

Project Management Update

Bob Raines
Director, Project Management
Systems and Assessments





- Everybody's Favorite Subject
- Cost Estimating
- EVMS
- Metrics
- Take Aways

Agenda



- **Ahead of Schedule On Budget**
 - S-2's Stretch Goal
 - 177 Projects, \$92B TPC
- **Front End Planning**
 - User Acceptance Testing
 - Comprehensive Training
 - System Documentation
 - Capacity/Throughput Testing
 - Communications via ESC
- **Thank You For Your Support!**
- **Ensure New Contracts Include PARS II Requirement**



PARS II : Everyone's Favorite Subject



- **DOE is**

Taking Advantage of PARS II

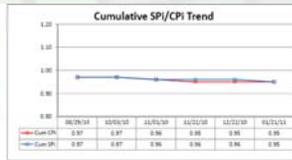
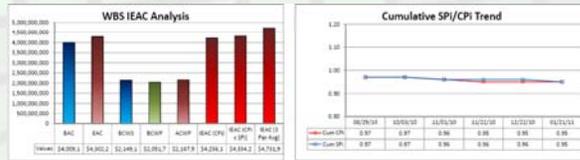
- SC is Using PARS II For an IT Project
- EM is Using PARS II Data to Feed Other Project Oversight Systems
- Input for EIR's, CPR's EVMS reviews, etc.
- *i-Manage*

PARS II : Gaining Traction



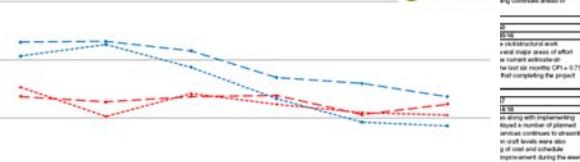
- **Your Feedback Generates Improvement**
- **Multi-track Enhancement Strategy**
 - Two FY 11 Upgrades – UAT, Trouble Desk, Program Input
 - April : 53 Enhancements and New Capabilities
 - Sept: TBD – Change Control Board
 - User Requested Custom Reports
 - Developed Customized Reports for NNSA & EM
 - Power Users Training in April: Creating Reports
- **Communications Essential**
 - Eric Cochran, Kurt Fisher, Rich Person, John Makepeace
Cathe Mohar and Other OECEM Staff

PARS II: Enhancements



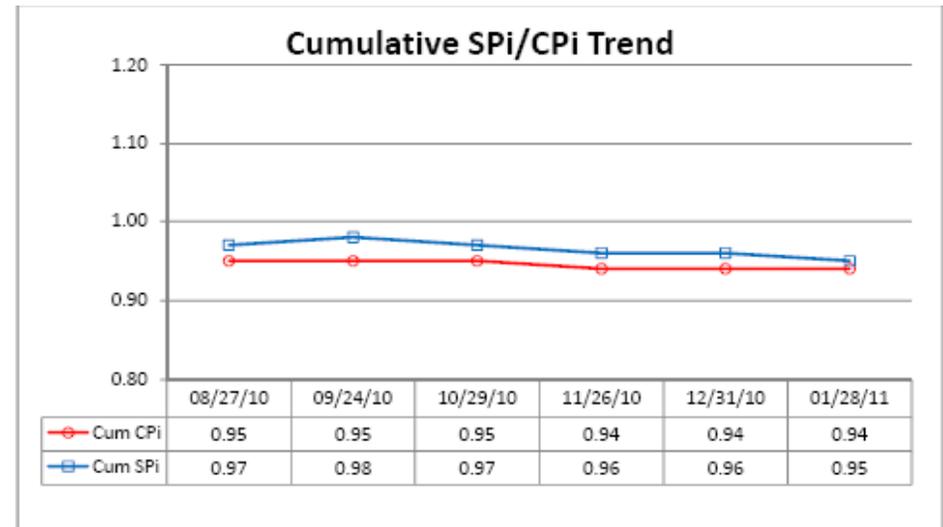
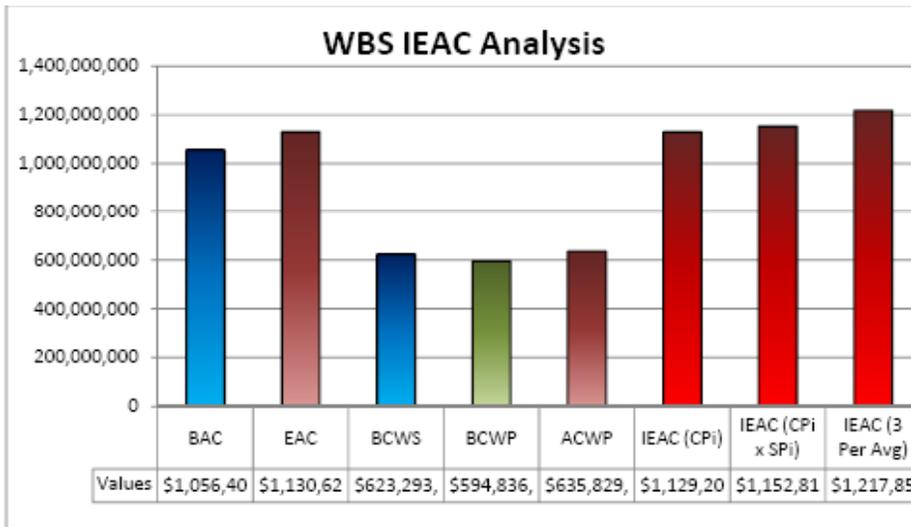
Current FPD Assessment: Good Planned CPI (BAC) 0.97 Planned SPI (BAC) 0.97

Initiatives are underway to address productivity issues that resulted in NA SACE/CM assessing the project yellow last month. Though construction productivity improved in January, these efforts were hampered by a weather-related shutdown of the Savannah River Site, resulting in a week of productivity loss. SCE/Operations has restricted work on-site and suspended 2nd shift operations, resulting in more issues were realized due to and are now in use. Equipment is being returned to the site and QC personnel are planning the work to other big construction ahead of



- Project Quick View Management Report
- Incremental *CPI/SPI* Trends
- *TCPI* Trends

PARS II Enhancements Examples



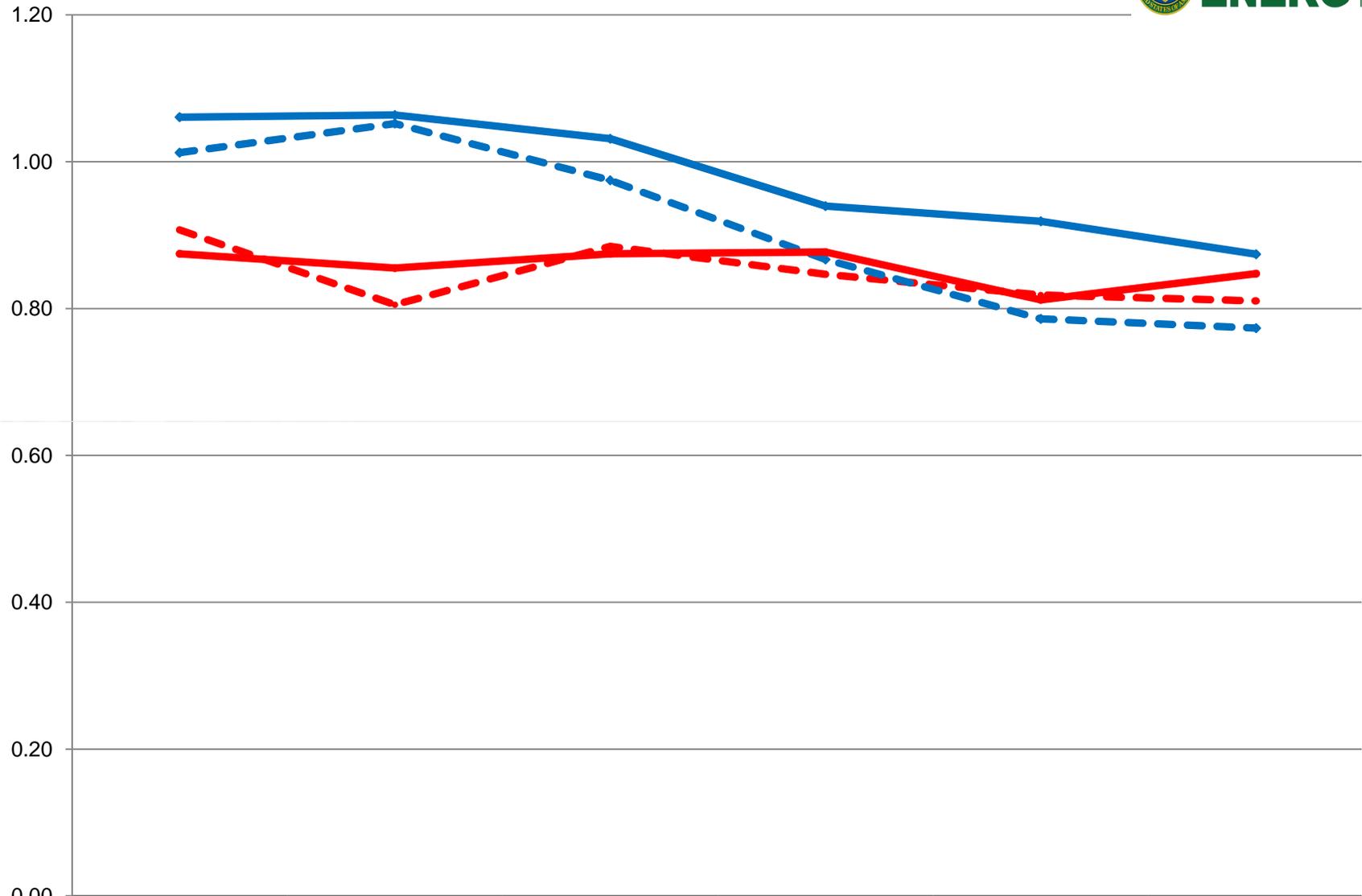
Current FPD Assessment:	Yellow	
		Forecast TPC (\$M): 1,227
		Forecast CD4: 07/01/14
<p>During the month of January, the project performed below planned (SPI .79) and above cost (CPI .91). Construction of the second level decks as well as second and third level walls continued during the period. Process pipe and support installation began in the Central Processing Area and mechanical installations continued to make good progress on the first level. Facility Support Area concrete placements made good progress during the period.</p> <p>The project continued to be impacted by workarounds in the sequence of walls and decks to mitigate late vendor deliveries. Inclement weather during the period including snow days which closed the Savannah River Site for two days, contributed to the schedule slip. Cost performance continues to be negatively impacted by high engineering costs and costs for new tank vendor which are not currently in the baseline.</p>		

Prior OEM Assessment:	Yellow	
		Forecast TPC (\$M): 1,227
		Forecast CD4: 11/01/13
<p>The project assessment remains YELLOW pending identification of a path forward for the project in light of the delayed delivery of large ASME vessels and associated problems. The Federal project staff recently completed a review and update to the Risk Assessment and Management Plan (RAMP), and Parsons recently submitted a "bottoms-up" Estimate-at-Completion (EAC) and a revised project schedule incorporating a new construction strategy designed to offset the effects of delayed delivery of major ASME vessels. OEM has not yet been provided with those analyses, which are the topics of ongoing discussions between Parsons and the Federal staff. Although no contract modifications are expected to result from the revised schedule and EAC, the FPD anticipates that an approximately \$70M cost adjustment will be made as Parsons' Performance Measurement Baseline is adjusted to reflect the new schedule and a number of Contractor and DOE risks that have been realized. Parsons' "to go" construction and commissioning costs are approximately \$479M. The updated bottoms-up EAC, revised schedule and updated RAMP originally scheduled for Jan completion has been returned to Parsons for a second time for corrections.</p> <p>Although the cumulative cost and schedule indices (CPI = .94; SPI = .96) for the project are acceptable, these numbers mask negative cost and schedule trends that should be addressed when the baseline is revised. The monthly CPI's over the past three months (.93,.82,.70) reflect ongoing cost overruns that are largely attributable to increased construction support and vendor support. Throughout much of the past year, this over-spending in support costs had helped to keep the project on schedule. However, the SPI's over the past three months (.83,.72,.81) suggest that the effectiveness of those efforts may be diminishing.</p>		

Prior FPD Assessment:	Yellow	
		Forecast TPC (\$M): 1,227
		Forecast CD4: 10/23/13
<p>During the month of December, the project performed below planned (SPI .81) and above cost (CPI .70). The project continued to be impacted by workarounds in the sequence of walls and decks to mitigate late vendor deliveries. Inclement weather during the period including high wind, very cold temperatures, and rain, contributed to the schedule slip.</p>		

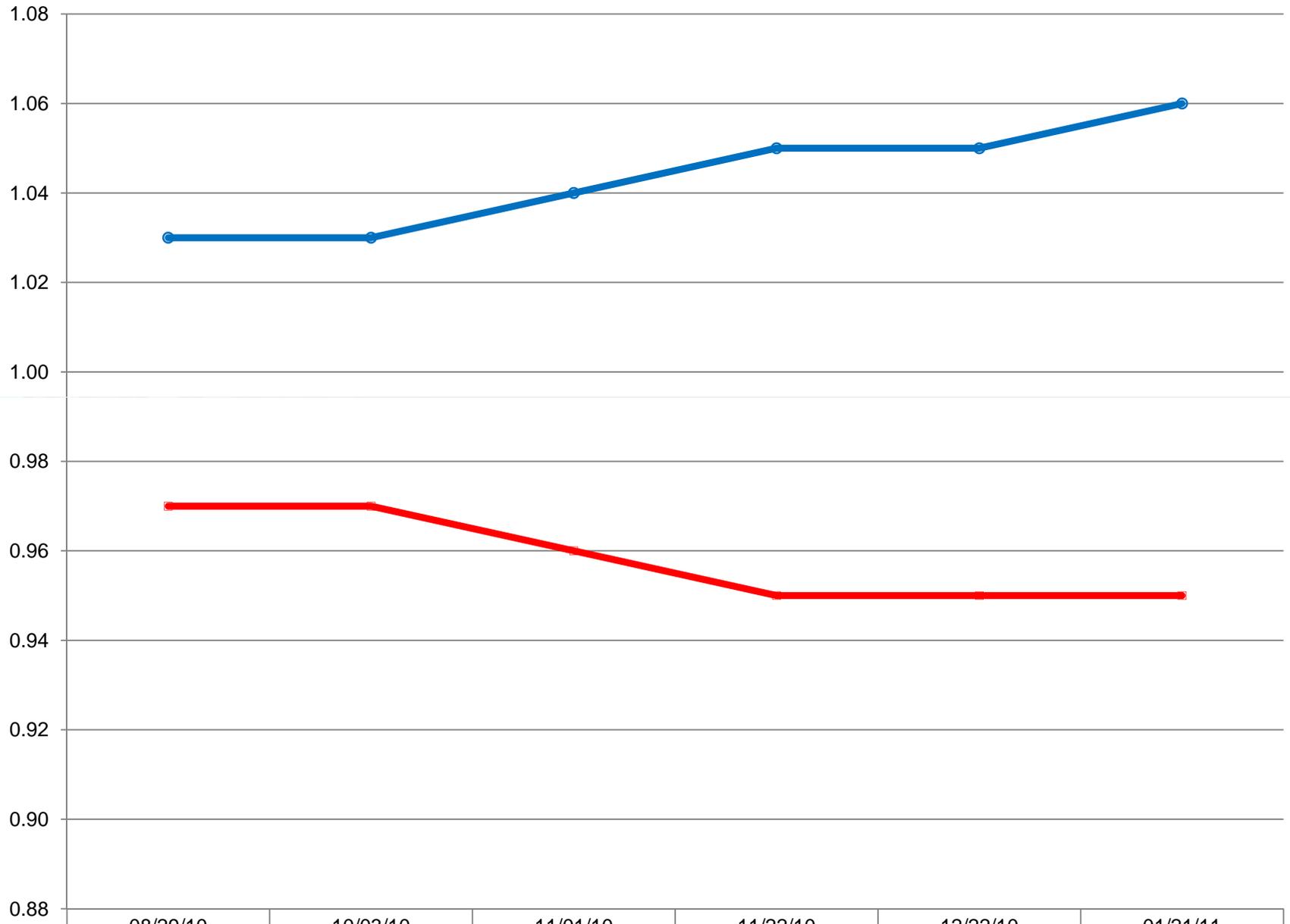
Project Quick View Management Report

Incremental CPI/SPi Trends



	08/27/10	09/24/10	10/29/10	11/26/10	12/31/10	01/28/11
3 Mo. Avg CPI	0.91	0.81	0.88	0.85	0.82	0.81
3 Mo. Avg SPi	1.01	1.05	0.97	0.87	0.79	0.77
6 Mo. Avg CPI	0.87	0.86	0.87	0.88	0.81	0.85
6 Mo. Avg SPi	1.06	1.06	1.03	0.94	0.92	0.87

TCPi Trend



● TCPi To BAC

■ CPI

08/29/10

10/03/10

11/01/10

11/22/10

12/22/10

01/21/11

1.03

1.03

1.04

1.05

1.05

1.06

0.97

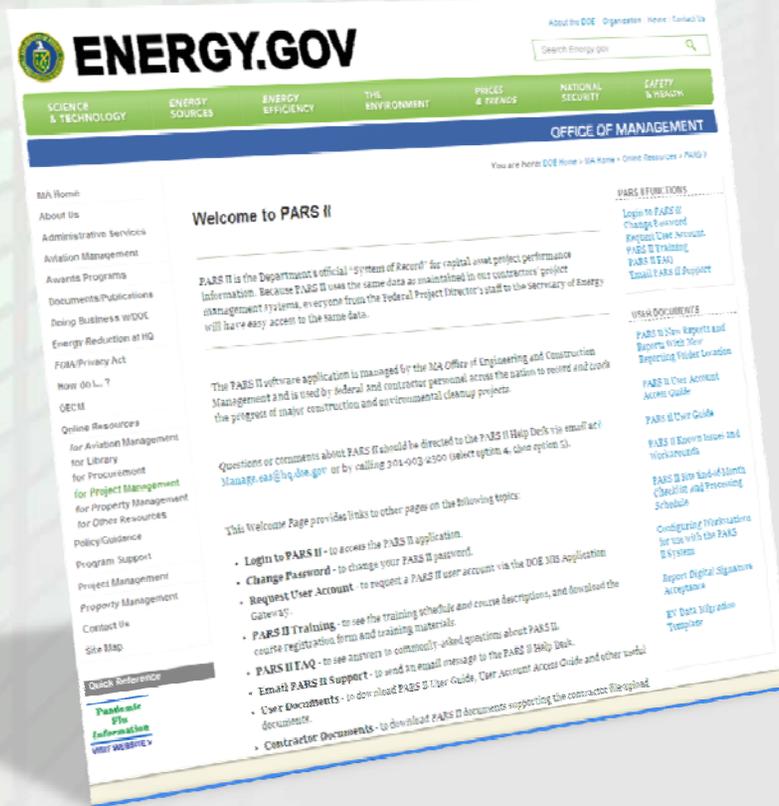
0.97

0.96

0.95

0.95

0.95



• PARS II Questions?

– http://management.energy.gov/online_resources/pars2.htm

- Documentation
- Training Schedule
- FAQs
- Business Rules

– Call Your OECM Analyst

PARS II



- **Congressional Concerns**
 - No policy establishing estimating standards
 - No policy for performing Ind. Cost Estimates
 - Consolidate DOE's cost estimating organization
 - Perform ICE's on "Program" before constructing smaller project components
 - No Post CD-2/3 expenditure of funds for projects over \$100M without an ICE
- **Concerns addressed in DOE 413.3B**

Cost Estimating

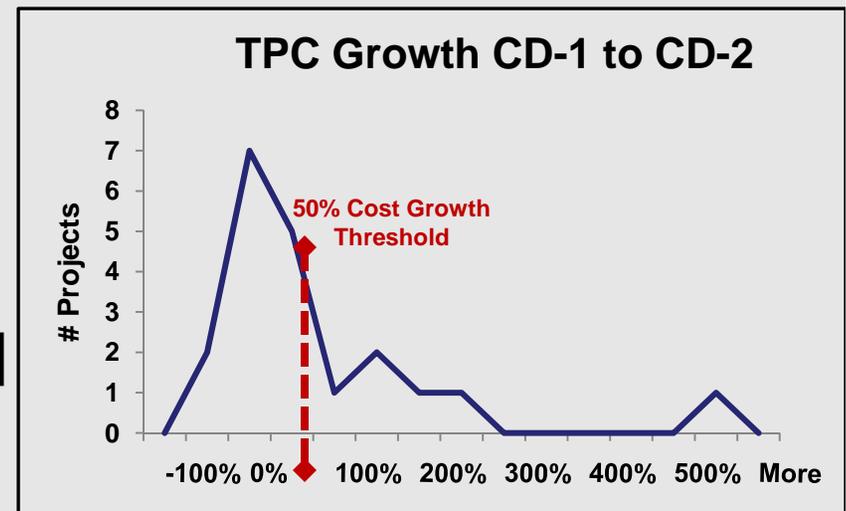
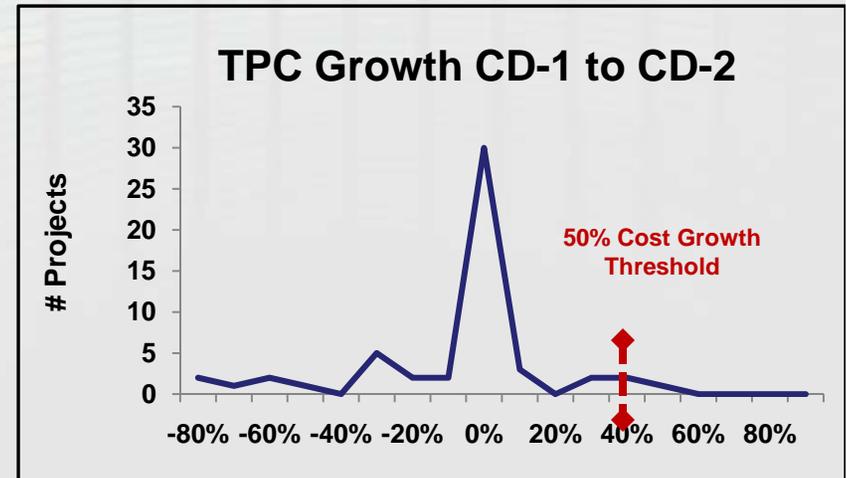


- **Independent**
- **Risk Based, Data Driven**
- **Efficient and Effective**
 - Industry Standards
 - AACE Best Practices
 - Unique DOE Project Data Warehouse
- **Focus on Outcomes**
 - ROM @ CD-0
 - Avoid CD-1 Reset
 - Success at CD-2
- **Collaboration with all stakeholders**

Cost Estimating: First Principles



- **Projects < \$100M**
 - No projects require reset
 - Small projects easier to manage
 - Validates “intuition and policies”
- **Projects >\$100M**
 - Six projects >50% cost growth
 - More complex, harder to manage
 - Improve front end planning
 - Acquisition strategies
 - Budget/Program mitigations
- **Potential 25% threshold**



Avoid Alternative Reevaluation

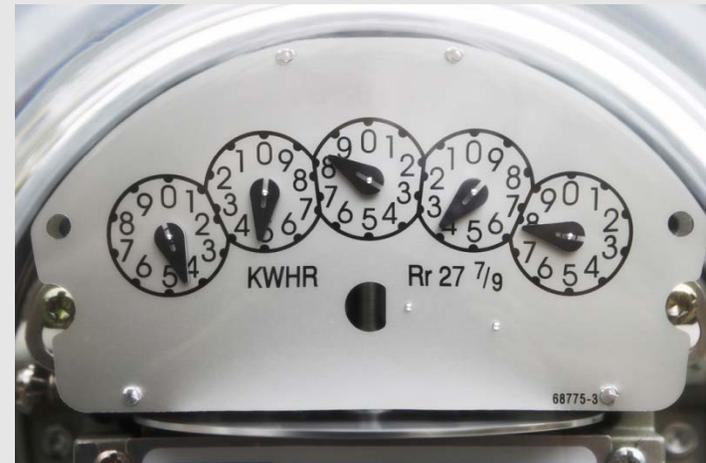


- **First Independent Cost Review Completed**
 - Next Generation Light Source: \$0.9 – \$1.5B
 - Report to be posted on OECM Website
- **Combine with Peer Reviews/EIR's**
 - APS and LCLS II
- **DOE Guide 413.3-21 in REVCOM**
- **Cost Estimating Working Group**
- **Cost Symposium, May 25-26, New Orleans**

Cost Estimating Moving Forward



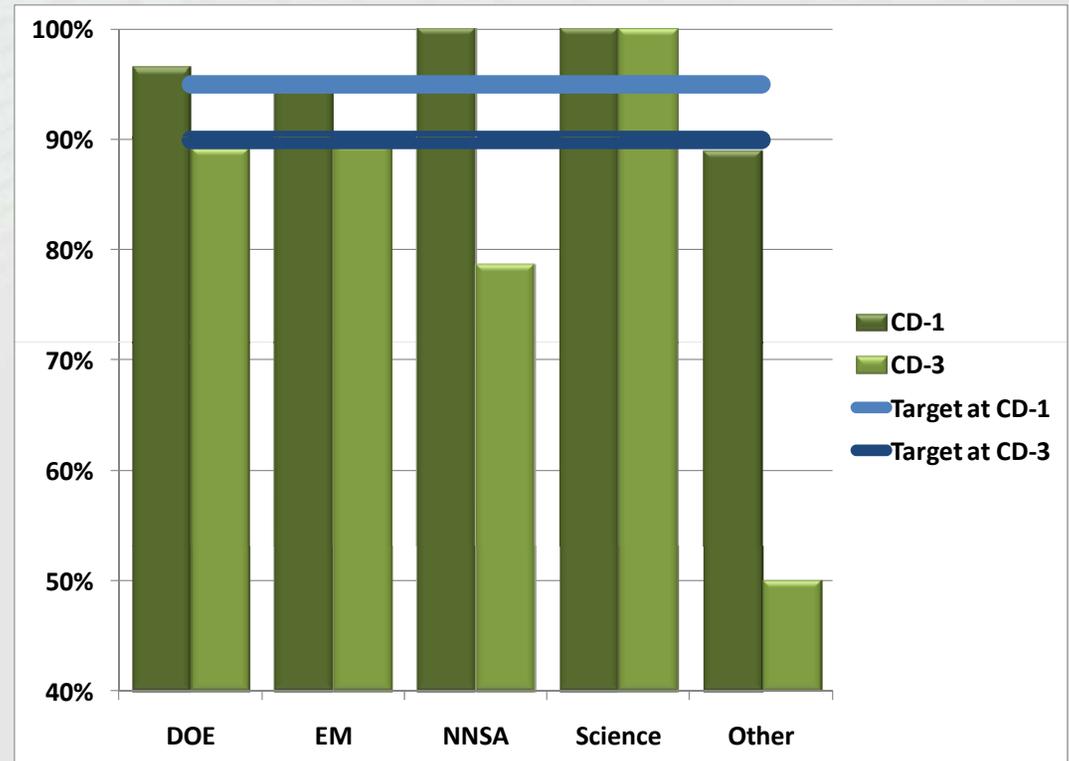
- ***Not everything that counts can be counted, not everything that can be counted counts.***
- **The Vital Few**
 - Reduced from 17 to 8
 - People, Process, Results
- **The “Big 3”**
 - FPD Qualifications
 - EVMS Certifications
 - Project Success
- **How we’re doing.....**



Metrics



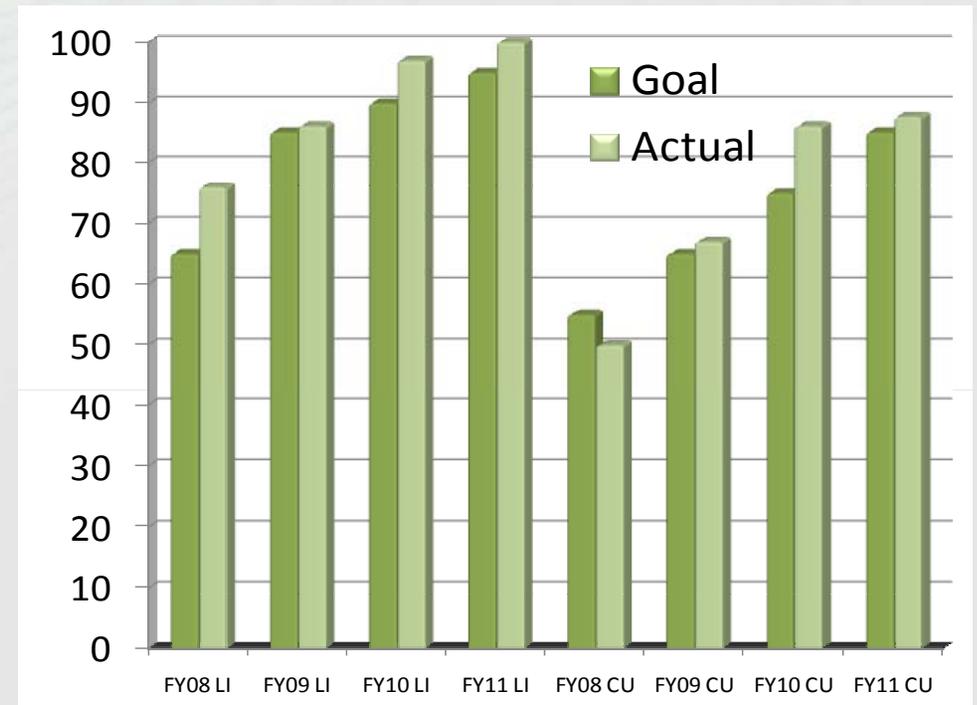
- **People - our greatest asset**
- **Great Improvement 67% to 89% @CD-3**
- **Key in Validating Major Projects**
- **AE Interviews**
- **Correlates with Project Success**



FPD Certification



- **Sustained Success**
- FY10 – Exceeded Goals
- FY11 – Exceeding Goals
 - ✓ LI 100% Act vs. 95% Goal
 - ✓ CU 88% Act vs. 85% Goal
- Four Certs Planned in FY11
- Focus Shifts to Surveillance
- 413.3B Responsibility Changes

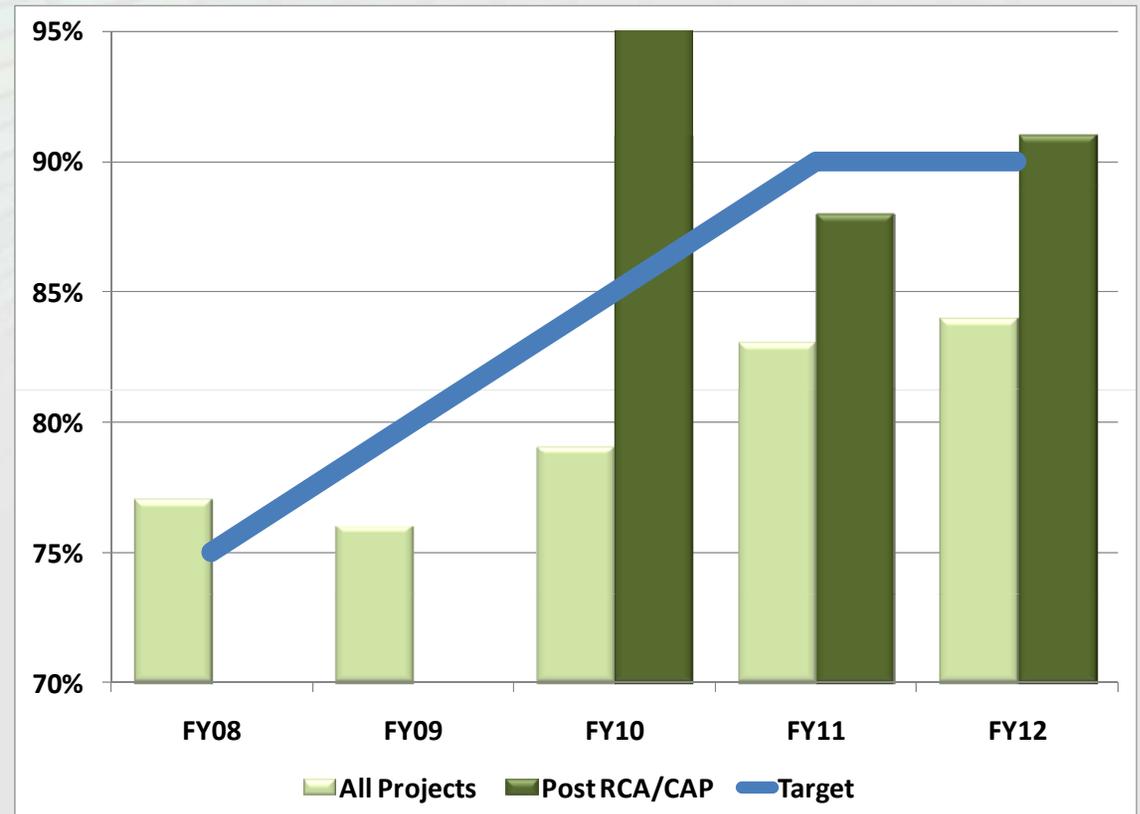


EVMS Certification Metrics

EVMS Certifications



- **Capital Asset Success**
- **Legacy Bow Wave**
- **Trending Up**
- **Leadership Counts**
 - LCLS
 - Nevada Fire Station
 - Bethel Valley Burial Grounds



Project Success



Increased Transparency and Accountability

- Project Scorecard
- Program Management Scorecard
- Project Success Report

Posted on the Web, Powerpedia

Report Date: 02/01/2011
 Office of Management
 Office of Engineering and Construction Management

Project Scorecard - February 2011

Program	Contractor	Project Number	Project Title	Project Budget	2010-2011 Overall Assessment	Cost Performance	Schedule Performance
EM	Alstom for Sustainable Energy, LLC	07-EE-01-B	Research Support Facility (RSF) - B	\$ 47,200,000	Green	1.00	1.00
EM	Alstom for Sustainable Energy, LLC	07-EE-01-A	Integrated Bioenergy Research Facility (IBRF) - Stage 1	\$ 20,790,000	Green	1.01	1.00
EM	Alstom for Sustainable Energy, LLC	07-EE-01-2	Integrated Bioenergy Research Facility (IBRF) - Stage 2	\$ 13,400,000	Green	NA	NA
EM	CH2M HILL, LLC (CH2)	00-D-011	Sodium Bearing Waste Treatment (SBWT)	\$ 971,000,000	Green	0.99	0.98
EM	Stanford University	SC-ILAC-0000-001	Sol and Water Remediation - ILAC 2	\$ 32,790,000	Red	NA	NA
NA	Los Alamos National Security, LLC	04-D-120B	Chemistry & Metallurgy Research Facility Reinvestment Project (CMRF) - PHASE II Radiological Laboratory - High-Clear Building (HCB) - Equipment Installation	\$ 198,400,000	Green	1.02	1.20
NA	Los Alamos National Security, LLC	00-D-151	Nuclear Materials Safeguards and Security Upgrade Project (NMSOSP) - Phase 3	\$ 245,160,000	Yellow	0.99	0.97
NA	B&W Pantex, LLC	00-D-011	High Pressure Free Line (HPFL)	\$ 42,960,000	Green	1.19	1.00
NA	Bechtel Corporation, a Lockheed Martin Co.	00-D-006	Ion Beam Laboratory	\$ 39,836,000	Green	1.09	1.04
NA	B&W Technical Services F-12, LLC	00-D-001	Nuclear Facility Risk Reduction (NFRR)	\$ 70,756,000	Green	1.00	0.96

PROGRAM MANAGEMENT SCORECARD

Quarterly Performance Report¹

2nd Quarter, Fiscal Year 2011

Program	Project No.	Project Name	Site	Performance Measures						
				#1 Project Reporting (%)	#2 EVM/EI	#3 Budget Report	#4 FPD	#5 IPT	#6 Peer Review	
Generated by Datahub (PM)™										
SC	07-SC-06	National Sanctuary Light Source II (NSLS-II)	BNL	100%	100%	100%	100%	100%	100%	100%
SC	07-SC-04	NIMM On-axis Neutrons (ii) Appearance (NNA)	BNL	100%	100%	100%	100%	100%	100%	100%
SC	07-SC-03	Project Status Energy Experimental Facilities	BNL	100%	100%	100%	100%	100%	100%	100%
SC	07-SC-01	BNL	BNL	100%	100%	100%	100%	100%	100%	100%
SC	07-SC-02	BNL	BNL	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-02	Neutron Neutron Detector (NND) (Egg Bag)	BNL	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-71	Modernization of Laboratory Facilities	BNL	100%	100%	100%	100%	100%	100%	100%
SC	07-SC-05	PHNL	PHNL	100%	100%	100%	100%	100%	100%	100%
SC	07-SC-05	Physical Sciences Facility (PSF)	PHNL	100%	100%	100%	100%	100%	100%	100%
SC	ME-001	OLE Universal Science Instruments (LUSI)	SLAC	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-01	12 MW CEBRF Upgrade	SLAC	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-74	Technology & Engineering Development Facility (TEDF)	SLAC	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-73	Interdisciplinary Science Building - Phase I	BNL	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-72	Renovate Science Labs Phase II (RSL-II)	BNL	100%	100%	100%	100%	100%	100%	100%
SC	MEL-001-50	BNL Renovate Science Laboratories Phase I	BNL	100%	100%	100%	100%	100%	100%	100%
SC	08-SC-72	Seismic Safety Phase 2	BNL	100%	100%	100%	100%	100%	100%	100%
EM	Energy Solutions	Advanced Photon Accelerator Facility (A-FAP) BELLA	BNL	100%	100%	100%	100%	100%	100%	100%
EM	University of Chicago	Advanced Photon Accelerator Facility (A-FAP) BELLA	BNL	100%	100%	100%	100%	100%	100%	100%
EM	Argonne, LLC	Advanced Photon Accelerator Facility (A-FAP) BELLA	BNL	100%	100%	100%	100%	100%	100%	100%

Program	Contractor	Project Title	Location	Budget	Status	Year
EM	Bechtel Jacobs Co., LLC	Solid and Water Remediation - OH/Texas	Dub Ridge, TN	\$ 13.40	Y	2010
EM	National Security Technologies, LLC	Solid Waste Stabilization and Disposition	Nevada National Security Site, NV	\$ 29.90	Y	2010
NA	Los Alamos National Security, LLC	Chemistry & Metallurgy Research Facility - Radiological Laboratory	Los Alamos National Laboratory, NM	\$ 164.00	Y	2010
NA	B&W Pantex, LLC	Gas Main and Distribution System Upgrade	Pantex Plant, TX	\$ 10.82	Y	2010
NA	National Security Technologies, LLC	Mercury Highway Construction	Nevada National Security Site, NV	\$ 11.84	Y	2010
NA	B&W Technical Services F-12, LLC	Steam Plant Life Extension	F-12 National Security Complex, TN	\$ 61.50	Y	2010
NA	Los Alamos National Security, LLC	Technical Area-55 Infrastructure, Technical Reinvestment Project 1	Los Alamos National Laboratory, NM	\$ 26.70	Y	2010
SC	University of California	Building 77 Rehabilitation - Phase II	Lawrence Berkeley National Laboratory, CA	\$ 13.61	Y	2010
SC	Brookhaven Science Associates, LLC	Electron Beam Ion Source	Brookhaven National Laboratory, NY	\$ 14.80	Y	2010

Success Standard: Projects completed within the original scope baseline and within 110% of the original budget

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Transparency and Accountability⁹



Office of Management
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Project Scorecard - February 2011

Program	Contractor	Project Number	Project Title	Project Budget	Monthly Overall Assessment	Cost Performance	Schedule Performance
EERE	Alliance for Sustainable Energy, LLC	06-EE-01B	Research Support Facility (RSF) II	\$ 67,700,000	G	1.00	1.02
EERE	Alliance for Sustainable Energy, LLC	07-EE-01-1	Integrated Biorefinery Research Facility (IBRF) Stage 1	\$ 20,796,000	G	1.01	1.00
EERE	Alliance for Sustainable Energy, LLC	07-EE-01-2	Integrated Biorefinery Research Facility (IBRF) Stage 2	\$ 13,400,000	G	NA	NA
EM	CH2M-WG Idaho, LLC (INL)	06-D-401	Sodium Bearing Waste Treatment (SBWT)	\$ 571,000,000	G	0.93	0.95
EM	Stanford University	CBC-SLAC-0030.R1	Soil and Water Remediation - SLAC 2	\$ 32,700,000	R	NR	NR
NA	Los Alamos National Security, LLC	04-D-125B	Chemistry & Metallurgy Research Facility Replacement Project (CMRR) - PHASE B Radiological Laboratory Utility Office Building (RLUOB) Equipment Installation	\$ 199,400,000	G	1.02	1.25
NA	Los Alamos National Security, LLC	08-D-701	Nuclear Materials Safeguards and Security Upgrades Project (NMSSUP) Phase II	\$ 245,166,000	Y	0.98	0.87
NA	B&W Pantex, LLC	08-D-801	High Pressure Fire Loop (HPFL)	\$ 42,360,000	G	1.19	1.03
NA	Sandia Corporation, a Lockheed Martin Co.	08-D-806	Ion Beam Laboratory	\$ 39,636,000	G	1.09	1.04
NA	B&W Technical Services Y-12, LLC	10-D-501	Nuclear Facility Risk Reduction (NFRR)	\$ 75,796,000	G	1.06	0.96
NA	Los Alamos National Security, LLC	17-XX-DD-XXX	Demolition of Building South Mesa (SM)-43	\$ 29,560,000	G	1.15	1.13
SC	Brookhaven Science Associates, LLC	09-SC-73	Interdisciplinary Science Building - Phase I	\$ 66,800,000	G	1.02	1.00

PROGRAM MANAGEMENT SCORECARD

Quarterly Performance Report

Program: **SC - 24 Projects**

2nd Quarter, Fiscal Year 2011

NO.	REFERENCE	ELEMENT	MEASURE	SCORE
1	DOE O 413.3B App A, Table 2.0	Project Reporting	Projects report status monthly using the web-based Project Assessment and Report Assessment (PARS).	100%
2	DOE O 413.3B App A, Table 2.3	Earned Value Management System (EVMS) ²	Projects employ a certified EVMS prior to CD-3.	100%
3	DOE O 413.3B App A, Table 2.2	Budget Request	Projects submit a budget request for the Total Project Cost (TPC) upon approval of CD-2	100%
4	DOE O 413.3B App B, Sec 7; DOE O 361.1A	Federal Project Director (FPD) ²	Projects have FPDs certified at the appropriate level no later than CD-3.	100%
5	DOE O 413.3B App C, Sec 7	Integrated Project Team (IPT) ²	Projects use a methodology to determine the appropriate project team size and required skills	100%
6	DOE O 413.3B App C, Sec 18.f	Project Peer Reviews	For projects >\$100M, conduct project peer review annually starting at CD-2 and continuing through CD-4	100%
OVERALL SCORE:				100%

PROGRAM MANAGEMENT SCORECARD

Quarterly Performance Report ¹

2nd Quarter, Fiscal Year 2011

				Performance Measures							
Program	Project No.	Project Name	Site	#1 Project Reporting			#2 EVMS	#3 Budget Request	#4 FPD	#5 IPT	#6 Peer Reviews
				Oct	Nov	Dec					
SC	07-SC-06	National Synchrotron Light Source-II (NSLS-II)	BNL	2	2	2	2	2	2	2	2
SC	SC-25-06-1	NUMI Off-axis Neutrino (ν) Appearance (NO ν A)	FNAL	2	2	2	2	2	2	2	2
SC	SC-25-06-3	Ground-Based Dark Energy Experiment (GBDEE) (DES)	FNAL	2	2	2	2	2	2	2	2
SC	EF-004-001	Building 51 and Bevatron D&D	LBNL	2	2	2	2	2	2	2	2
SC	SC-25-06-2	Reactor Neutrino Detector (RND) (Daya Bay)	LBNL	2	2	2	2	2	2	2	2
SC	08-SC-71	Modernization of Laboratory Facilities	ORNL	2	2	2	2	2	2	2	2
SC	31MK	SNS Instruments (SING)	ORNL	2	2	2	2	2	2	2	2
SC	07-SC-05	Physical Sciences Facility (PSF)	PNNL	2	2	2	2	2	2	2	2
SC	MIE-001	LCLS Ultrafast Science Instruments (LUSI)	SLAC	2	2	2	2	2	2	2	2
SC	06-SC-01	12 GeV CEBAF Upgrade	TJNAF	2	2	2	2	2	2	2	2
SC	09-SC-74	Technology & Engineering Development Facility (TEDF)	TJNAF	2	2	2	2	2	2	2	2
SC	09-SC-73	Interdisciplinary Science Building - Phase I	BNL	2	2	2	2	2	2	2	2
SC	10-SC-72	Renovate Science Labs-Phase II (RSL-II)	BNL	2	2	2	2	2	2	2	2
SC	MEL-001-50	BNL Renovate Science Laboratories Phase I	BNL	2	2	2	2	2	2	2	2
SC	09-SC-72	Seismic Safety Phase 2	LBNL	2	2	2	2	2	2	2	2
SC	09-SC-HEP-BELL	Advanced Plasma Accelerator Facility (ATAF)-BELLA	LBNL	2	2	2	2	2	2	2	2
SC	MIE-41-NL	Gamma Ray Energy Tracking In-beam Nuclear Array (GRETINA)	LBNL	2	2	2	2	2	2	2	2



FY 2008-2010 Project Success Metrics

Program	Contractor	Project Name	Site	Approved Budget (\$M)	Met Success Standard	Fiscal Year Completed
EM	Los Alamos National Security, LLC	Decontamination & Decommissioning Tritium Systems Test Assembly	Los Alamos National Laboratory, NM	\$ 14.80	Y	2010
EM	Energy Solutions Federal Services, Inc	Moab Uranium Mill Tailings Remediation	Moab, UT	\$ 40.70	Y	2010
EM	University of Chicago-Argonne, LLC	Nuclear Facility Decontamination & Demolition - East	Argonne National Laboratory, IL	\$ 17.83	Y	2010
EM	Bechtel Jacobs Co., LLC	Soil and Water Remediation - Offsites	Oak Ridge, TN	\$ 13.40	Y	2010
EM	National Security Technologies, LLC	Solid Waste Stabilization and Disposition	Nevada National Security Site, NV	\$ 29.90	Y	2010
NA	Los Alamos National Security, LLC	Chemistry & Metallurgy Research Facility Radiological Laboratory	Los Alamos National Laboratory, NM	\$ 164.00	Y	2010
NA	B&W Pantex, LLC	Gas Main and Distribution System Upgrade	Pantex Plant, TX	\$ 10.82	Y	2010
NA	National Security Technologies, LLC	Mercury Highway Construction	Nevada National Security Site, NV	\$ 13.84	Y	2010
NA	B&W Technical Services Y-12, LLC	Steam Plant Life Extension	Y-12 National Security Complex, TN	\$ 61.50	Y	2010
NA	Los Alamos National Security, LLC	Technical Area-55 Infrastructure, Technical Reinvestment Project 1	Los Alamos National Laboratory, NM	\$ 26.70	Y	2010
SC	University of California-LBNL	Building 77 Rehabilitation - Phase II	Lawrence Berkeley National Laboratory, CA	\$ 13.61	Y	2010
SC	Brookhaven Science Associates, LLC	Electron Beam Ion Source	Brookhaven National Laboratory, NY	\$ 14.80	Y	2010



- **Contractor Self Certifications: < \$50 M**
 - CO/FPD Involved
 - Independent of Proj Team
- **PMSO Certification: \$50 - \$100 M**
 - Independent Reviewers
 - OECM on review Team
- **OECM Certification > \$100 M**
 - > \$50 M non-PMSO's
- **Corporate Certifications**
- **Transition Assistance**
- **Focus on Surveillance**

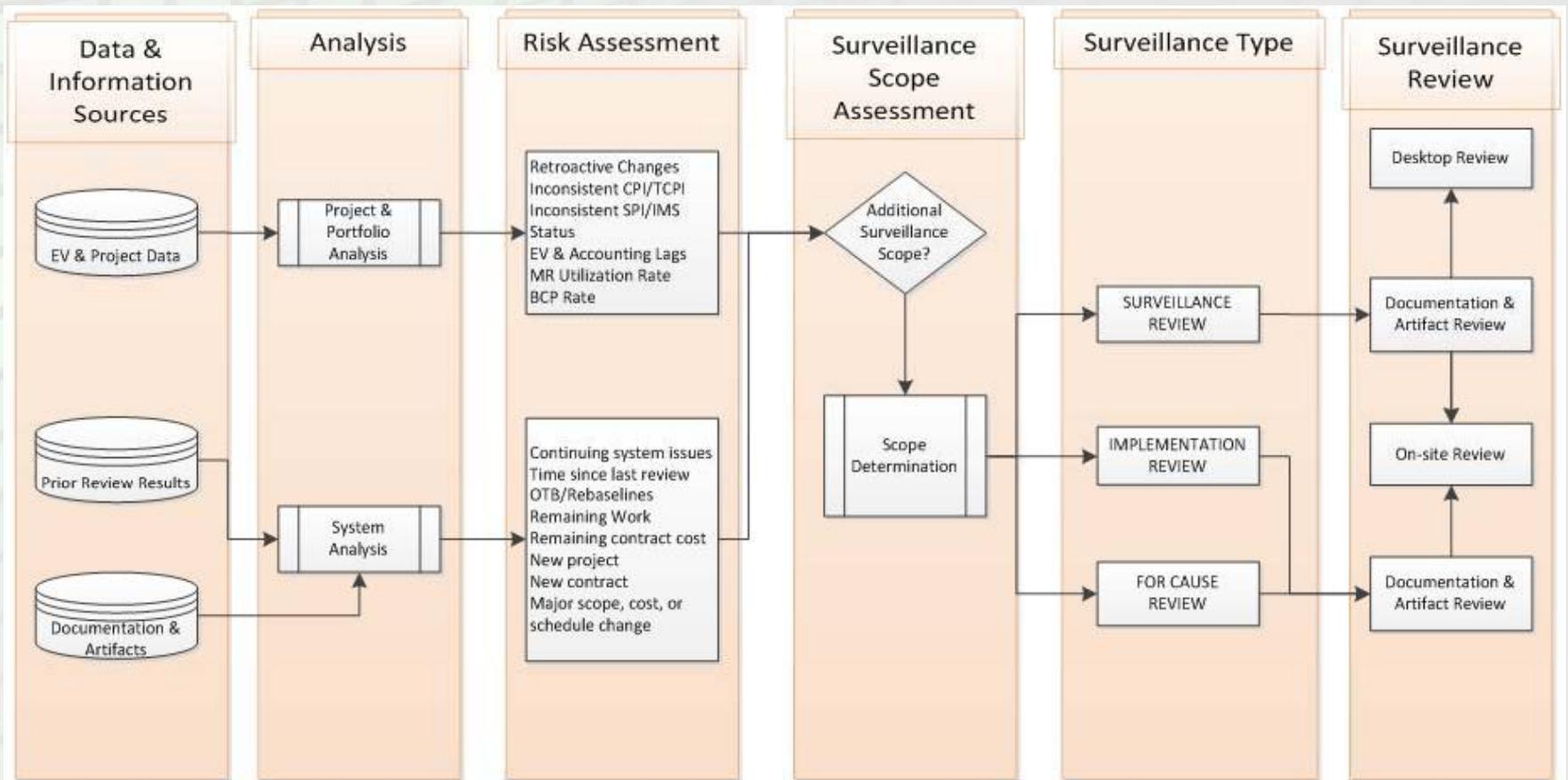
EVMS 413.3B Changes



- **New Process**
 - Not a “Re-certification”
 - Risk based, data driven
 - Demonstration of system implementation
 - Self assessments, site visits peer reviews, PARS
 - Goal: Minimize site reviews
- **Partnered with EFCOG, Program Offices**

EVMS RISK MATRIX <small>(revision 3/10/11)</small>		DATE:	POC:	
PROGRAM OFFICE:	SITE:	CONTRACTOR:	PROJECT:	
RISK	HIGH	MEDIUM	LOW	SCORE (H,M,L)
PM EVM EXPERIENCE	< 2 YRS Organizing, Scheduling, Managerial Analysis	2 - 5YRS Scheduling, Managerial Analysis	> 5YRS Managerial Analysis	
TOTAL PROJECT VALUE	≥ \$400M Work/Budget Authorization, Accounting, Managerial Analysis	\$100M < \$400M Scheduling, Work/Budget Authorization	< \$100M Scheduling	
VALUE OF PRIME WORK REMAINING	> 50% Managerial Analysis, Change Incorporation	10 - 50% Managerial Analysis, Change Incorporation	< 10% Accounting, Material Management	
VALUE OF SUBC WORK REMAINING	> 50% Work/Budget Authorization, Scheduling, Subcontract Management, Managerial Analysis	10 - 50% Work/Budget Authorization, Scheduling, Subcontract Management, Managerial Analysis	< 10% Accounting, Subcontract Management	
VALUE OF MGMT RES REMAINING	< 5% BCWR Work/Budget Authorization, Change Incorporation	5 - 10% BCWR Work/Budget Authorization, Change Incorporation	> 10% BCWR Change Incorporation	
CRITICAL PATH FLOAT	NEGATIVE - NO MARGIN Scheduling, Managerial Analysis	POSITIVE 15 - 40 WORK DAYS Scheduling	> 40 POSITIVE WORK DAYS Scheduling	

EVMS Surveillance



Surveillance Decision Process



- **Project Management Working Group**
 - Construction Management Subgroup
 - Cost Estimating Subgroup
- **Consistent, cost effective, sustainable project management performance**
- **Significant Achievements and Tasks**
 - DOE 413.3B
 - PARS II IPT
 - Training/Certification
 - Design Maturity Definition
 - Peer Review Support
 - Contract/Proj Alignment

EFCOG Collaboration



- ***Transparency, Participation, and Collaboration***
- ***Risk Informed Cost Effective Decisions***
- ***Systems and Process changes support line Mission Execution and Accountability***
- ***Quantitative & Qualitative Improvement***
- ***OECM is part of your Team***

Take Aways