

Charge
Director's Earned Value Management Follow-up Review
of the
LHC Compact Muon Solenoid (CMS) Detector Upgrade Project
July 23, 2014

The Committee is to conduct a Director's Earned Value Management Follow-up Review of the LHC Compact Muon Solenoid (CMS) Detector Upgrade Project. The purpose of the review is to assess the Project's readiness to perform Earned Value Management (EVM) to satisfy DOE and Laboratory requirements for monthly statusing and reporting.

A Director's Independent Design and CD-2/3 Review was conducted on May 28-30, 2014. The review committee found that the Project was aware of DOE and Laboratory requirements for monthly statusing and reporting processes. The Project has been working towards implementing these processes, but these could not be demonstrated since EVM performance data were not available at the time of the review. This resulted in three recommendations:

21. Make EVM system preparedness a priority, including establishing the processes for all required components and then using them, e.g. change control, work authorization, monthly statusing, incorporation of actuals, variance analysis, and producing monthly performance reports.
22. Provide CAM training through the project management team on details of the project's implementation of EVM. Request assistance through OPSS as necessary.
23. Fermilab should conduct a follow-up review to assess readiness to execute EVM when May and June monthly statusing cycles are complete, likely in mid-July.

The review committee is asked to assess the Project's progress on addressing these three recommendations and is asked to address the following question:

1. Has the Project demonstrated a process for monthly statusing and reporting that satisfies DOE and Laboratory EVM requirements?

The committee is asked to present their answer to the above questions and present findings, comments, and recommendations at a closeout meeting with the Project and Fermilab management. A written report is requested within one week after the review.

Approval:



Nigel Lockyer, Director of Fermilab



Date