

Jefferson Science Associates

**12 GeV Upgrade
Rebaseline Implementation**

4 December 2013

**Kelly Krug, PMP
PMO Manager**



Outline

- DOE Guidance
- Re-baseline Management Plan
- Preparation
- Implementation



DOE Guidance

- Re-baseline of 12 GeV Upgrade project
- Retain historical schedule
- Reset SPI and CPI to 1.0
- Re-plan all remaining work
- Develop white paper describing the process to be followed to implement the re-baseline



Re-baseline Management Plan

- Meetings with stakeholders to fully understand all requirements of the re-baseline including the Project Management Team and DOE
 - May 2012 thru Sep 2013
- System evaluation and capability impact
- PMO Team planning and coordination
 - Development of PMO implementation schedule
- Continuous collaboration between PM, APMs, CAMs, PMO team and FPD



Implementation Schedule

12 GeV Re-baseline Implementation Schedule

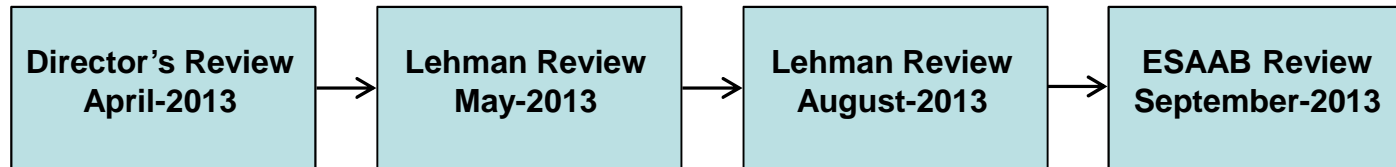


Activity	Person Responsible	Jun-Aug	31-Aug-13	1-Sep-13	2-Sep-13	3-Sep-13	4-Sep-13	5-Sep-13	6-Sep-13	7-Sep-13	8-Sep-13	9-Sep-13	10-Sep-13	11-Sep-13	12-Sep-13	13-Sep-13	14-Sep-13	15-Sep-13	16-Sep-13	17-Sep-13	18-Sep-13	19-Sep-13	20-Sep-13
Labor Rate Analysis	Krug	Not Started																					
S=P=A on CDR-PED (WBS 1.0-1.2)	James/Wessler	Not Started																					
Split baseline activities @ implementation data date	Kessler	Not Started																					
Split baseline activities for FY14 labor rate change	Kessler/Collins	Not Started																					
Test Lock Down Script in Test Project	James/Wessler	Not Started																					
Get Costbook programming updated for 31-Aug costbook	James	Not Started																					
August Month End Closing	Accounting					Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started											
Collect progress against baseline schedule	Kessler					Not Started	Not Started	Not Started															
Collect progress against re-baseline schedule	Kessler					Not Started	Not Started	Not Started															
Tag activities with "OB" for open commits as of 31-Aug progress schedule (first round)	Kessler					Not Started	Not Started	Not Started															
Adjust re-baseline activities for progress dates and based on % complete	Kessler							Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started								
Month End Reporting	James/Krug												Not Started	Not Started	Not Started	Not Started							
Provide ACWP data to Phil @ lowest level WBS	James													Not Started	Not Started								
Send Open Obligation data to CAMs	Krug														Not Started	Not Started							
Open Obligation Analysis of P6 vs Costpoint	Krug															Not Started	Not Started						
Create an Excel backup of current Cost Manager Baseline, Performance and Actuals data	James																Not Started	Not Started					
Update Single Point Adj Activities for S=P=A in P6	Kessler																	Not Started	Not Started				
Merge re-baseline ETC schedule data into new baseline schedule	Kessler																		Not Started	Not Started	Not Started	Not Started	Not Started
Calculate G&A at lowest level WBS/import into CM	James																			Not Started	Not Started	Not Started	Not Started
Import S=P=A into CM and validate	James																				Not Started	Not Started	Not Started



Preparation

- Bottoms up ETC developed by CAMs
 - effective 1-Mar-13 for Director's and Lehman Reviews



- Progressed two schedules (March-August)
 - Baseline to measure progress against approved plan
 - “What-if” re-baseline ETC to measure progress against new plan and track project cash flow
- 23-Aug submitted revised PEP and BCR
 - Estimating August actuals
- 4-Sep – ESAAB approved proposed plan
 - Implementation effective 1-Sep-2013



S=P=A Implementation

- August Month End
 - Final progress reported against baseline plan
 - Progress collected on “what-if” re-baseline ETC
 - Collected actual costs incurred through 31-Aug-2013
- The schedule was adjusted to equal costs to date.
 - Single point adjustments were added to bring the cumulative-to-date schedule and progress values equal to the actual costs incurred (ACWP) through 31-August.
 - The single point adjustments were one-day activities at the lowest level WBS dated 31-August
 - Non-labor no-burden resource used
- Baseline schedule imported into Cost Manager
- **S=P=A validated thru 31-Aug-13**



ETC Implementation

- Based on CAM updates of the re-baseline, the ETC was adjusted for activities that were completed or delayed in the interim between the review of the proposed re-baseline and the 1-Sep implementation date
 - only the remaining work became the ETC
- Merged “what-if” re-baseline ETC with S=P=A baseline schedule in P6
- CAMs reviewed and validated the final ETC
- ETC imported into Cost Manager S=P=A schedule
- **Performance Measurement Baseline Validated**

QUESTIONS ?



Agenda – First Day

Wednesday – December 4				
Time	Subject	Session	Team Members	Location
8:00-8:30 AM	Review Team In-room Setup and Discussions	Closed	Full Team	F324-325
8:30-9:00 AM	Welcome / Admin / Safety Info / Review Team In-Briefing	Open	Full Team	F324-325
9:00-10:30 AM	JSA EVMS Overview - Dennis Miner, PMO	Open	Full Team	F324-325
	12 GeV Project Overview and Rebaselining – Claus Rode, 12 GeV PM			
	12 GeV Rebaselining Implementation – Kelly Krug, PMO Manager			
10:30-11:30 AM	CAM Interview 1 – John Hogan (Dennis Miner, PMO)	Closed	Sub Team A	F227
10:30-11:30 AM	CAM Interview 2 – Eugene Chudakov (Kelly Krug, PMO)	Closed	Sub Team B	F228
11:30-12:30 AM	CAM Interview 1 – John Hogan (Dennis Miner, PMO)	Closed	Sub Team B	F227
11:30-12:30 AM	CAM Interview 2 – Eugene Chudakov (Kelly Krug, PMO)	Closed	Sub Team A	F228
12:30-1:30 PM	Lunch	Open	ALL	Quark Café
1:30-3:30 PM	Accounting Interview – Sharon Parkinson/Heidi Derby (Lyn Wells, Dep CFO)	Closed	Acctg. Sub Team	L210a
1:30-2:30 PM	CAM Interview 3 – Howard Fenker (Dennis Miner, PMO)	Closed	Sub Team A	F227
1:30-2:30 PM	CAM Interview 4 – Bill Merz (Kelly Krug, PMO)	Closed	Sub Team B	F228
2:30-3:30 PM	CAM Interview 3 – Howard Fenker (Dennis Miner, PMO)	Closed	Sub Team B	F227
2:30-3:30 PM	CAM Interview 4 – Bill Merz (Kelly Krug, PMO)	Closed	Sub Team A	F228
3:30-5:00 PM	Review Team Work Session and Discussions	Closed	Full Team	F324-325
5:00- 5:30 PM	Daily Out-Brief (informal)	Open	Full Team	F324-325



Agenda – Second Day

Thursday – December 5

Time	Subject	Session	Team Members	Location
8:00-9:00 AM	Review Team Preparation	Closed	Full Team	F324-325
9:00-10:00 AM	CAM Interview 5 – Mike <u>Bevins</u> (Dennis Miner, PMO)	Closed	Sub Team A	F227
9:00-10:00 AM	CAM Interview 6 – Mike <u>Spata</u> (Kelly Krug, PMO)	Closed	Sub Team B	F228
10:00-11:00 AM	CAM Interview 5 – Mike <u>Bevins</u> (Dennis Miner, PMO)	Closed	Sub Team B	F227
10:00-11:00 AM	CAM Interview 6 – Mike <u>Spata</u> (Kelly Krug, PMO)	Closed	Sub Team A	F228
11:00-12:00 AM	Review Team Work Session and Discussions / Follow-ups	Closed	Full Team	F324-325
12:00-1:00 PM	Lunch	Open	ALL	Quark Café
1:00-1:30 PM	Senior Leadership Interview – Mike Dallas, JLab COO	Closed	Team Leader	B205
1:00-4:30 PM	Review Team Work Session	Closed	Full Team	F324-325
4:30-5:00 PM	Formal Out-Brief	Open	Full Team	F324-325