

FRA EVMS Surveillance Review – March 2012

March 12-14, 2012

No.	Committee Recommendation	NOvA Response
CAR-01	<p>Estimate at Completion is Not Utilized-Understood-Owned by CAM - The CAMs continue to have difficulty understanding and taking full ownership of the EAC calculations based on responses during the CAM interviews. Some CAMs EAC were directly impacted by the problems with accruals.</p>	<p>Closed. Additional training was provided to the CAM's to deepen their understanding of this management concept on April 30, 2013.</p> <p>In addition to training, NOvA now has an "ETC Committee" who holds monthly meetings with each active CAM, going over their ETCs and any additional changes that would affect their ETC.</p>
CAR-02	<p>Implementation of CR's - Change Requests are being implemented in the baseline prior to final approval. Administrative changes not part of CR process e.g. CAM change. The full cost/schedule impact from the proposed change request is not fully documented in the change request documentation package</p>	<p>Closed. The Change Request (CR) form has been updated to include administrative changes. CR implementation does not occur until all approvals have been obtained. This is done over email and then saved on DocDB, starting with CR479 on April 20, 2012.</p> <p>When a CR is proposed, we examine not only the specific tasks initially proposed for baseline adjustment, but also any unstarted successor tasks in the task sequence(s) that might be driven by the proposed changes. We "walk down" the task sequence(s) to identify the point(s) where sufficient free-float exists to ensure that successors beyond those points will not be driven by the proposed changes. We also look for unstarted tasks in the sequence whose baseline dates are in the past and therefore cannot be updated, per the guidelines of our EVMS policy. Thus we do try to assess the full impact of the change as best we can and we document every activity that we include in each CR.</p>
CAR-03	<p>Timing of VAR's and</p>	<p>Closed. The Project Office has made significant</p>

	<p>Quality Needs Improvement – The quality and timeliness in preparation and approval of the Variance Analysis Reports (VARs) are not adequate for providing effective analysis of cost and schedule variances for proper use by the CAMs and project management.</p>	<p>reductions in the time it takes to write and approve VAR's and has improved the content of the variance explanations. Quality was improved by having a Project Controls Specialist review the reports and communicate with the CAMs to get relevant information on the report before getting Project Manager approval. In addition, VAR's written by the Project Manager are now being approved by the Fermilab Directorate.</p>
CAR-04	<p>Objective Measurement of EV for Percent Complete Method – The use of percent complete for performance measurement is subjective per the CAMs for many activities particularly those with durations longer than 2 months. While Peg Points are used they are not providing objective performance measurement.</p>	<p>Closed. The CAMs and Scheduler have worked together to insert peg points, as appropriate, for open tasks.</p>
CAR-05	<p>Schedule Integrity – The NOvA Project Schedule contains open relationships, constraints, lags and based on some CAM interviews, the CAMs did not seem to “own” the schedule, in particular, they were not sure why constraints were used in the schedule.</p>	<p>Closed. The CAMs and Scheduler have worked together to rectify open relationships and constraints where possible. We recently reviewed the schedule and added successors and predecessors to the remaining incomplete tasks/work packages where we identified relationship "holes". (Note these modifications are not reflected in the Jun13 schedule that is the most recent one to be reviewed by the committee. Nevertheless, we have made the fixes to the current working file, so they are in there going forward.)</p>

CIO*-01	<p>Accrual Procedure Needs Clarification – The Accrual procedure is inconsistent in providing valid estimates of current cost incurred. The CAMs need to be held responsible for accruals to ensure the actual cost of work performed and the estimate at completion are both accurately represented in the monthly reports.</p>	<p>Closed. The CAMs and NOvA Financial Office work with the various vendors each month to understand what work was done during that month, to ensure that accruals are made based on actual work performed during the month.</p>
CIO*-02	<p>Corrective Action Log not used effectively – A corrective action log has been created which tracks corrective actions required as stated in the variance analysis reports. Improvements are needed to provide effective tracking the identified corrective actions to close. There has been progress made in this area (from the last review) but additional improvement is needed.</p>	<p>Closed. Corrective Action Log has been revamped to better address the concerns of the review team.</p>
CIO*-03	<p>Major Subcontractors Should Be Included in OBS – The Organizational Breakdown Structure needs to identify major subcontracts that are performing the work.</p>	<p>Closed. NOvA has added the appropriate subcontractors to the RAM in accordance with the criteria listed in the FRA Program description.</p>

	A determination is needed as to what constitutes a major subcontract.	
CIO*-04	<p>Additional CAM Training - CAM Training is still needed in a variety of process areas within EVMS, in fact a more comprehensive approach is recommended. A few examples include: Opening/Closing process for CA, Terminology e.g. EAC, WAD, CAP, and the use and purpose of the Corrective Action Log. This list is not an inclusive list.</p>	<p>Closed. Additional training was provided to the CAM's to deepen their understanding of relevant EVMS concepts. Training was developed and presented with the assistance of the Fermilab OPMO.</p>
CIO-05	<p>Disclosure Statement Is Not Current Disclosure Statement has not been updated by recent DOE change in capitalization threshold to \$500K.</p>	<p>Closed. The latest Disclosure Statement approved by DOE on 15-Jan-2013 includes the change in capitalization threshold to \$500k.</p>