



# M&O Site Contractor Transition and Certified EVMS

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# Contract Transition – Impacts to a Certified EVMS

- **Background:**

- 2018 Los Alamos National Laboratory (LANL) transitioned from the prime LLC Los Alamos National Security (LANS) to a new LLC - TRIAD
- Prime contract necessitated continuance and maintenance of certified EVMS
- Per DOE-PM, EVMS Implementation Review (IR) is required after contract transition to ensure EVMS compliance is maintained:
  - *“Implementation Review (IR). A special type of surveillance performed in lieu of a Certification Review when EVMS compliance is required. This type of review extends the certification of a contractor's previously certified system to another facility, or from one project to another project after a prolonged period of system non-use, or from one certifying entity to another when the certified system has been significantly changed. (Source: DOE O 413.3B and DOE APM Glossary of Terms Handbook, 9/30/2014)”* DOE-PM-SOP-04-2018



# Contract Transition – Impacts to a Certified EMVS

- New contractor conducted blue-sheet review all aspects of PM process and procedures
  - TRIAD transition team deemed certified EVMS process and procedures complete and acceptable for use. Only minor comments received.
- TRIAD Deputy Associate Director for maintenance and operations required top-down review of all DOE 413.3b related procedures with emphasis on streamlining and reduction of page count.
- Existing certified EVMS and self-governance model was called into question as to depth/breadth and value added to Laboratory mission:
  - Too much detail/minutia
  - Process value added in question – Tail wagging the dog
  - Streamlining process to only the contractually required aspects of a certified EV needed, therefore new system description was required – Eliminate bloating of processes



# Contract Transition – Impacts to a Certified EMVS

- Management/employee transition:
  - New managerial staff with low EV maturity
- Cost processor and tool set evaluated and changed:
  - Transition team – Fluor Government Group (FGG) utilized Cobra on all government contracts. Prior contractor utilized Cloud EVM.
    - 2019 transition team recommended a cost processor change to Cobra.
    - Existing, on-going projects remained with Cloud EVM
    - New start projects transitioned to Cobra



# Contract Transition – Impacts to a Certified EMVS

- **Lessons Learned:**
  - If already certified, likely only incremental changes to SD will occur:
    - TRIAD SD/AP revisions netted enhancements only
    - Revision of EVMS system description requirements remained the same
  - Tool transition can cause disruption rather than enhancement
  - Management unfamiliarity with EVMS caused atrophy of certified process
  - Employee turn-over due to contract period agreements cause a never ending EV maturity roller-coaster
  - Ensure engagement from DAY 1:
    - New employee orientation: 1:1 Peer mentoring if available
    - Procedures, process, tools, guidance
    - Self-governance in EVMS through top-down demonstration



# Back-up Slides

