fermi National Accelerator Lab

March 12-14, 2012



Purpose of Review

- To review the FRA EVMS to determine if it continues to meet the requirements and intent of the 32 EVMS Guidelines embodied in the ANSI/EIA748-B
- To confirm that the NOvA Project is implementing the EVM system as certified by DOE OECM
- To look for improvement opportunities to increase system effectiveness and management value



Team Members

- Cathleen Lavelle – BNL – Organization
- Julia Chaffin – SLAC – Planning/Scheduling
- Kathy Bailey – ANL – Planning/Scheduling
- Sue Perino – BNL - Accounting
- Jennifer Fortner – ANL – Mgmt Reporting
- Sherese Humphreys – ANL - Revisions



Basis of Observations

- ANSI/EIA 748-B 32 Guidelines
- FRA Certified EVMS
- EVMS Process and Project Overviews
- Interviews with Project Manager, CAMs, Accounting, Project Controls
- Supplied Project Documents Website
- Daily Outbrief to Summarize Team's Assessment.

Noteable Improvements

- Evidence of Training noted in CAM interviews – EVMS Documentation
- Additional Project Controls support
- Actual Cost Reconciliation process in place
- Early posting of EVMS data on website
- Team very helpful/quick turnaround requests

Deliverable

EVMS Surveillance Review Final Report:

- **Write-up for each of EVMS 32 Guidelines**
- **Corrective Action Request (CAR)**

Requires a corrective action and system implementation to be compliant with the FRA EVMS and ANSI Guidelines

- **Continuous Improvement Opportunity (CIO)***

Suggested Improvement requiring a corrective action

- **Continuous Improvement Opportunity (CIO)**

Enhancements or other suggested improvements

CIOs do not require a corrective action plan

CARs

CAR01 - Estimate at Completion is not Utilized/Understood/owned by CAM (2011 - CAR01)

- Same CAR from last year
- “EAC” taken from schedule
- Impacted by problems with accruals

CAR02 – Implementation of CRs (2011 – CAR02)

- CRs are Implemented in the baseline prior to final approval
- Administrative changes not part of CR process e.g. CAM change
- Change documentation does not identify full impact to project

CARs

CAR03 - Timing of VARs and Quality needs improvement (2011 CAR03)

- VARs not processed/approved in timely manner
- Explanations and Corrective Actions need improvement
- PM writing and approving his VARs

CAR 04 - Objective Measurement of EV for % complete method (2011 CAR12)

- CAMs admitted EV % complete - subjective
- Activities > 2 months (86) - % complete subjective
- Peg Points – not used correctly for objective EV

CARs

CAR05 – Schedule Integrity – (2011 CIO 09)

- Schedule contains open relationships, constraints, lags – needs review
- “Project Controls owns schedule” per CAMs
- Schedule should be Quality checked regularly

CIOs

CIO-01* - Accrual Procedure needs clarification

- Accrual procedure needs revision
- CAMs need to approve and be held responsible for accruals
- Incomplete accruals are effecting validity EAC

CIO-02* - Corrective Action Log not used effectively (CAR04 2011)

- Log now exists, needs more review/improvement

CIOs

CIO-03* – Major subcontractors should be included in OBS

- Projects should determine “major” subcontracts

CIO-04* - CAM Training /Coaching – preparation of CAM for interviews

- Opening/Closing process for CA
- Terminology e.g. EAC, WAD, CAP
- Corrective Action Log

CIO-05 – Disclosure Statement Is Not Current

- Capitalization threshold has been updated by DOE and not incorporated

Other: System Description/procedures documentation changes

- Revise the reference to DOE Order 413.3A to 413.3B to be consistent with the FRA contract which was modified to include DOE Order 413.3B.
- Include CAMs responsibility for accruals in system description changes
- Incorporate System Description draft changes after review and comment by affected projects prior to DOE Review.

Next Steps

- Drafts to Team Lead March 26
- Final Report draft to Fermilab for technical accuracy check - April 9
- Review with comments back to team by April 13
- Final Report to Fermilab April 30

Thanks to Review Team, to Project Personnel, OPMO, and Fermilab Senior Management