

EFCOG Project Controls Subgroup Meeting Notes

January 31, 2023

8:00 AM – 4:00 PM EST

Welcome, Roll Call

Lisa Cazalet-PC Working Group Chair

Thank you to Greg Smith-Humphrey's & Associates for handling all the logistics with L3 Harris Tracie Thompson for EFCOG

Attendees introduced themselves, their roles at their sites and their respective EFCOG PC task groups if applicable:

DOE PM30 HQ- Mel Frank (Director), Zach West, Brian Kong
CNS (Pantex & Y12)-Lisa Cazalet, Angela Galindo, Paul Tackett, Roy Wright
INL-Andrea Gilstrap, Scott Haderlie
Triad (LANL)-Doug Marbourg, Mo Abousousha, Rocke Dawson, Michelle Vigil
MSTS- Casey Hulett
SNL-Robert Lopez, Tristan Walters
Humphreys & Associates-Greg Smith, Maris Lenss
HMIS-Richard (JR) Thomas
Aztec-Tim Fritz
Clear Plan-Janay Bloch, Steve Goller
Encore Analytics-Brook Boswell
Integrated Management Solutions-Scott Majors
Oracle-Steve Smith, Alisha Graham
SMSI-Mike Nosbisch

Introductory Comments

Mel Frank

DOE PM 30 Updates (Slides Attached)

Mel Frank

- IP2M METRR
- Compliance Reviews
- Policy/Order/Guides
- IMS
- IBR
- PM Workshop
 - Lisa Recommended that we have a meeting with some of the FPDs, COs regarding requirements, needs and nice to haves. Mel asked to have each of the sites to propose some names to invite. We could possibly do that during the Monday EFCOG session at Forrestal.

PARS Updates (Slides Attached)

Zac West

Project Controls Working Group Plan Updates

- Project/Subproject Scheduling
 - Identification of options (listing pro/con)
 - Single Schedule using interface milestones
 - Subproject schedules with Inter-project links - merging periodically

Paul Tackett/Roy Wright

- P6 Web version
 - Milestone ties between subprojects (LEPs) – NIMS
 - Separate schedules (no interfaces)
 - Action to investigate process used by EMCBC
 - Next Meeting-moved to Feb 15th
 - Develop Pro/Con table with options
 - Target Events
 - Assemble Input, define and assign sections
 - Peer review of content (core team)
 - WBS Best Practices Lisa Cazalet for Patrick Milliken
 - Define the Purpose of the WBS development guide
 - Provide clear and concise instructions for creating WBS elements
 - Explain the use of coding systems for organizing WBS elements
 - Detail best practices for WBS development and maintenance
 - Highlight the importance of Stakeholder involvement in WBS creation
 - Provide examples and templates for WBS creation
 - Include guidelines for managing scope changes within the WBS framework
 - Emphasize the importance of WBS in project planning and control
 - Foster a clear understanding of the WBS and other project management tools
 - Ensure the guide is user friendly
 - Validate Site Self-Governance Doug Marbourg
 - Piloting at LANL evaluating the M & O's Self-Governance as the maturity portion of the review and minimizing the interview process to be more "IBR" roundtable format.
 - Presented a dashboard of site self-governance results
 - Process area metrics on the dashboard were not visible
 - Triad SD aligns to the 10 process areas (10 admin procedures that make up the SD)
 - CNS uses "Compliant / Adjudicated" per EVM-SD
 - Conduct Integrated Master Schedule (IMS) – Peer Reviews Janay Bloch
 - IMS review support prior to the actual DOE Certification/Implementation review being conducted
 - The team is charged with setting up a series of review requirements that any DOE/NNSA team, other than certification review will be required to use when doing an evaluation of a particular project
 - None scheduled yet
 - Upcoming support to EVMS Reviews Mel Frank
 - Please send resumes of interested individuals to Mel along with what review they are interested in supporting
- EVMS Tools Best Practices Updates/Discussions Andrea Gilstrap /Zac West
- COBRA Update Zac West
 - More structure/guidance from JSON...implementing DOE validation tools
 - Testing DOE Data with Cobra: They want more volunteers
 - Currently testing with DOE sites through March
 - Testing cut-off work with Deltek through February
 - Deltek can work with a limited group
 - Contact Dan Demangos at Deltek if interested dandemangos@deltek.com
 - The DS (data sets) can be produced from Cobra when data available

- WBS Dictionary will become available.
 - DOE PARS joins DCDE and IPMDAR
 - Launch from the Integration ribbon
 - Built on the same architecture of DCDE and IPMDAR
 - DOE PARS asks for more details than DCDE and IPMDAR
 - Assumptions made on other formats not made for DOE PARS
 - PARS ID can be manually entered or pulled from project level codes
- Empower Update Brooke Boswell
 - Added ability to verify numerator and denominator in the sort window
 - Includes hits for dollars value test results
 - Can add multiple contracts to a portfolio
 - Added ability to summarize multiple contacts that share a common calendar
 - Added ability to mark additional units as Core units
 - This is for VAR flags, trend arrows/colors, etc.
 - Can conditionally import shared items so you can import without overwriting
 - Removed the restriction for Action items to display in the User Interface when the Open Date is later than the current period
 - This spring they will import the new DOE spec for Cost & Schedule files, and allow ACWP at CA level when reporting at WP/PP
 - EUG in May, details and hotel codes are available on the website
- WEB/EVM Update (Slides Attached) Kim Runkel
 - DOE JSON will be available to support DOE going live in 2023
- Oracle Problems identified by sites
 - Issue with P6 Web performance (INL)
 - When performing a large migration of XML format projects into P6 web version 19.12 and 20.12 projects larger than 20 MB struggled to import
 - ✚ Larger projects had to be imported by themselves, not in larger batches, and would error out in different places each time you tried importing it
 - ✚ Eventually took the logs, looked at them in Notepad ++ and spliced out where the errors were occurring and were able to import them eventually that way to get the majority of the data
 - ✚ When we tried opening large to projects to work on them in the web it would time out or error out, you couldn't do anything
 - ✚ Both of these items we submitted a SR with Oracle under either Naval Nuclear Laboratory (NNL) or Fluor Marine Propulsion, LLC. (FMP). They responded back to us, replicated the errors and essentially told us we are correct, the web cannot handle large projects and that was the end of it.
 - Summarize and publish data on the web:
 - Summarization would take all the data and metadata in the project and roll up or summarize the data at the project level. Publishing would take that summarized data and publish it to the reporting database, these actions are what populate the dashboards on the web with data of the projects and all the changes

- This could either be done manually, project by project or could be batched via scheduled services to summarize and publish data for multiple projects or the whole database
- This is very resource intensive on the server side and we even had separate, dedicated servers set up solely to summarize and publish data in the background periodically throughout the day so it would be quicker in theory, the dedicated servers allowed the process to take place without ever affecting P6 production and efficiency for users
- These services never were successful and always said completed with errors.
- The logs as with all P6 logs were less than helpful and told you nothing about what the errors were and took a lot of effort to track down individual projects and identify what the errors were and the majority of the time wasn't anything that could easily be modified by Project Controls
- Even if a project were to be summarized and published successfully the data within the dashboards on the web NEVER matched the same data found in the same project within P6 Professional
- Can't remember if we ever submitted this as an SR to Oracle or not, but according to the web it seemed as if this was a common problem others noticed within their data and was supposedly fixed in the 18.8.9 patch release but we were still experiencing within 19.12 and 20.12 and later versions
- Presentation by Steve and Alisha was a live demo of P6 CPP (PARS) import template and other enhancements including Empower import

Next Meeting information

Lisa Cazalet

Monday April 10th at Forrestal Building, Zac West will get a conference room, details forthcoming. This will be prior to the DOE PM Workshop, which is April 11 and 12th with the Project Controls (EVMS) session on the 13th in the AM.

Close Out

Lisa Cazalet/ Mel Frank

Appreciate the great turnout, support, looking forward to increasing our collaboration to include more Federal Site participation

NDIA Session Notes

- Will be forming an IPMDAR committee for a forum of discussion.
- Spring meeting, May 17-18 at Lockheed Martin in Bethesda, MD
- Fall meeting, still TBD, likely in September.

DCMA EVMS Center Update – Eric Berg

- We ensure the data coming from the contractors is Timely and Reliable.
- Organized in various groups, organized by major contractors (Lockheed - Orlando, Northrop, Raytheon/L3Harris, BAE/GD, and General Group.

- Pre-Award Support, Initial Visit and SD Review, IBRs, Initial Compliance Reviews or Corrective Action Plans, Surveillance, Review for Cause.
- DECMs: There are 142 (59 Automated, 9 Automated/Manual, 74 Manual) in Version 6
 - Contributes to EVMS compliance assessment Process.
 - Annual Configuration Control Board to evaluate change requests
 - Voting members, Intel, NAVSEA and DCMA
 - Most recent CCB October 2022
 - Version 6.0 DECMs implemented January 2023
 - Configuration control and change management process defined in Business Practice 1
 - Current is www.dcmamil/hq/evms
- DECMs updated to support the IPMDAR
 - Artifact 20: IPMR/CPR/IPMDAR
 - Artifact 22: Subcontractor Reports (IPMDAR included)
 - Artifact 46: IPMR/CPR/IMP DAR CDRL
- 18 DECMs affected by the incorporation of the IPMDAR
- CAR Database: (Product Data Reporting and Evaluation Program, PDREP). 453 CAR with 37 Level 1, 381 Level II, and 35 Level III.
 - GLs 6, 10, 27 represent 32% of all CARs.
 - 44 out of 142 DECM metrics are in 6,10, 27.
 - Level III CARs can be for multiple GLs.

NDIA IPMD Review of Guides & Voting

- Agile Guide. 251 Comments. Changed the name to Integrating Agile and EVM Best Practices.
 - Too many comments indicated a lack of training in Agile.
 - QBD is not an EVT. It is a subset of Percent Complete.
 - Reinforced the relationship of scope to the work package.
 - Expanded the Samples of scenarios (Variance metrics, new stories, etc.)
 - Deferred several subjects like FFP, short sprints OBS, and Story Point approaches.
- System Acceptance Guide: Refreshed. Deleted Appendix F on intergovernmental reciprocity.
 - Potential change in number of GLs in Rev E.
- IBR Guide: Very few changes. Removed an unnecessary appendix.

Spring Meeting: Bethesda, 6801 Rockledge Drive, Bethesda. Hosted by Lockheed Martin.

Clearinghouse Topics (Mel Frank was part of the panel)

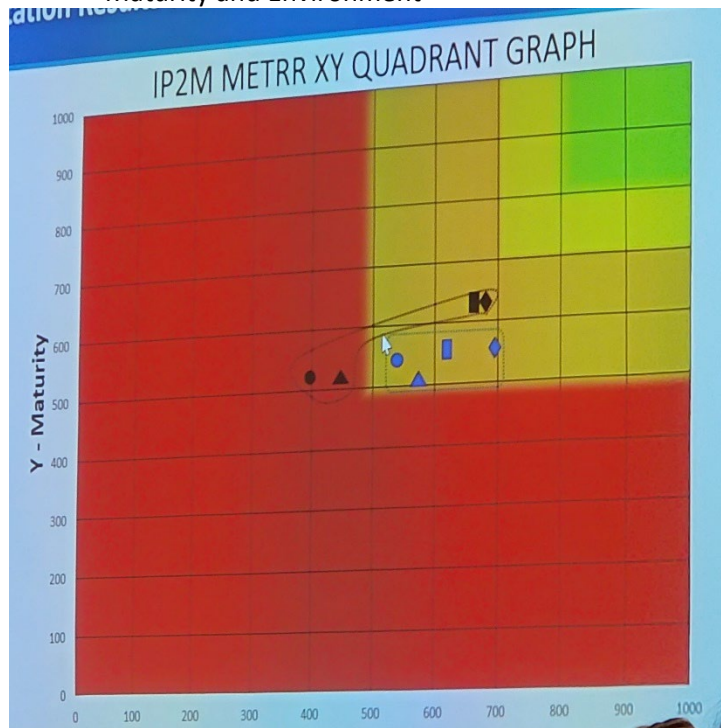
- Can we make an S=P=A adjustment without customer permission? Yes, but we prefer you involve your customer prior to the action.
- How are Surveillance Requirements impact by:
 - Definitized vs. Undefined contracts?
 - How does this impact MR?
- SVT for Indirect:
 - Tasks/Activities in IMS to represent non-PMB scope
 - Should be logically linked
 - Represents work without resource requirements
 - SVT-Is specifically:
 - At several DOE sites
 - Non-resource laded PMB work

- Charged to Indirect Budget
 - Impacts up to 15 GLs
- Budgeting for LOE supporting Discrete.
 - With the extension of the PoP
 - Use of MR is for scope change only
 - Benefits of AE approach
- LOE Planning Approaches
 - Establish one LOE Work Package
 - Peanut Butter Spread the effort the end of the PoP
 - Establishing multiple LOE work packages with 3- or 4-month durations or annual
 - LOE typically relates to discrete scope accomplishments
 - Over-run limited to “last” WP
 - Establish LOE WPs to align to program milestones
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 - If LOE support has slipped, should the forecast be updated immediately to slip past the Baseline date?
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Mel Frank's Presentation at the General Session

- Transformative Thinking
 - Results Oriented: Scattergram Transition from Compliance Centric to Results Oriented
 - There is a correlation between Environment and Maturity
 - A needed and positive first step in transforming how we implement an EVMS is to fully understand its intended purpose
 - What is the Purpose of EVM?
 - Deliver an efficient, effective, and accountable integrated management process leading to favorable project/program outcomes.
 - Imbalance between need for EVMS compliance requirements and management needs of project/program
- One Part – Maturity
 - Defines 10 EVMS Sub-processes and 56 Attributes
 - Concept of EVMS maturity refers to the level of effectiveness of each management sub-process to produce reliable data
 - Weighed scores for each attribute are the mechanism for quantifying EVMS maturity
- Main Part – Environment
 - IP2M METRR defines a project environment by 4 categories and 27 factors
 - Concept of project/program environment refers to all circumstances and conditions both internal and external influencing implementation of EVMS
 - Weighted scores for each factor are mechanism for quantifying EVMS environment
- Environment is the broth of the EVMS Soup making it taste good or bad
- Top Environmental Drivers
 - Understanding and expertise of EVM compliance is lacking
 - A genuine commitment to the full implementation of the EVMS is lacking
 - EVMS data are not the primary source used for decision making
 - A culture of EVMS compliance as a priority and necessity for project success is missing
 - Customers are overly dependent on contractor for inherently customer oversight and analysis functions

- Customers are uninterested and not concerned with EVMS implementation issues
- More times than not the EVMS is manipulated to carry a desired narrative
- Chart on the Recent DOE Implementation Results of PM2M METRR...the softer comparison of Maturity and Environment



- A pivot to transformation
 - Policy – changing how agencies conduct daily operations
 - Overhaul of Policies, procedures, processes
 - Redefining how we judge and measure success
 - Enhancing the level of customer/contractor engagement
 - Digital Technology Transformation
 - Organizational transformation
 - Cultural transformation
 - Relations transformation
 - Cost Transformation

Tom Bratvold, Senior Director LAP4: Los Alamos Pit Production Project

- Pit production stopped in 1989, so now we're maintaining already produced pits
- At some point the plutonium has to be refreshed
- China will have 1,500 pits in 3 years, while ours are aging
- EIR and IR results – EV Maturity and Environmental less than desired
- Need to refocus: Management Reprioritizations
- Progress – 30-Base Subproject
- Lessons Learned
 - Welcome criticism and feedback
 - Project management doesn't have all the answers
 - Evaluated culture and environmental drivers, not just compliance

- Learn from the past and commit to growth improvement
- Leverage internal assessments and self-governance to inform progress and continuous improvement efforts

Committee Reports

Planning & Scheduling Committee

- DECM 6.0 changes
 - No Major GL 6 changes
 - Mostly Layout changes
- 2023 Topics
 - IMS Only DID
 - SVT Definition refinement
 - SRAs
 - IPMDAR

Program Management Committee

- Role of the CAM
 - Gathering inputs on role development and training
 - How do we incentivize CAMs
 - Transform the CAM role, shifting the perspective from an administrative role to a critical, accountable leadership position
 - Need a “Best Practices” guide
- NDIA – Wednesday Morning**
- Will be forming an IPMDAR committee for a forum of discussion.
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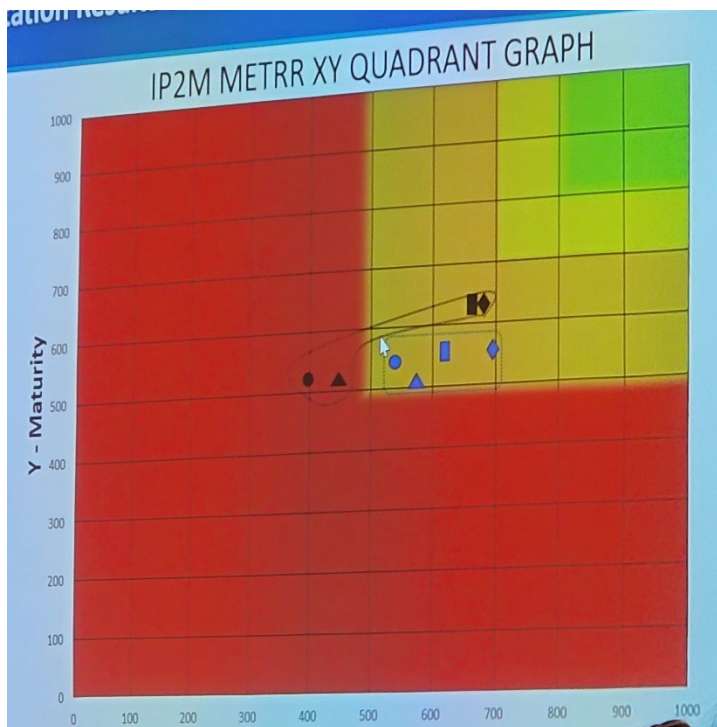
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