

Title: Continuous Improvement Opportunity (CIO)	Page #: 1 of 1	Encode: C3	Rev #: 0
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1. Subject: Policy Regarding Work Authorization Form	2. Guideline Ref (if applicable): 28, 32	3. Control Number: 6
4. CA#, WBS#, or Functional Area: All Projects -- Functional Area: Revisions and Data Management		

5. Description:

REQUIREMENT: ANSI/EIA-748, Guideline 28 requires the following: Incorporate the work scope for authorized changes into the PMB in a documented, disciplined, and timely manner. **Guideline 32 requires the following:** Document changes to the PMB

DISCUSSION: Fermi Research Alliance (FRA) Procedure Project Management 12.PM-007 4.4.3 States that “changes to controlled documents will be formally approved by the project manager, signed and dated, and the description of the change recorded. The revision Log in the front of each document will be used for this purpose. When reissue of a revised document is accomplished by posting to an approved project web site, participants will be informed of the change. Controlled documents for the EVMS purposes are as a minimum: the PEP and its components sections, to include the baseline scope, schedule, PMB, WBS, WBS dictionary, Work Authorization Form, and Key milestones. Documents and records generated as a result of implementing this procedure shall be generated in a manner suitable for reproduction and shall be signed and dated at the time of completion.”

Typical Attributes:

The intent guide states the following:

- Contractor’s internal earned value management system documentation (e.g. change request form, program directive, etc.) facilitation the change. It should provide the rational/justification, and approval process, work scope additions or deletions by integrated product team or WBS, dollars, changes to schedules, estimate at completion,)
- Basis of Estimate (if not yet negotiated).
- Change control logs, including management reserve justification, dollar amount and receiving WBS; undistributed budget justification, dollar amount, and receiving WBS; PMB dollar amount; and contract budget base total.
- Change control logs reflect changes from the original contract budget base
- Work authorization documents authorizing new work scope, schedule, budget and authorization to proceed, if not already captured by the internal change request process.
- Control account/work package/planning package plans showing revised work scope, duration and budget
- Master schedules, intermediate schedules (if any), and detailed schedules showing revised work scope and duration, changes to linkages, etc.
- Management reports (contract performance reports or other applicable management reports) showing timely incorporation of new work scope.

OBSERVATION/FINDING: The current Change Request implementation is inconsistent with established FRA Change Control 12.PM-007, which states “when reissue of a revised document is accomplished by posting to an approved project web site, participants will be informed of the change.” The CAMs currently can track the progress of a request by checking a box on the electronic form that will automatically status the CR however, this is not mandatory.

The CR record does not allow for a new total budget. The only cost reflected is the “final cost impact”. When the team asked for traceability they were provided documents with hand written notes telling us what the before and after budget was/is. The current Change Request Record also doesn’t provide the decision makers a clear understanding of the schedule impact before they sign the request.

RECOMMENDATION:

It is recommended that the CR process be updated to make it mandatory that all CAMs be notified on the status of their request. CAMs should also be notified if change requests from other CAMs will impact their control accounts (i.e., schedule). It is recommended that the CR Record be amended to allow for before and after state tracking, as well as adding a field for historical records

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