

PROJECT MANGEMENT PLAN EXAMPLES

Project Organization Examples

Example 8

4.0 PROJECT ORGANIZATION

Chapter 4.0 describes the principle project organizations, including their responsibilities and relationships. Other organizations, that have an interest in the project, also are described.

4.1 Principal Project Organizations and Responsibilities

The management organization for the 324/327 Buildings Stabilization/Deactivation Project represents a partnership between four principal project organizations responsible for the project. The four project organizations and their associated summary responsibilities are described in the following paragraphs.

4.1.1 U.S. Department of Energy, Headquarters (HQ)

The DOE-HQ Office of Nuclear Material and Facility Stabilization (EM-60) is primarily responsible for policy and budget decisions affecting the project. Summary responsibilities for the EM-60 project manager are as follows.

- Act as the point of contact for matrixed DOE-HQ support organizations.
- Act as the final decision authority when project management team decision-making deadlocks occur.
- Participate in quarterly progress reviews.
- Review project scope, cost, and schedule objectives.
- Approve DOE-HQ milestones and project funding.
- Act as the liaison for DOE-HQ organizations and establish proactive communication paths to enhance timely decisions.
- Keep DOE-HQ management informed of project status and obtain direction as necessary.

4.1.2 U.S. Department of Energy, Richland Operations Office (RL)

Within RL, the Transition Programs Division (TPD) has field responsibility for the project. The TPD director is the project manager and is the project interface for DOE-HQ, Fluor Daniel Hanford, Inc. (FDH) and RL matrix organizations.

The RL project manager's primary role is oversight rather than daily management of the project. The RL organization supports the RL project manager using a matrix arrangement. Summary responsibilities of the RL project manager are listed below:

- Provide project direction.
- Provide policy guidance and direction to FDH.
- Coordinate and approve overall project documentation and control baselines.
- Monitor and review project activities.
- Maintain a proactive single point of contact for matrix support organizations, state and federal regulatory agencies, and other external stakeholders.
- Coordinate approval of project documentation in RL.

4.1.3 Fluor Daniel Hanford, Inc.

FDH provides project integration across the Hanford Site. The Facility Stabilization Project organization, within FDH, is responsible for integration and performance monitoring for the 324/327 Buildings Stabilization/Deactivation Project. The FDH project manager's primary role is oversight, rather than daily management, of the project. Day-to-day project management responsibilities are assigned to BWHC. The following summarizes the FDH project manager's responsibilities.

- Provide integration interface with other Hanford Site contractors to ensure project objectives are not jeopardized by competing interests or needs.
- Provide management guidance and direction to BWHC.
- Monitor and review project activities and baselines (cost, schedule, and scope).
- Coordinate approval of project documentation within FDH.

- Oversee worker health and safety programs.
- Facilitate resolution of PHMC policy issues.

4.1.4 B&W Hanford Company

BWHC is responsible for supporting FDH and RL in managing facility transition activities on the Hanford Site. One of the transition support organizations for BWHC is the 300 Area Stabilization Project. The 300 Area Stabilization Project is responsible for the 324/327 Buildings Stabilization/Deactivation Project.

BWHC is responsible for supporting the FDH and RL project offices with adequate day-to-day planning and review technical management, coordination, control, and reporting of project activities. The BWHC project director plans, coordinates, and directs project performance including technical direction, development and administration of project criteria and baselines, system analysis, scheduling, budgeting, configuration management, and reporting. The BWHC project director receives policy guidance and project instructions from the FDH project manager. The responsibilities of the BWHC project director are as follows:

- Develop an integrated plan to accomplish the project objectives in a cost effective manner using demonstrated innovative technology where appropriate.
- Implement worker health and safety programs.
- Define and administer the technical, cost, and schedule requirements for the project.
- Develop the PMP for DOE approval.
- Prepare safety analysis reports, environmental analyses, and regulatory analyses and permits needed for project implementation.
- Manage and control project baselines, as well as the timely identification and communication of real and potential problems to the FDH and RL project managers.
- Develop proposed corrective actions.
- Implement corrective actions, as required and directed by the FDH project manager.
- Provide the FDH project office a clear and concise narrative report of project status regarding established project baselines.
- Perform S&M and deactivation work.
- Establish and use an effective review process.
- Establish and use an effective work control process to achieve project objects.

The responsibilities for key positions in the planning, control, and implementation of the 324/327 Buildings tabilization/Deactivation Project are covered in this section. A 324/327 Project assignment matrix will be maintained for the life of this project. The subproject management teams (Subproject Manager, Subproject Planner/Schedule, Subproject Analyst) are described in the following paragraphs.

Project Director. The 300 Area Stabilization Project (Project) director, or his designee (i.e., deputy director), will provide overall project direction and oversight. The director also will coordinate project direction with the Project Direction Foursome (300 Area Stabilization Project Director, FDH 300 Area Project Manager, RL 324/327 Buildings Program Manager, and DOE-HQ EM-65 300 Area Project Manager). The director will provide guidance for resolutions affecting interfaces and conflicts between subprojects and interfaces with external buildings/companies. In conjunction with the functional managers (i.e., Radiological Control Manager, Engineering Manager, Building Manager, etc.), the director will appoint subproject managers, based on technical expertise, project management experience, and availability. The director will also conduct periodic technical status meetings with the subproject managers, baseline control manager, FDH project direction, and RL program oversight.

324/327 Buildings Minimum Safe Subproject Manager. The Minimum Safe Subproject manager will maintain the safety basis and compliance standards for the buildings to support implementation of the project and subproject activities, and to maintain a safe operating facility. The manager also will ensure the availability of trained and qualified staff and is responsible for maintaining schedule performance and monitoring of cost control initiatives (i.e. overtime control, material purchase authorization, etc.) for the minimum safe activities within the buildings.

324/327 Projects Manager. The 324/327 Projects manager has the overall responsibility to establish, plan, and execute all the 324/327 Buildings Stabilization/Deactivation subprojects. The manager will provide direction, mentoring, and training to all subproject managers. The manager also will be responsible for maintaining schedule performance and monitoring of cost control initiatives for the subproject activities within the buildings. In addition, the manager will ensure the availability of trained and qualified personnel for conducting subproject activities.

Project Radiological Control Manager. The Project Radiological Control manager has overall responsibility to establish, conduct, and administer the Project's Radiological Controls Program, in accordance with 10 Code of Federal Regulation (CFR) 835, *Quality Assurance Requirements*, and the Hanford Site Radiological Control Manual. The responsibility includes: interpretation and review of radiological control requirements in support of work package preparation and performance and developing and chairing the Project ALARA committee or program. The responsibilities also include ensuring all work performed meets ALARA expectations and ensuring that personnel are qualified to perform work safely with radiological considerations. Developing and enforcing the Project policies and procedures, in compliance with DOE Orders and federal and state regulations, is also part of the Project Radiological Control manager's responsibilities.

Project Compliance Manager. The Project Compliance manager is responsible for conducting environmental assessments and providing technical support on environmental and Price Anderson Act Amendment (PAAA) issues. The manager prepares PAAA screening and reports and provides interface support to FDH and RL for inquires and/or environmental permits from the Washington State Department of Health (WDOH), Ecology, and the Hanford Advisory Board.

Project Baseline Control Manager. The Project Baseline Control manager, or designated lead, will be responsible for coordinating the development, tracking, and reporting the Project baseline activities (i.e., technical scope, budget, and schedule). The manager will ensure consistency in reporting and planning documentation. The responsibilities include monitoring Project priorities, issues, and the life-cycle critical path schedule and estimate at completion documentation. The manager or designated lead will coordinate integrated Project planning documents including the multi-year program plan (MYPP), project baseline summary (PBS), and detailed integrated project schedule and facilitate Project- and subproject-level prioritization evaluations. The manager or designated lead also will prepare or initiate the development of long-range or out-year planning studies and/or trade-off analysis, ensuring the completeness and increase the confidence level in the Project baseline. The manager also will administer Project and subproject change control and funds management.

Project Training Manager. The Project Training manager has overall responsibility to establish, conduct, and administer the training program for the 300 Area Stabilization Project. Tasks include: interpreting training requirements for Project personnel; analyzing training needs, designing and developing Project training curricula, in accordance with the Systematic Approach to Training; and implementing a Project-wide drill and exercise program in accordance with Project procedures.

Subproject Managers. The Subproject managers are assigned for each of the subprojects discussed in Chapter 3.0. The managers will develop the subprojects' technical plan, and in conjunction with the Subproject management team (Subproject Manager, Subproject Planner/Scheduler, Subproject Analyst), develop the work breakdown structure (WBS) and the ABC estimate for the subproject. The Subproject managers also will develop a performance-based integrated schedule. The Subproject managers will work with other managers and planners to incorporate or negotiate interfaces between subprojects and other programs (i.e., Waste Management Hanford Company, Treated Effluent Disposal Facility, Spent Nuclear Fuel, etc.). The managers also will incorporate meaningful milestones in the baseline to capture key decision points, completion of planning documents, and logical interim steps required to complete overall subproject milestones, to allow for regular performance (cost and schedule) measurement. The managers also will approve subproject WBS, estimates, and schedules.

In addition, the Subproject managers will identify and acquire trained personnel required to implement the in-field activities. The managers will manage the in-field activities within the constraints of the safety basis and quality standards.

Additional duties include managing the subproject within the approved schedule and cost baselines, as approved in the MYWP. The managers also will assist in the development, review, and approval of cost account plans (CAP) or assign subproject-level cost account managers (reporting to the Subproject manager) to perform these duties. The Subproject manager also will review, develop, and participate in the analysis of cost and schedule variances as the Subproject is implemented. The managers are also responsible for identifying to the Subproject management team and the Project Baseline Control Manager, potential changes to the technical, schedule, and cost baseline. The task includes identifying the change requirement, the impact to the subproject baseline or another subproject baseline, and assessing the required action (i.e., change control). The managers will approve subproject baseline control changes as appropriate, including the development of rough-order-of-magnitude estimates and scoping studies for new or modified scope.

Cost Account Managers. The Cost Account managers are generally the Subproject managers or designees, responsible for implementing subproject scope within approved budget and schedule. The CAP is a management control point for determining which portion of work is accomplished and how performance is measured and work is controlled. Cost accounts occur at the WBS level, where work can be assigned to one responsible manager (preferably the Subproject manager).

Project Control/Planning Support. The following personnel will be assigned to the Minimum Safe Subproject and other Subproject managers, as appropriate, to provide planning, scheduling, and budgetary support:

- **Quality Assurance/Quality Control (QA/QC).** QA/QC personnel provide for the maintenance of the project and the development of the subproject QA planning and assessments. The tasks include working with Subproject managers to develop technical plans and QA/QC hold-points in the work implementation documents.
- **Subproject Planner/Scheduler.** Subproject Planner/Schedulers will facilitate the development of subproject work scope descriptions, ABC estimates, and integrated performance-based schedules. Along with the subproject planning team (Subproject manager, Subproject Planner/Scheduler, and Subproject Analyst), the Subproject Planner/Schedulers will develop the WBS, project metrics, and project work scope. With input from the Subproject Planning team, the Subproject Planner/Schedulers also prepare weekly and monthly analysis of the project and subproject. The Subproject Planner/Scheduler also provides the Subproject managers with integrated performance-based schedules (by building or project), and meaningful summary analysis reports of project schedule and financial variance and performance. The Subproject Planner/Schedulers will approve project and subproject baseline control changes, as appropriate.
- **Subproject Analysts.** The Subproject Analysts will provide cost and budget reports to the Subproject Planning Team, for actual cost history in developing the ABC estimates. The analysts will track project expenditures through the financial data system and provide subproject managers with meaningful feedback of cost performance. The analysts also will track costs versus budget to ensure that proper charging practices are in place. This person also will assist the subproject manager to reverse incorrect charges, document and authorize subproject work orders and task orders, and develop subproject change control documents

4.2 Project Management Organization and Relationships

The project management organization for the 324/327 Buildings Stabilization/Deactivation Project includes a board of directors and the Project Direction Foursome (Foursome), that interface with the Project Director and project personnel. A brief discussion of the roles and relationships of each major project management entity is provided in the following sections.

4.2.1 Board of Directors

A board of directors was established to monitor stabilization projects across the Hanford Site. The board consists of top-level executive management from each of the four principle project organizations: DOE-HQ, Office Director, Nuclear Material Stabilization, Northwestern Office (EM-65); RL, Director, TPD; FDH, Project Director, Facilities Stabilization Project; and BWHC, President and General Manager). The board of directors primarily will interface with the Foursome (Section 4.2.2). The board's relationship with the 324/327 Buildings Stabilization/Deactivation Project is that of a mentoring body for the Foursome. Other roles and responsibilities of the board are detailed in the following list:

- Provide strategies and guidance for the wide range of external interfaces (i.e., Ecology, stakeholders, media, Congress, etc.).
- Provide access to a full range of skills within respective corporate structures.
- Approve overall Hanford Site deactivation strategy.
- Intervene in or mediate institutional and financial issues.
- Perform prompt conflict resolution function in the event the project develops roadblocks to expected results.
- Promote and support communications throughout the complex to enhance accelerated cleanup.

4.2.2 Project Direction Foursome

The Project Direction Foursome (Foursome) includes the DOE-HQ EM-65 300 Area Program Manager, the RL 324/327 Project Manager, the FDH Facilities Stabilization Project Manager, and the BWHC 300 Area Stabilization Project Director. The Foursome will interface with the board of directors, stakeholders, and project personnel, as necessary (the 300 Area Stabilization Project Director is the link for communications flow to project personnel). The Foursome has decision authority for actions affecting the overall cost, scope, and schedule baselines, as well as for those decisions escalated by the 300 Area Stabilization Project Director. If the Foursome cannot reach consensus, the board of directors may be asked to intervene. If the board of directors cannot provide direction, the EM-60 Deputy Assistant Secretary will make the decision. The Foursome is responsible for ensuring that effective project working relationships are developed with oversight and approval organizations and external stakeholders. In addition, the Foursome will ensure that the project receives timely guidance, reviews, and approvals from their organizations, by working within their respective oversight and matrixed support organizations. When necessary to secure timely resolution of issues that are stalemated within the organizations, the Foursome will raise issues through their own institutional authority structure for immediate resolution.

Although the Foursome has been adopted to empower representatives of the 324/327 Buildings Stabilization/Deactivation Project team, a formal chain of responsibility and accountability still exists. For example, BWHC safety documentation requiring DOE-HQ approval is routed from BWHC to FDH, from FDH to the RL project manager, from RL to EM-60, and from EM-60 to the appropriate Office of Environment, Safety, and Health (EH) organization for review and approval.

4.2.3 Project Director and Staff

As discussed in Section 4.1, the 300 Area Stabilization Project Director and project personnel coordinate and direct project performance on a daily basis. The director and project management interface with project field personnel and with the Foursome members. The director and project management will make daily decisions that may affect how project objectives are met, but will escalate selected decisions (at the director's discretion), to the Foursome for confirmation. Decisions affecting the overall project scope, schedule, and budget will require confirmation by the Foursome, consistent with change request guidance provided in Chapter 5.0. Issues and communications are intended to flow both ways—up from the director and project personnel to the Foursome, for action or resolution, and down from the Foursome to the project director and personnel for action or resolution.

4.3 Other Project Organizations

Individuals, groups, organizations, and regulators, who have an interest in the project, are affected by the project, or can affect the future of the project, are identified as 'stakeholders.' Major internal and external stakeholders include the 324/327 Buildings personnel, Native American Tribes, Ecology, WDOH, Washington State Historic Preservation Office (SHPO), U.S. Environmental Protection Agency (EPA) Region 10, and the Defense Nuclear Facilities Safety Board (DNFSB). Stakeholders will support the project by the following:

- Identifying the needs of their constituents
- Providing RL management with the information necessary to make decisions acceptable to their constituents, leading the project to a successful outcome in the public forum.

Example 9

2.0 779 CLUSTER DECOMMISSIONING ORGANIZATION AND RESPONSIBILITIES

2.1 ORGANIZATION

The 779 Cluster Decommissioning Project will be authorized by the DOE, integrated by K-H, and executed by the Safe Sites of Colorado (SSOC) and Rocky Mountain Remediation Services (RMRS) subcontractors. Oversight will be conducted by DOE and K-H and by the Environmental, Safety, Health, and Quality (ESH&Q) Departments of the subcontractors. This will evolve as the emphasis changes; however, certain fundamental features will not be altered. These are (1) a clear chain of command, (2) a clear demarcation of responsibilities, (3) strict configuration control that will not allow work to proceed unless it meets the safety and regulatory requirements, and (4) an environment that encourages the worker to understand their work, their risks, and to participate in developing the approach to the work.

This section has been supplied to add clarity to the DOP and to identify current reporting relationships and responsibilities. This organizational structure is not an enforceable part of the document. DOE and their subcontractors may deviate from the identified organization at their discretion. In addition, DOE and its contractors may make changes to the organizational structure without prior notification or approval of the LRA. However, the LRA will be notified of any changes to the organizational structure.

2.1.1 Closure Project Manager

The Closure Project Manager is responsible for the overall management of the project. This person sets the expectations for performance in worker and public safety, regulatory compliance, cost and schedule and performance improvement. He or she establishes the principles of behavior, such as teamwork, participation, integrity, etc. and also provides the primary senior external interface for the closure project to the K-H integrator.

2.1.2 Deputy Closure Project Manager

The Deputy Closure Project Manager assumes the responsibility for the project in the absence of the Closure Project Manager and pays special attention to the integration of the project and the day-to-day work activities.

2.1.3 Integration Manager

The Integration Manager is the primary interface to external organizations that are working on the Protected Area execution plan and the K-H Plan entitled *Accelerating Cleanup: Focus on 2006* (K-H 1997x). Within the closure project, this person has the responsibility to maintain the project closure plan and to coordinate the planning for distributed resources to the work teams. The distribution of personnel resources is completed through the Technical Support Manager.

Therefore, the Integration Manager is the focal point of day-to-day work planning and execution of priorities. The Integration Manager sets priorities for and coordinates the Plan-of-the-Day and Plan-of-the-Week meetings. The Integration Manager is the primary owner of the budget and will authorize, track and report on project spending.

2.1.4 RadCon Manager

The RadCon Manager is responsible to ensure an effective radiation protection program is implemented as required by the RFETS Radiological Controls Manual (RCM). The RadCon Manager's responsibilities also include:

- Completing ALARA reviews.
- Coordinating activities and priorities of the Radiological Engineers and Radiation Control Technicians (RCTs).
- Ensure adequate preparation and review of radiation work permits (RWP).
- Coordinate the completion of routine building radiation surveys and project related surveys.
- Develop project completion survey requirements to ensure compliance with established project end point criteria.
- Maintain/manage and verify quality of all radiological data.
- Coordinate project completion surveys.

2.1.5 Occupational Safety Officer

The Occupational Safety Officer responsibilities include:

- Monitoring and review of facility and project safety criteria to ensure activities are being completed within the applicable safety guidelines.
- Participate in work package development to ensure requirements are factored into project work packages.
- Monitor field activities to ensure the work activities are being completed in a safe manner.

2.1.6 Work Release Manager

The Work Release Manager is the single point of contact to release work in the field and as such runs the Plan-of-the-Day meetings for the Integration Manager. He or she is responsible to ensure that the proposed work scope is within the allowed safety or regulatory safety envelope before being released.

2.1.7 Surveillance and Maintenance Manager

The Surveillance and Maintenance Manager is responsible for conducting the required safety and regulatory surveillance, identifying and completing the necessary maintenance, and to operate the utilities. He or she advises the Work Release Manager of the readiness of the facility to do work.

2.1.8 Waste Manager

The Waste Manager is responsible for managing the waste flow within and from the facility to ensure that the waste is properly characterized and moved. This person is the primary contact with the Site waste organizations to ensure the waste is properly staged and shipped from the facility.