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1. Subject: Work Authorization Form (WAF)	2. Guideline Ref (if applicable): 9, 29	3. Control Number: 1
4. CA#, WBS#, or Functional Area: Planning, Scheduling, and Budgeting		

5. Description:
REQUIREMENT:

ANSI/EIA-748 GL#9 states: “Establish budgets for authorized work with identification of significant cost elements (labor, material, etc.) as needed for internal management and for control of subcontractors”

ANSI/EIA-748 GL#29 states: “Reconcile current budgets to prior budgets in terms of changes to the authorized work and internal replanning in the detail needed by management for effective control.”

DISCUSSION: The intent of guideline #9 is to clearly identify scope, schedule and budgets of the identified control accounts and the associated work packages and planning packages. Through a work authorization process, establish budgets for all authorized work and identify the work to be done by the responsible organizational elements. No work should begin before the effort is authorized by an initial work authorization. As budgets and schedules are established and approved for all the authorized work at the control account level, the work authorization is updated as required. The control accounts identify the appropriate cost elements (labor, subcontract, material, and other direct costs). It is important to include all resources required to accomplish the work scope.

The intent of guideline #9 is that budget changes are controlled and understood in terms of scope, resources, and schedule. Budget reflects current levels of authorized work. Budget revisions are traceable to authorized contractual targets and control account budgets. Management reserve may be used for future work when additional in-scope work has been identified.

OBSERVATION / FINDING: In reviewing the work authorization form and the associated applicable documents in addition to feedback from the cost account managers (CAMs) interviews it was determined by the Review Team that the Work Authorization Form could be improved.

The review team and some of the CAMs found navigating the work authorization form (WAF) and the applicable links to be cumbersome. The only meaningful data on the WAF included:

- Control Account Title
- Control Account Number
- Work Breakdown Structure Element
- Period of Performance: 30 Apr07 to 01May12
- Current Authorized Budget (in AY\$ with all burdening)

All other information had to be found on other documents. The Team applauds the use of electronic signature capability but there was no easy way to verify the previous signature approval dates nor was there clear traceability to the original baseline WAF and associated documents. It was difficult to identify revised WAFs and associated documents resulting from the approved Change Request(s) (CR).

While it is recognized that the MOU and SOW requirements are important to other institution funding and scope requirements it was found that the SOW was not always revised in a timely manner after the WAF was revised.

It was noted that the WAFs do not display previous changes or historical data that have been recorded and implemented. It was observed on more than one interview that the current convention is to identify the before WAF state, compare it to the -after WAF state, then select the revisions from the change log that represents -the difference. -While it is possible to reconcile current budgets to prior budgets, it was observed that it took a search process that was not obvious. -This creates an unnecessary burden to the CAMs or other project participants and presents a risk to ensuring traceability.

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The NOvA project uses an electronic signature system for their control account plans/work authorization forms, however, it was difficult for some CAMs to determine when the last WAF update was signed.

RECOMMENDATION: The team recommends the FRA Office of Project Management Oversight (PMO) review the current Work Authorization Document and consider the following changes:

- 1) Remove guidance information of WAF from document and provide this information as a reference.
- 2) Develop clear and concise guidance for timely revisions to the MOU and SOW (as applicable) when ever a WAF is revised.
- 3) Add the responsible Cost Account Manager name to the Work Authorization Document.
- 4) Include recent changes to budget by WAF, in chronological order, effective dates, and CR numbers. This would provide a history and comprehensive overview of the WAF. This would be very helpful for the CAMs.
- 5) Add a field on the WAF that identifies the approver and latest revision date.

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