

TEMPORARY CHANGE REQUEST

TCR NO. ENG 049, R0-001

(e.g., TCR-ENG-021,R1-001)

The Temporary Change Request (TCR) Form is to be used to process urgent or minor changes for PPPL Policies, Organization/Mission Statements and Procedures. The TCR should be used when changes are:
1) urgent, and can not wait the 2-4 week period for Department Head review/comment, or
2) minor, and do not warrant Department Head review.

Person Requesting Change: T. N. Stevenson

Department Name: Engineering & Infrastructure **Phone Ext:** 2657

Document Number: ENG-049 **Revision No.:** 0

Document Title: Project Status and Oversight

Reason for change: Per Associate Fabricators and Constructors Inc Lessons Learned report Action Item 1312-6, adequate resources need to be identified, assigned, and supported in executing project work scope. The PSRB provides a forum for such discussions across projects. This discussion should include direct and indirect resource allocation for projects. This TCR adds clarification to ENG-049.

Change description: Add following sentences to the end of the Introduction section:

Adequate resources need to be identified, assigned, and supported in executing project work scope including direct and indirect resource allocation for projects. Supervision, RLMs and Project Managers need to identify workload issues early and evaluate priorities to assure that staff assignments are reasonable and support project plans.

1. Does this TCR significantly alter the intent or scope of the document? **YES: NO: X**

2. Does this TCR significantly impact **ES&H**? **YES: NO: X**

If 1 or 2 is **YES**, Explain why the changes should not be routed for Department Head review:

Michael D. Williams

Department/Division Head Approval

5/15/13

Date

John DeLooper

Head, Best Practices and Outreach / Designee

5/16/13

Date

Release/Effective date of this TCR: 5/16/13

Incorporate this TCR into next revision of this document? **Yes X No**

Subject: Project Status and Oversight	Effective Date: June 24, 2010	Initiated by: Associate Director, Engineering and Infrastructure
	Supersedes: NEW	Approved: Director

TCR-ENG-049, R00-001

Applicability

This procedure applies to any activity at PPPL that requires established and regular status reporting and oversight as part of proper and consistent project management. This status and oversight procedure applies to any job where technical difficulty, cost, schedule, milestones, resource use, ES&H issues, visibility, security, or any other laboratory mission need requires that the activity receive appropriate scrutiny as requested by Requesting and Performing Department Heads or deemed necessary by the Deputy Director for Operations or the Project Status Review Board. The PSRB provides a formal process and rigorous oversight of activities whereby summary information regarding technical, cost, schedule, and resource project parameters and milestones are identified and reported and assessed regularly by project and Laboratory management.

Introduction

For proper and consistent project management, Laboratory activities require the preparation and completion of many different project management instruments like Work Plans, Design Reviews, Work Authorization Forms (WAFs), procedures, and drawings to plan and perform work. The Laboratory plans and captures costs through Accounting tools like Field Work Proposals, procurements and purchases, timesheets, and Job Cost Reports. Other project management tools include staffing rosters, resource loaded schedules, rollover schedules, and shop schedules, which provide information pertaining to the flow of work. Per this procedure, monthly summaries will be prepared and formally reviewed (see Attachment I Project Status Report.) The intended outcome of this project status and oversight procedure is to identify, remedy, or avoid problems as promptly as possible. Concomitantly, this procedure provides a forum where solutions can be proposed, priorities can be defined, and reallocation of resources can be implemented to best meet Laboratory goals and objectives.

Adequate resources need to be identified, assigned, and supported in executing project work scope including direct and indirect resource allocation for projects. Supervision, RLMs and Project Managers need to identify workload issues early and evaluate priorities to assure that staff assignments are reasonable and support project plans. **TCR-ENG-049, R00-001**

Definitions

Project Status Review Board (PSRB): Formal board convened to review and oversee a palette of activities regarding project status.

PSRB Chairperson: Individual selected to head the PSRB, to plan and conduct PSRB meetings, to tabulate reports, and to update staff accordingly.

Project Status Report (PSR): A report prepared monthly to provide key information to status an activity or project. Activities are selected due to criticality of project management parameters and impact on laboratory resources and operations.

PSR Template: the form for PSRs (See Attachment I)

Procedure

The Deputy Director for Operations appoints a Project Status and Review Board (PSRB) and serves as Chair or designates a Chairperson (typically the Head of the Office of Project Management.) The PPPL PSRB meets periodically (typically monthly) to conduct one form of project assessments. The PSRB is a standing committee consisting of the Laboratory Deputy Director of Operations, the Associate Director for Engineering & Infrastructure, the Chief Financial Officer, and the Head of the Office of Project Management; and Resource Members consisting of Heads of performing divisions and branches of the Engineering Department and the Planning & Control (P&C) Officers. The Review Board meetings will include Invitees such as the Heads of requesting and performing Department Heads, the Head of the ES&H Department, and the Head of the QA Division.

Responsibility

Action

Deputy Director for Operations	1. Appoint a Project Status Review Board and designates a Chair (typically the Head of the Office of Project Management).
PSRB Chairperson	2. Schedules regular meetings of the PSRB, typically monthly or quarterly, to evaluate the status of critical projects across the Laboratory, communicates the schedule to Cognizant Individuals and Planning and Control Officers calls for them to update their respective Project Status Reports (Attachment 1) with the latest summaries, cost and schedule information, and potential project management problems for inclusion in the monthly Project Status Report.
Cognizant Individual (Project Manager or designee) with support from the P&C Officer	3. Prepares Project Status Report with the current technical scope, Work Plan information, milestones, progress, and risks. Adds milestone information and forecast dates as they become known.
Planning & Control (P&C) Officer	4. Prepares and adds latest cost information, earned value parameters, and indices as appropriate. Provides charts or other information to convey costing data as needed.
Head, Planning & Control	5. Collects and, in conjunction with the PSRB Chair, reviews the Monthly Project Status Reports for accuracy, consistency, and compliance for all reporting projects.
Head, Planning & Control	6. Prepares the report for the monthly PSRB meeting. In conjunction with the PSRB Chair. provides a summary coversheet including

	representation of the health of a project’s technical, cost, schedule, and other parameters (typically red, yellow, green as ratings.)
PSRB Chairperson	7. Convenes and leads PSRB meetings. Reviews Project Status Reports with COGs, PSRB members, resource members, and invitees , providing oversight and feedback to resolve project management problems.
PSRB Members	8. Attend the PSRB meetings, asking questions and providing suggestions that are constructive to clarifying project status, priorities, deliverables, alignment of workflow, and allocation of resources and enhance project progress and direction.
	9. Provide input as may be necessary to anticipate and resolve problems as promptly as possible.
Invitees	10. Attend the PSRB meetings and contribute expert opinions and status in their areas of expertise and responsibility.
COG/RLM/P&C Officer	11. Referencing the prepared PSR, provide the PSRB and senior Laboratory management with a reliable and clear indication of the state of projects and workflow such that project mission needs can be clarified and optimized in keeping with available resources.
PSRB Chairperson	12. Determine the ongoing validity of the project management process and assess the degree of criticality for project technical, cost, schedule, and other parameters.
	13. Request changes to the list of jobs reporting for new or completed jobs with the Associate Director for Engineering and Infrastructure and the DDO.
Chief Financial Officer	14. Provides direction for financial objectives to comply with DOE orders.
Performing Divisions and Branches (Engineering Department Division and Branch Heads)	15. Provide engineering resources and skills to perform assigned project work. Anticipate conflicts and competition for resources to resolve priorities.
Associate Director for Engineering & Infrastructure	16. In the case of conflicting priorities and competition for resources, directs performing Divisions and Branches regarding how to balance priorities and resource allocation.
Deputy Director for Operations	17. Determines lab wide priorities, goals, and objectives and University perspectives.

Attachments:

Attachment I. Project Status Report (PSR) Template

Project Status Report		ENG-049 Attachment I
Project Name: _____	Reporting Period (Month): _____	Date: _____
Cost Account (s): _____		
Description of scope (what and purpose) 		
Manager: _____		
Customer (project/program name): _____		
Customer Name (i.e. PPPL CC manager, program manager) _____		
SUMMARY		
Highlights and Progress: <i>(narrative to describe accomplishments and progress)</i> 		
Has a preliminary WAF been prepared?		
Does this project have a signed WAF?		
Does a resource loaded schedule exist?		
Does a staffing plan exist?		
Has a workplan been submitted?		
Explanation of "No" items: 		
Status Summary <i>(provide explanation below if answered "Yes")</i>		
Has the scope or deliverables changed or about to be impacted?		
Are any milestones forecasting a slip?		
Is the project forecasting a cost over run? (for the FY & total)		
Has the EAC or schedule forecast changed from last month?		
Have the risks changed?		
Are there staffing issues?		
Any other issues threatening the schedule, cost or quality?		
Explanation of "Yes" items: 		
Decisions or interaction required from management: 		
Staffing Issues: 		

Project Status Report					ENG-049 Attachment I	
Project Name:		Reporting Period (Month):		Date:		
DATA						
Milestones: (due in the next 3 months plus major completion milestones)						
Description:	Baseline	DOE Commitment Date	Forecast	Total Float	Actual	
1						
2						
3						
4						
Cost:			Cost Performance (if available):			
	Current Fiscal Year	Total	BCWS			
Baseline Budget (BAC)			BCWP			
Contingency			ACWP			
Estimated at Completion (EAC)			CPI			
Forecast over-run/(under-run)	0	0	SPI			
Explanation and recovery plans			Variance explanation if < 0.9 and recovery plans			
Cost Performance Trends:						
Critical Path:						
Description				Current Total Float	Last Month Total Float:	Explanation & Impact to other programs
Risks and opportunities: (New, Retired or changed)						
1						
2						
3						