



# Self Governance at WRPS



***"Discipline yourself, and others won't need to." - John Wooden***

Tony Spillman

Manager, Project Management Programs





# Safety Topic – Then and Now – Safe or Safer

Sears Catalog, 1961 🤔



Auto Strap for front-seat tots

\$1.88

Guards your child as you're busy driving through traffic. Lets him sit, stand, kneel or sleep without disturbing driver. Prevents spills from sudden stops. Heavy web harness attaches to safety strap that snaps to car seat frame. Removes easily. Also use as walking harness. For 1 to 10-year olds. Fits any car. Shpg. wt. 9 oz. 49 G 7945.....\$1.88

460 SEARS 3PCBKM

Five seconds is the average time your eyes are off the road while texting. At 55mph, that's enough time to cover the length of a football field.



# WRPS Overview



washington **river**  
**protection** *solutions*  
*an AECOM-Led Company*

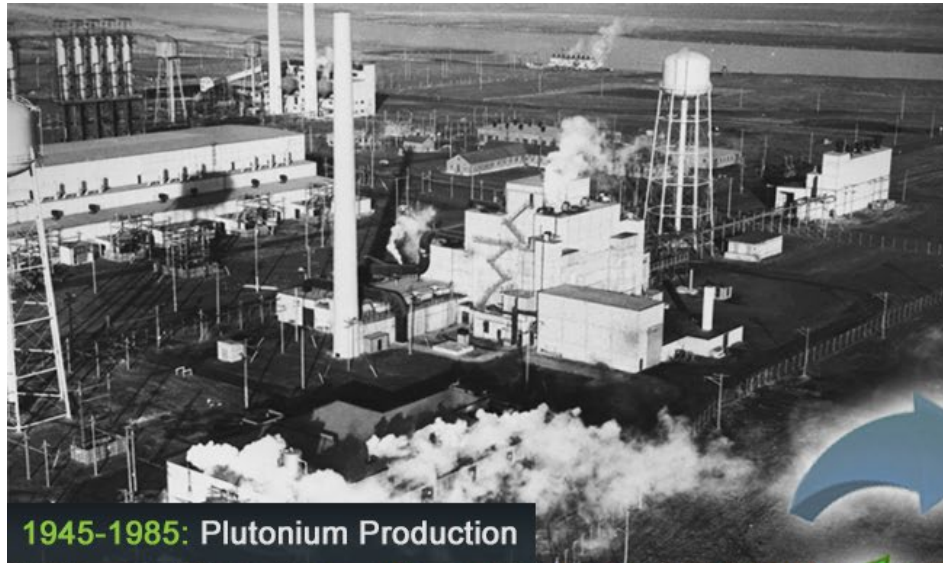
- WRPS is an AECOM-Led LLC owned by AECOM and Atkins as an integrated subcontractor
- Original 5-year contract
  - Extended 6 years - through FY 2019
- \$730 million funding for FY 2019
- ~ 3,500 employees (including contractors)







# The Hanford Legacy



1945-1985: Plutonium Production



1940s-1980s: Creation of Tank Waste



Present: Waste Treatment Plant Construction



Present: Stabilization & Safe Storage



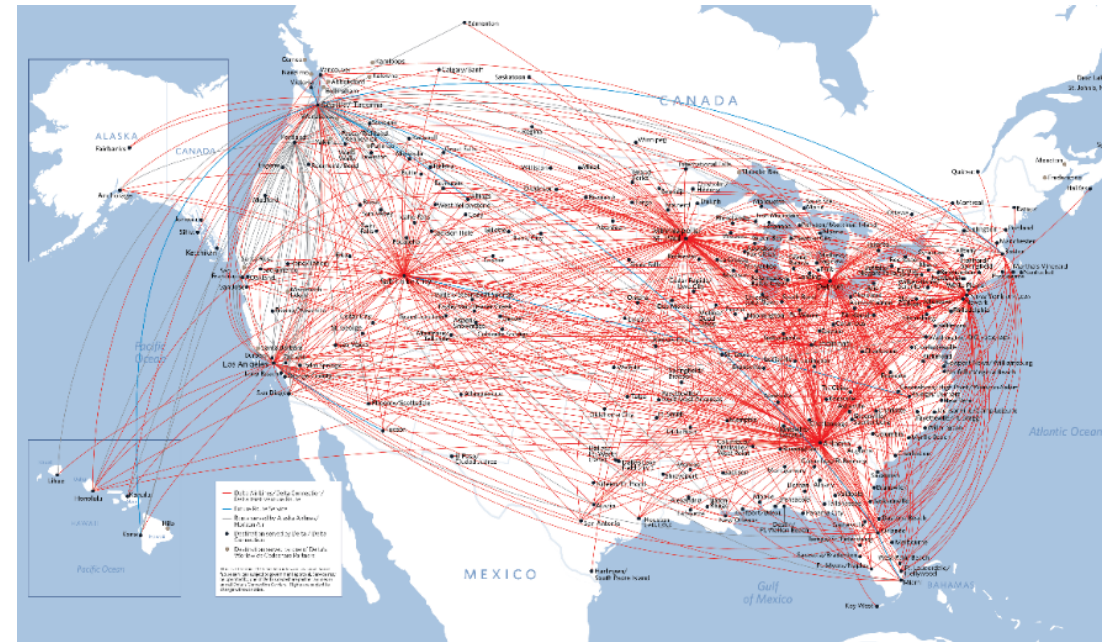


# Self Governance in Flight

**Pasco Tri-Cities Airport: 27 Arrivals and Departures Daily!**



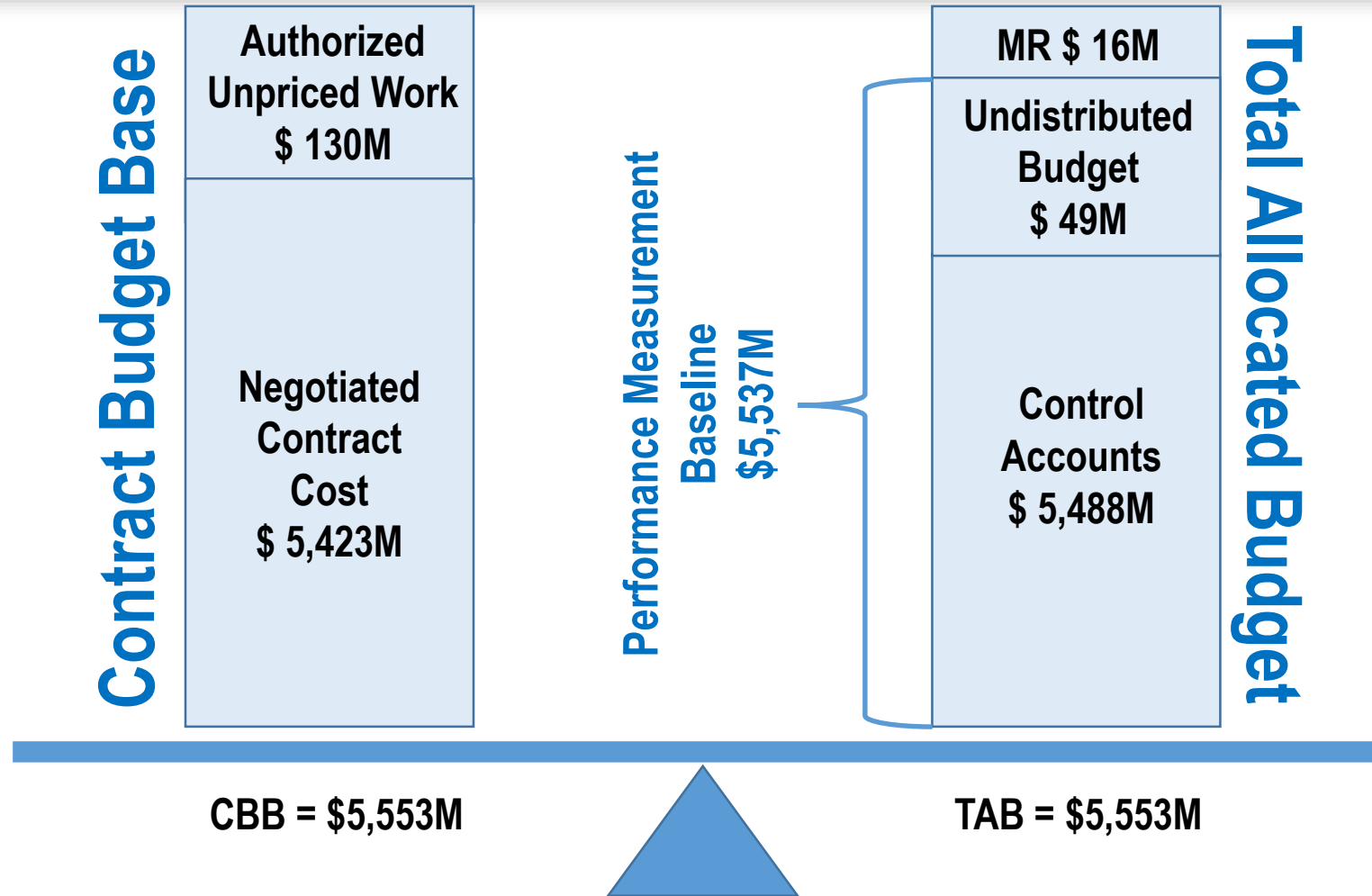
**Delta Airlines: 4,800 Arrivals and Departures Daily!**



**Self Governance in a Complex Environment prevents Disaster**



# CBB & TAB: WRPS March 2019\*

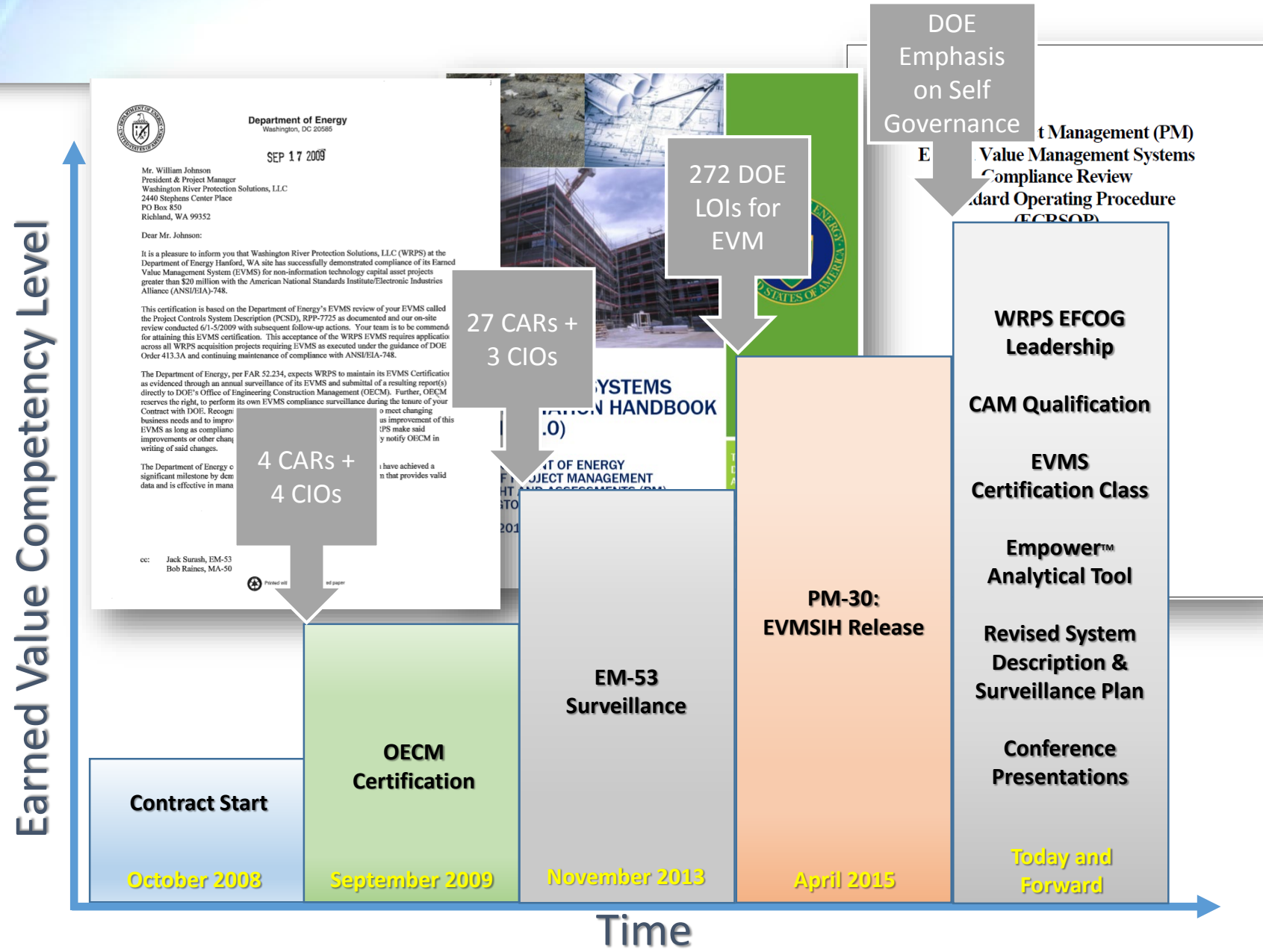


6.14	Length of dollar
0.512	Dollar/Foot
5,488,000,000	Dist PMB
2,808,026,667	Feet
5,280	Miles
531,823	Miles of CAs
238,900	To Moon (miles)
477,800	Round trip
54,023	Remaining
24,905	Earth
2.2	Around Earth
2,620	Pasco to DC
203	Trips fm Pasco

**\*Represents 11-yr contract duration**

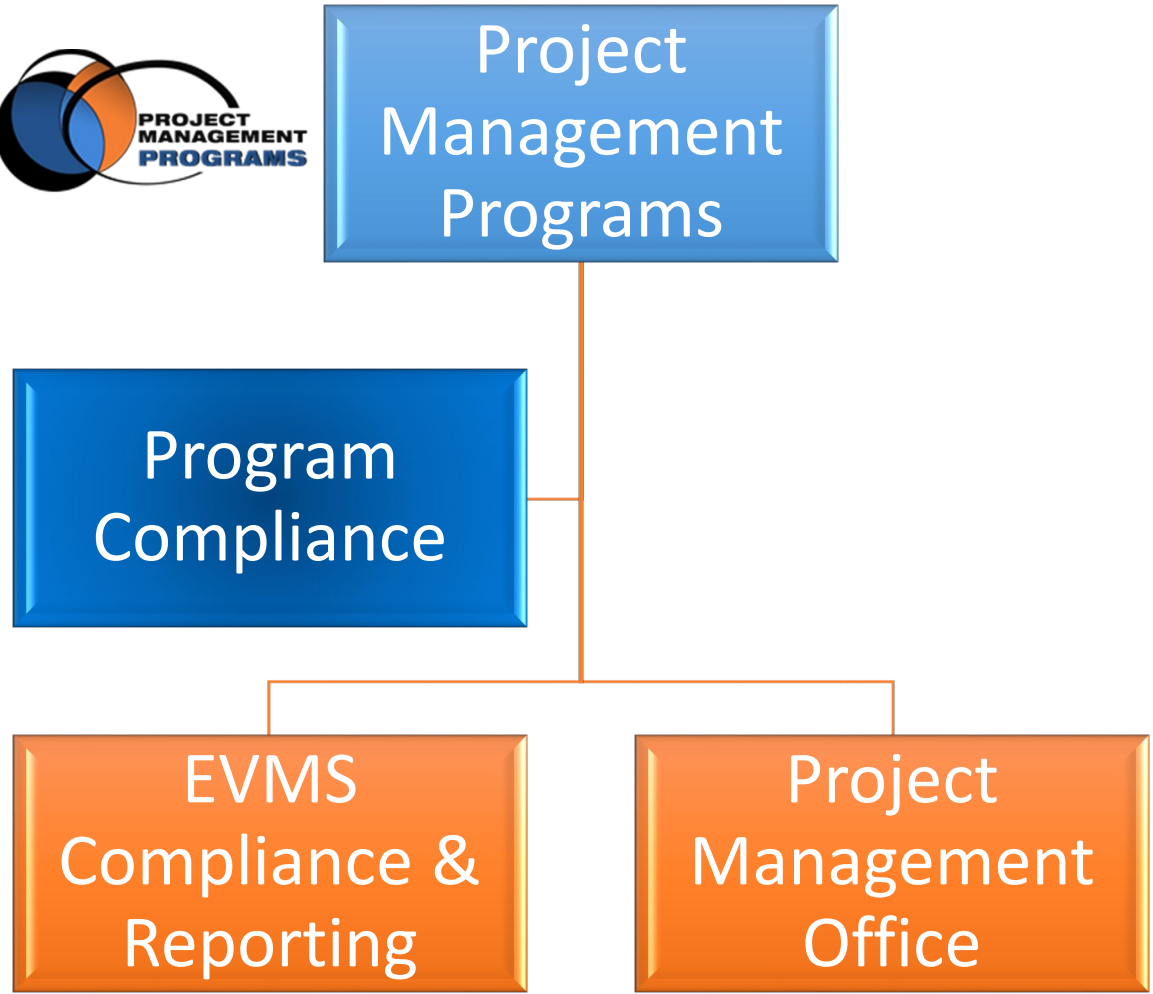


# Drivers for Earned Value Excellence





# Project Management Programs Office



## Project Management Programs

Focus On:

- Training & Implementation of PM principles;
- Leveraging existing resources for project success;
- Compliance to 413.3B;
- Project Manager development;
- EVM Implementation and Effectiveness.





# Fundamentals of Self Governance

Leadership Engagement

Chartered Authority

Routine Health Assessment

Defined Processes

Learning Organization

Transparency and Openness



# Fundamental 1: Leadership Engagement

## Leadership Engagement

Encouragement of continuous improvement enforces a culture of compliance.



# Leadership Engagement @ WRPS

## Management Observation Program (MOP)

Promote management presence in the workplace.

Emphasizes:

- Safety
- Integrity
- Teamwork
- Productivity
- Results

## Problem Evaluation Request (PER)

Corrective Action Process for Significant Issues.

Identification and Evaluation of:

- Significant Conditions
- Issues impacting quality and operations

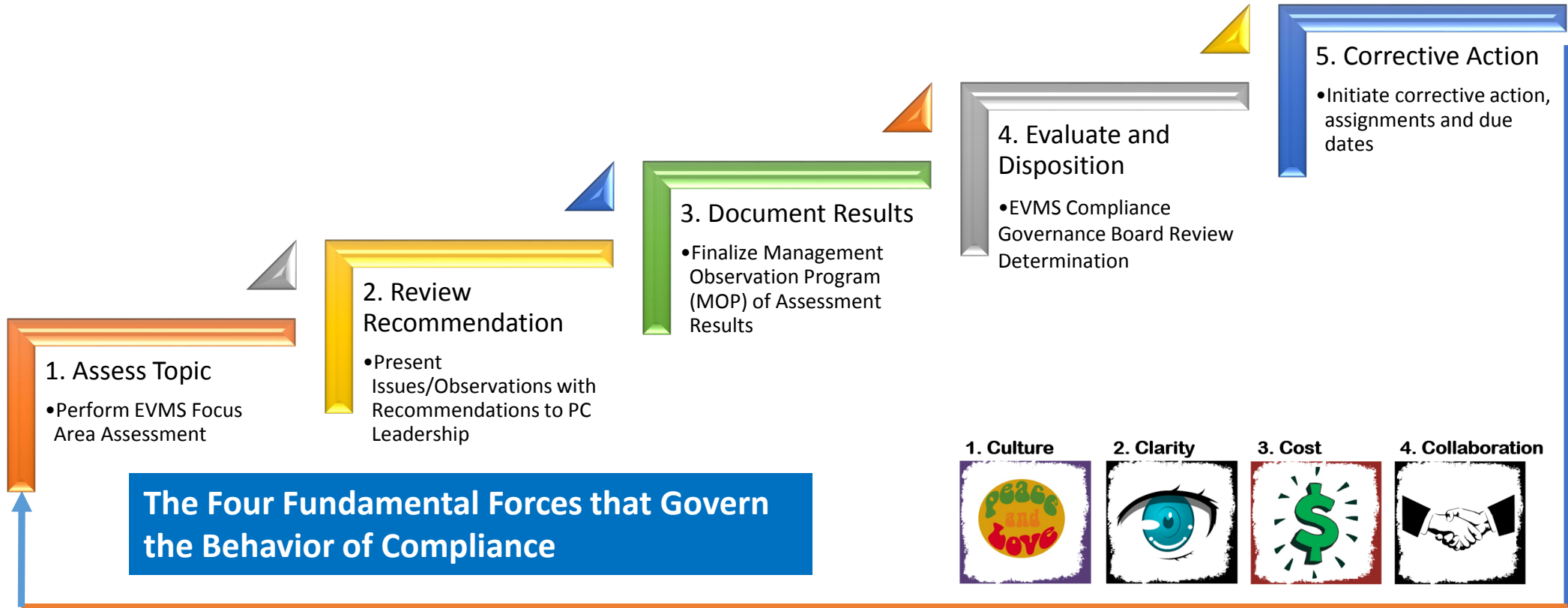


**Formal Windows to Leadership Involvement and Engagement**





# Leadership Engagement @ WRPS





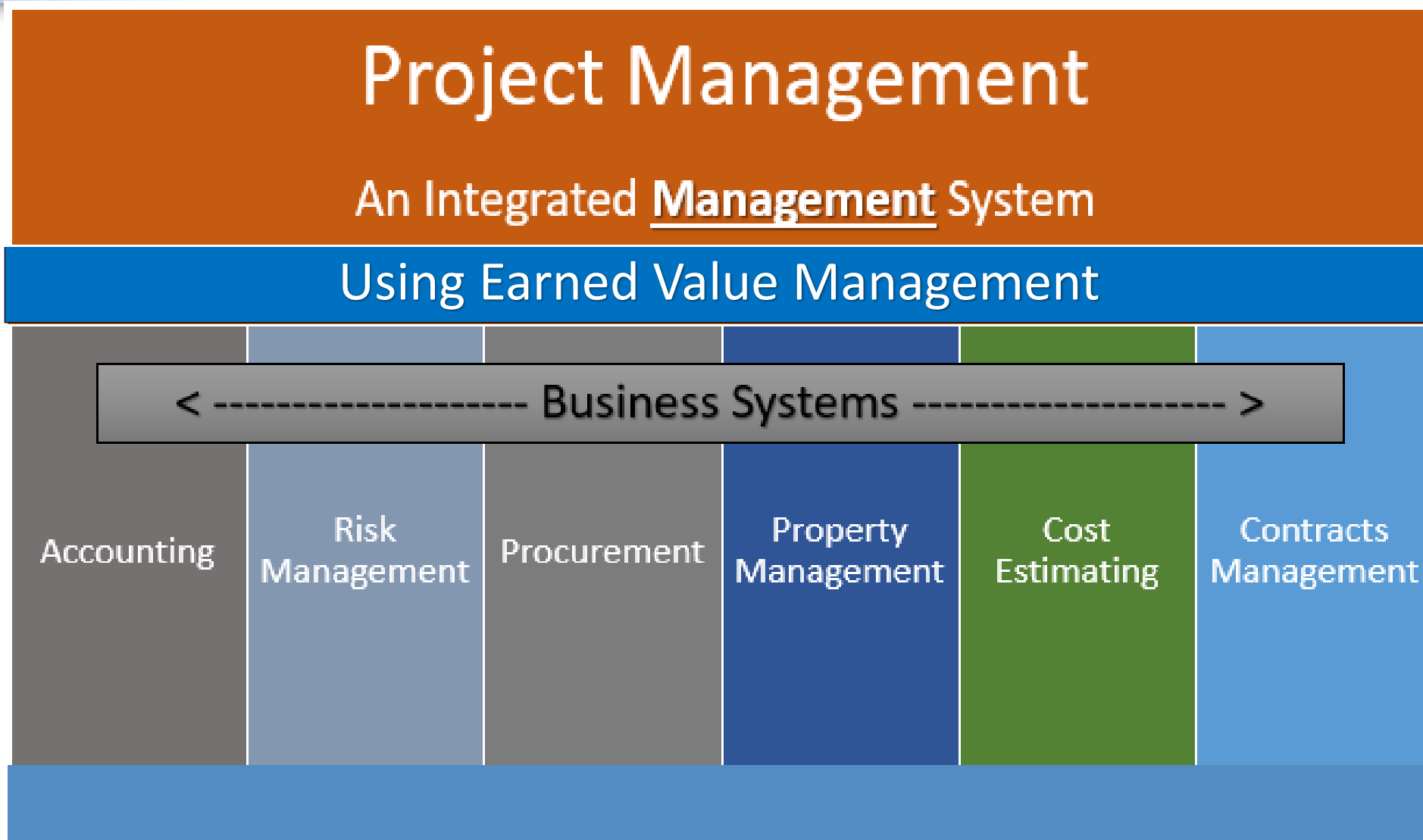
# Fundamental 2: Chartered Authority

## Chartered Authority

A chartered authority structure with cross-organizational engagement which reports to and interacts routinely with institutional leadership.



# Chartered Authority @ WRPS



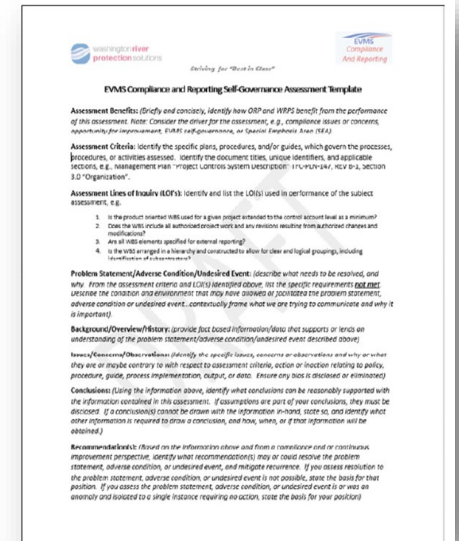




# Chartered Authority @ WRPS

## EVMS Self-Governance Board:

Objectively review and disposition Management Observation Program (MOP) results identified and documented by the EVM Compliance and Reporting Team to determine if actions are required and which organization will be responsible for implementation.



## The Project Review Board (PRB):

Assess the health of projects and project-related processes to promote discipline in the conduct of project execution and fosters continuous improvement in project management and project execution. The PRB program provides senior management and project owners with an accurate and consistent measurement of a projects effectiveness and compliance



# Fundamental 3: Routine Health Assessment

## Routine Health Assessment

A methodology to routinely assess system health via clearly defined and independently positioned oversight that has a clear line to senior management.

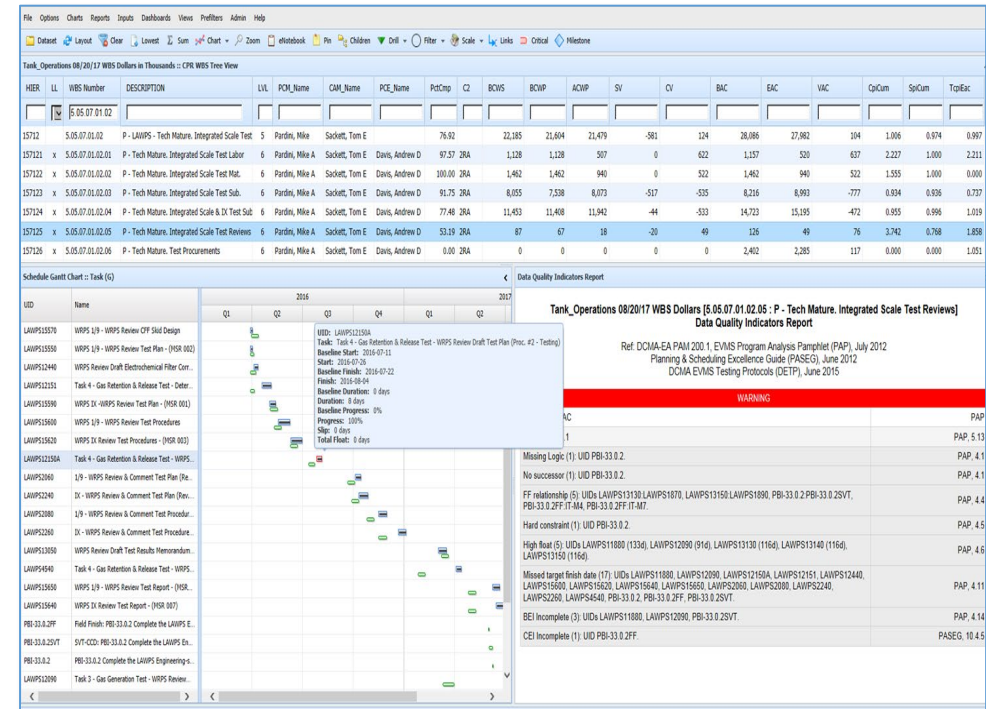


# Routine Health Assessment @ WRPS

## Data Driven Health Assessments and Surveillance

### Empower™ & Fuse™ for Data Quality Analysis

	Ribbon Analyzer														Score		
	1. Logic	2. Leads	3. Lags	4. SS/FF Relations	4. SF Relations	5. Hard Constraint	6. High Float	7. Negative Float	8. High Duration	9. Invalid Forecast Dates	9. Invalid Actual Dates	10. Resources	11. Missed Activities	12. Critical Path Test		13. CPLI	14. BEI
Allen, Mark E	0	0	2	11	0	0	20	3	6	0	0	0	24	X	0.97	0.42	51
Aurah, Mirwaise Y	0%	0%	3%	19%	0%	0%	50%	8%	15%	0%	0%	0%	47%	X	1	0.78	63
Bachaud, Grant C	0	0	0	1	0	0	1	0	0	0	N/A	0	0	X	1	N/A	89
	0%	0%	0%	100%	0%	0%	100%	0%	0%	0%		0%	0%				







# Routine Health Assessment @ WRPS

## Periodic Discussions with CAMs and Support Teams

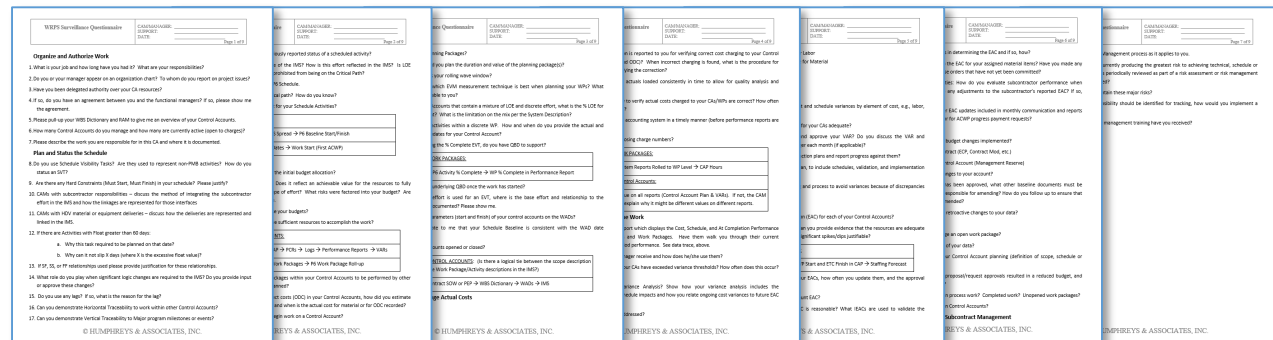
### Data Driven CAM Selection

Allen, Mark	Jansen, Jeffrey M	Scott, Del
Bachaud, Grant	Jarecki, Ted	Stevens, Michael
Bricker, Bradley	Killoy, Steve E	Stoner, Ryan M
Castleberry, Jim	Kirch, Nick	Stowe, Garth
Cavanah, Paul	Larsen, Doug C	Swanberg, David J
Connolly, Joan	May, Dustin R	Tedeschi, Rick
Cree, Laura H	McFerran, Brandon	Tucker, Ron
Exley, Allan	Myer, Thom	Uytioco, Elise
Gagnon, Paul	Nelson, Bobby J	Wagner, Vikki
Greenough, Keith	Parker, Dan	Watson, Chris
Haigh, Paul	Rutland, Paul	Wheeler, Martin

### CAM Discussion Topics

Organize & Authorize the Work	Plan & Status the Schedule
Budget the Work	Monitor & Manage Actual Costs
Analyze & Report on the Work	Forecast Costs
Maintain the Baseline	Understand Risk, Material, and Subcontract Management

**Purpose is NOT to “Grill the CAMs”, but to improve system health**

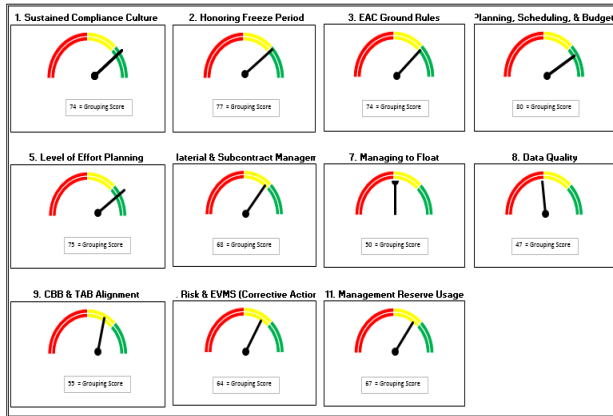
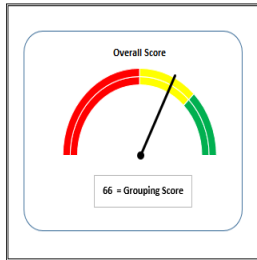




# Routine Health Assessment @ WRPS

## Tracking & Reporting of all Health Assessments

### Self-Governance Dashboard



### With Corrective Action Identification

Reference MOP	Average FCO	Issuing Date	Issue Topic	Problem Statement	Recommended Action/Conclusion
WRPS MOP-2018-0817	4.0	9/20/2018	SEA 3.8 - EVMS Review of PMR Format 5.0 by Issue Reporting	The PMR (and its related EAC) Section 3.6.03 Cost and Schedule Analysis details expectations and selection of reportable variances. In this section, the selection of variances on which to report is done by establishing a pool of potential variances and then use of a defined approach to limit the actual number of reportable variances. WRPS does this through the use of cost and schedule thresholds, which, according to the PMR (and its related EAC), the purpose is to "provide appropriate insight and visibility to the Government". In support of this goal, a review was conducted to determine if the variance analysis reports included in the WRPS PMR Format 5.0 do indeed provide the appropriate insight and visibility to the Government.	Recommendation: EVMS Compliance and Reporting should conduct a deep-dive into this section of PMR reporting to consider the selection process of all variances (particularly as it relates to the difference between CBB and our current approach) to maximize the value to management and O&P, with the communication.
WRPS MOP-2018-0716	3.0	9/20/2018	SEA 3.7b - Mar-18 Revision to EV Surveillance Plan (TTC-PLN-141) - EVMS Compliance and Reporting	The latest version of the EVMS Surveillance Plan (TTC-PLN-141, Rev. 8, August 31, 2017) has references to the DOE PM-30 EVMS implementation Handbook, and specific CAM review artifacts and grading criteria that are older and out of date. The procedure needs to be updated to reflect the current reference guidance as well as to articulate the latest path forward and process for conducting EVMS related surveillance activities at WRPS.	Conclusion: With the last six months (Sep-17 through Feb-18) of run time using the latest surveillance approach, innovative solutions have evolved to make for a more effective and efficient EVMS surveillance approach. As such, these new innovations, approaches, transitioning to specific EVMS data.
WRPS MOP-2018-0712	1.0	1/17/2018	SEA 3.1 - EVMS Review Feb-18 Forecast BCWP compared to Actual BCWP, with consideration by TTC-DCWP	On a monthly basis WRPS utilizes the forecast BCWP in order to provide senior management with schedule and cost variance recovery information, as well as to help determine where critical resource will be needed, in an effort to manage scope priorities and resources through schedule float indicators. In the recent past, however an over-optimistic forecast of performance has lead WRPS management to adjust downward the value of forecast BCWP (without corresponding decrease in the ETCS for that work which potentially would not be performed), increased reliance in the forecast of performance is making for a volatile To Complete performance table (TCP) where the monthly information is not providing management with enough meaningful data to make decisions.	Conclusion: There needs to be a greater focus on the analysis of cost and schedule recovery actions and statistics, to ensure that the EVMS data is providing management with reliable and early warning of potential issues with both schedule and cost performance. Alignment of the ETCS with forecast.

### ...and Self-Governance Trend Analysis

Average of Score	Month												Grand Total
	EVMS Area of Focus	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	
1. Sustained EVMS Compliance	10.0	5.0	9.7	6.0	6.5	8.3		8.8	10.0	7.0	9.4	9.7	8.6
2. Effective Change Control Implementation			6.5		5.0		6.0				6.0	7.0	6.0
3. Establishment of EAC Ground Rules			6.0		5.3	6.0		10.0	6.0	6.4			6.2
4. Consistent Strategy for Planning, Scheduling and Budgeting			6.2		7.5			6.0	6.0	4.0			6.2
5. Level of Effort Planning				10.0	6.0			6.0					5.5
6. Planning and Management of Material and Subcontracts			6.0		6.0						5.7	8.0	6.2
7. Effective Schedule Implementation - Managing to Float			5.0		4.2		5.0	2.0	6.0	6.0	8.2	9.0	6.1
8. Data Integrity and Data Quality Indicators	5.0		5.0				6.0		7.0	9.0	4.7	6.0	5.7
9. CBB and TAB (AUW and UB) - Align, Age, Timing Values			4.0							4.0			4.0
10. Risk and EVMS - Corrective Actions for SV, CV, VAC and CPI/TCPI		5.0	5.0	8.0	6.5	6.0		10.0		7.0	5.0		6.8
<b>Grand Total</b>	<b>7.5</b>	<b>5.0</b>	<b>6.4</b>	<b>8.0</b>	<b>5.5</b>	<b>7.2</b>	<b>5.7</b>	<b>8.0</b>	<b>6.4</b>	<b>6.4</b>	<b>6.9</b>	<b>9.0</b>	<b>6.8</b>



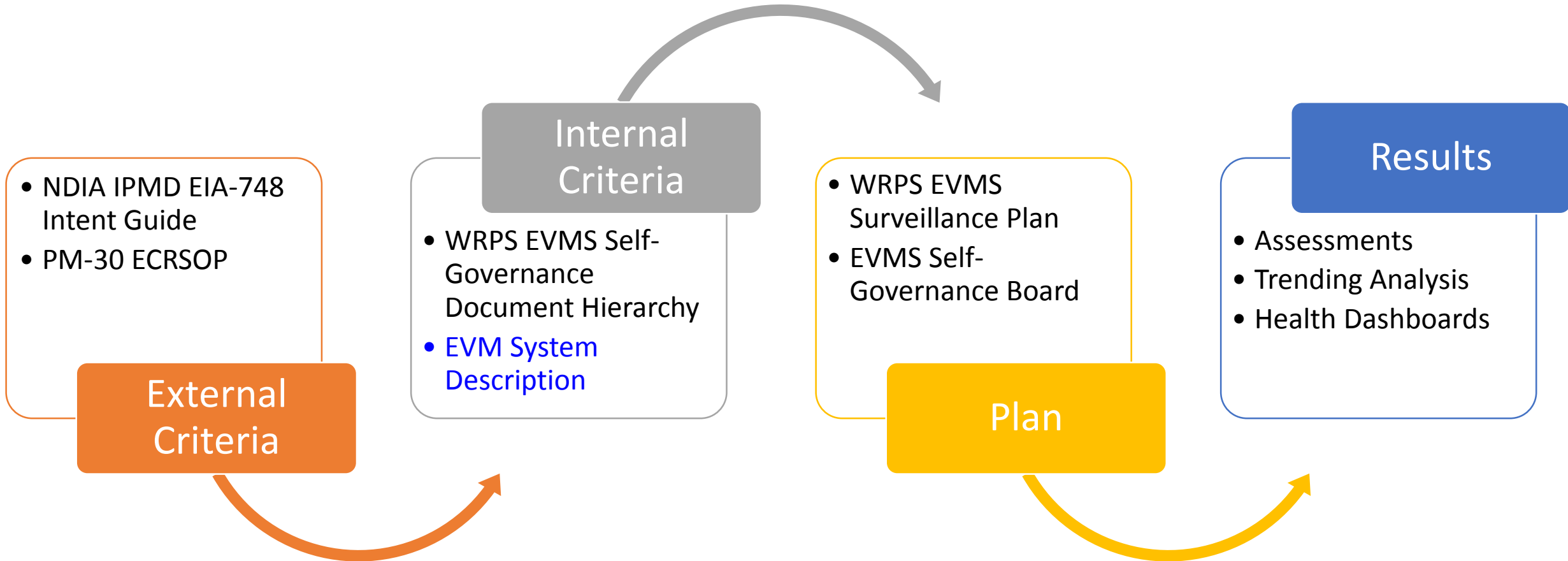
# Fundamental 4: Defined Processes

## Defined Processes

Effective, consistent, and defined processes which are repeatable and enduring.



# Defined Processes @ WRPS

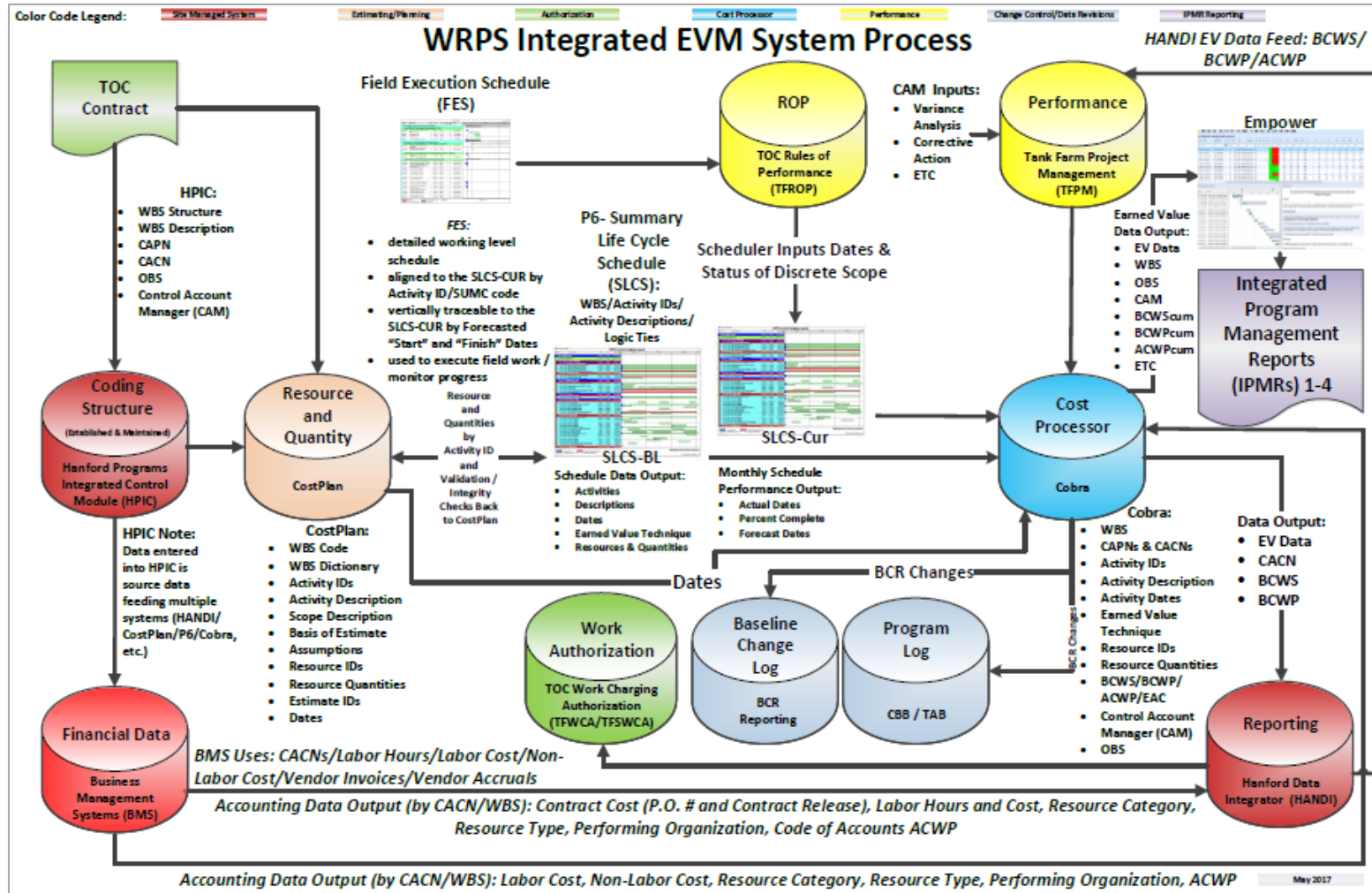








# Defined Processes @ WRPS



**Mapped  
Integration of  
all Business  
Systems**



# Fundamental 5: Learning Organization

## Learning Organization

A learning organization capable of maintaining and improving workforce skill via proven techniques such as peer-to-peer mentoring.



# Learning Organization @ WRPS

## Three Pronged Approach to Developing Program Managers

Web Based Training



Project Manager Qual  
Card



Oral Exam



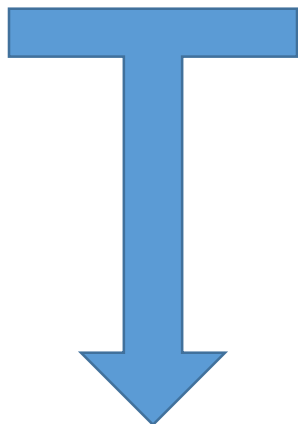




# Learning Organization @ WRPS

## Control Account Manager Development

Comprehensive 2-Day  
EVMS Certification Course



Project Controls  
Delivered CAM Qual Card  
and Training





# Fundamental 6: Transparency & Openness

## Transparency & Openness

Above all and incorporated throughout should be transparency and openness to feedback, both critical and praiseworthy.



# Transparency & Openness @ WRPS

## EVMS MANAGEMENT ASSESSMENT REPORT

### Gap Analysis of the Project Controls

#### Appendix A: Compliance Review Checklist for the WRPS PCSD

DOE PM-30 EVMS COMPLIANCE REVIEW CHECKLIST (August 2018)		
EA-748 AREA, GUIDELINE, AND ATTRIBUTE	INTENT MET?	EVMS DESCRIPTION REFERENCES (INCLUDE PAGE, SECTION AND PARAGRAPH NUMBERS WITH EXTRACT)
	YES NO	
<b>1. ORGANIZATION</b>		
<b>Guideline 1 – Define Work Scope (WBS) Protocol</b>		
1. Is the product-oriented WBS used for a given project extended to the control account level as a minimum?	<input checked="" type="checkbox"/>	Page 8, Section 3.1, Work Breakdown Structure: The WBS possesses the following characteristics: It is product oriented and all authorized contract work is included in the WBS; it permits and facilitates the further detailing of the lowest level WBS element into control accounts with work packages/planning packages as well as summary level planning packages that are assigned to responsible organizations.
2. Does the WBS include all authorized project work, and any revisions resulting from authorized changes and modifications?	<input checked="" type="checkbox"/>	Page 8, Section 3.1, Work Breakdown Structure: The WBS identifies all authorized work (Integrated plus authorized unlinked), including all WBS elements to be subcontracted (where applicable).
3. Are all WBS elements specified for external reporting?	<input checked="" type="checkbox"/>	Page 8, Section 3.1, Work Breakdown Structure: It provides for the communication and reporting of actual costs and facilitates measuring performance against planned work scopes, schedule, and budget at the lower levels. Each WBS element summarizes to a single parent. The WBS identifies all elements specified for control reporting.
4. Is the WBS arranged in a hierarchy and constructed to allow for clear and logical groupings, including identification of subcomponents?	<input checked="" type="checkbox"/>	Page 8, Section 3.1, Work Breakdown Structure: As shown in Figure 3, the WBS is developed as a hierarchical (tree) product-oriented structure to organize, define, and display the TOC work to be performed. Each descending level or subdivision of the WBS is developed as an "increasingly" detailed definition of the work component (product or service). The WBS is subdivided until the lowest required level of detail is established to estimate and schedule the work activities. The WBS structure shows the relationship of each WBS element to the others and the TOC project as a whole. The WBS includes a hierarchical code structure that allows consistent roll-up of performance measurement data in the field and subcontractor schedules and the PMS schedule.
<b>Guideline 2 – Define Project Organization (OBS) Protocol</b>		
1. Are all authorized tasks assigned to identified organizational elements?	<input checked="" type="checkbox"/>	Page 18, Section 4.5.9, Central Account Planning: Through the baseline change and work authorization process, budgets are maintained for all authorized work and assigned to responsible organizational elements.
2. Are major subcontractor and inter-organizational work efforts identified and integrated into the project Organizational Breakdown Structure (OBS)?	<input checked="" type="checkbox"/>	Page 12, Section 3.2, WBS Organizational Breakdown Structure: The OBS identifies the managers and organizations responsible for executing the work scope of the TOC, including any major subcontractors or inter-divisional operations. The following sections describe managerial responsibilities of these positions within the WBS EVMS.
<b>Guideline 3 – Integrate Processes Protocol</b>		
1. Are the planning, scheduling, budgeting, work authorization and cost accumulation systems integrated with each other as appropriate, via common data elements and a common coding structure through the WBS and the OBS to the control account level (to a minimum through the control project level)?	<input checked="" type="checkbox"/>	Page 17, Section 3.4, System Integration: Figure 8 illustrates the fundamental integration of the EVMS subsystems as described in more detail throughout the System Description. The BMS integrates the WBS and the OBS with the individual schedule and cost elements of the project through project plans that include critical path method (CPM) schedule (SCD), time phased budget (PMB), authorization of work (AWO), and accumulation of costs, components within all levels of the contract. The authorized work is assigned to a control account and is transferred to the planning and budgeting systems and cost collection system. The unique coding structure that has been established facilitates the linkage between the planning, scheduling, budgeting, work authorization, cost accumulation, and performance measurement processes at all levels of the WBS and OBS.
<b>Guideline 4 – Identify Overhead Management Protocol</b>		
1. Is there a process that clearly defines the indirect account structure, indirect manager's assignment, responsibility, and authority, and how indirect budgets are established and indirect cost expenditures incurred?	<input checked="" type="checkbox"/>	<p>Page 9, Section 3.3.3, Indirect Expenses: Indirect costs are overhead indirect cost structure for management and control of indirect costs. The indirect cost structure consists of activities or services that are not readily identifiable to a specific fund source or project of work. Indirect costs are applied to the direct cost as a rate. These costs are "pooled" outside of the PMB but managed through the normal budget and change control process, and are reviewed and updated as needed. In accordance with the WBS CASE 2.2, the indirect rates are applied to both WBS work and non-WBS scope customers. The overall indirect rates are compiled by five overhead rateholders, as follows:</p> <ul style="list-style-type: none"> <li>• Absence: A rate is applied to the actual cost of regular labor charges (except overtime hours) to recover the costs for employee positions with absence (i.e., sick, vacation, death in the family, worker strike, etc.)</li> <li>• Continuity of Service (COS): A rate is applied to the actual cost of labor hours plus absence charges (including overtime labor hours) to recover the cost of company provided benefits to eligible employees.</li> <li>• Continuity of Service Overtime: A reduced COS ad rate is calculated for the application to overtime, representing costs that are actually applicable to the overtime payment.</li> <li>• Replacement Benefits/Continuity of Service (COP): An ad rate is used to distribute the company costs for employee pension plans and retiree medical costs. The ad rate is applied to the cost of regular labor for all actual recorded hours, plus the paid absence ad rate.</li> <li>• General &amp; Administrative (G&amp;A): A single allocation rate that consists of G&amp;A expenses incurred for business, which include the president's office, finance support, human resources, labor relations, procurement, contract management, information resources, facility and property management, radiation protection, environmental health, and legal, as defined in the WBS Divisional Statement.</li> </ul> <p>Page 10, Section 3.3.4, Indirect Budget Management Authority: The Work Area Manager for Business Operations has overall management authority of indirect budgets and rates for WRPS. The currently approved provisional billing rates are applied to the project. This includes (but is not limited to) estimating (forecasting), reviewing and consolidating individual indirect expense budgets, as well as reporting on an analysis that provides the basis for making monthly adjustments when contract conditions change.</p>

### EVMS Health Tracker - FY18 Focus Areas

Month	EVMS Area of Focus		Avg Score	Count
Sep-18	1. Sustained EVMS Compliance		9.7	7.0
	WRPS-MOP-2018-2816 SEA 3-7b Summary Report of CAM Interviews - FY18		10.0	1.0
	WRPS-MOP-2018-2825 SEA 3-7a - Surveillance Strategy for WRPS Indirect Cost Mgmt		10.0	1.0
	WRPS-MOP-2018-2838 SEA 3-7a Gap Analysis of the PCSD to the DOE EVMS CRC		10.0	1.0
	WRPS-MOP-2018-2840 SEA 3-7a - EVMS Self-Governance Panel EFCOG/NDIA		10.0	1.0
	WRPS-MOP-2018-2858 SEA 3-8 EVMS Compliance & Reporting - Deliverable Records		10.0	1.0
	WRPS-MOP-2018-2862 SEA 3-8 Monthly Performance Review WFD & TBI		9.0	1.0
	WRPS-MOP-2018-2871 SEA 3-5 - CAM Qual - Non-Qual CAMs with BCWR-Sept-18		9.0	1.0
	2. Effective Change Control Implementation		7.0	1.0
	WRPS-MOP-2018-2837 SEA 3-3 - BCR Quality Review Fiscal Year 2018		7.0	1.0
	7. Effective Schedule Implementation - Managing to Float		9.0	2.0
	WRPS-MOP-2018-2853 SEA 3-2 Forecast Optimism/Delays - Aug 22, 18 T-4 Mtg		9.0	1.0
	WRPS-MOP-2018-2855 SEA 3-2 Forecast Optimism/Delays - Aug 29, 18 T-4 Mtg		9.0	1.0
	8. Data Integrity and Data Quality Indicators		6.0	1.0
	WRPS-MOP-2018-2859 SEA 3-1 Data Quality and Validation Reports - Aug-18		6.0	1.0
	<b>Grand Total</b>		<b>9.0</b>	<b>11.0</b>

Rating Legend:	Compliance Concern
1.0 - 3.9	Compliance Concern
4.0 - 6.5	Improvement Opportunity
6.5 - 9.0	Meets Compliance
9.1 - 10.0	Exceeds Requirement

### EVMS Health Tracker - FY18 Focus Areas

Average of Score	EVMS Area of Focus	Month												Grand Total
		Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	
10.0	1. Sustained EVMS Compliance	5.0	9.7	6.0	6.5	8.3	8.8	10.0	7.0	9.4	9.7	8.6		
6.5	2. Effective Change Control Implementation	5.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0		
6.0	3. Establishment of EAC Ground Rules	6.0	5.3	6.0	6.0	6.0	10.0	6.0	6.4	6.0	6.0	6.2		
6.2	4. Consistent Strategy for Planning, Scheduling and Budgeting	6.2	7.5	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.2		
10.0	5. Level of Effort Planning	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0		
6.0	6. Planning and Management of Material and Subcontracts	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0		
5.0	7. Effective Schedule Implementation - Managing to Float	5.0	4.2	4.0	4.0	4.0	5.0	2.0	6.0	6.0	8.2	9.0		
5.0	8. Data Integrity and Data Quality Indicators	5.0	5.0	5.0	5.0	5.0	6.0	6.0	7.0	9.0	4.7	6.0		
4.0	9. CBB and TAB (AUW and UB) - Align, Age, Timing Values	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0		
5.0	10. Risk and EVMS - Corrective Actions for SV, CV, VAC and CPI/TCPI	5.0	5.0	5.0	8.0	6.5	6.0	10.0	7.0	5.0	6.8			
7.5	<b>Grand Total</b>	5.0	6.4	8.0	5.5	7.2	5.7	8.0	6.4	6.4	6.9	9.0		

Count of Assessments	EVMS Area of Focus	Month												Grand Total
		Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	
1	1. Sustained EVMS Compliance	1	1	3	1	2	3	5	1	4	5	7		
2	2. Effective Change Control Implementation	2	2	2	2	2	1	1	1	1	1	1		
1	3. Establishment of EAC Ground Rules	1	4	1	1	1	1	1	1	1	1	1		
5	4. Consistent Strategy for Planning, Scheduling and Budgeting	5	2	1	1	1	1	1	1	1	1	1		
1	5. Level of Effort Planning	1	1	1	1	1	1	1	1	1	1	1		
1	6. Planning and Management of Material and Subcontracts	1	1	1	1	1	1	1	1	1	1	1		
1	7. Effective Schedule Implementation - Managing to Float	1	5	1	1	1	1	2	2	5	2	19		
1	8. Data Integrity and Data Quality Indicators	1	2	1	1	1	1	1	1	3	1	10		
1	9. CBB and TAB (AUW and UB) - Align, Age, Timing Values	1	1	1	1	1	1	1	1	1	1	2		
1	10. Risk and EVMS - Corrective Actions for SV, CV, VAC and CPI/TCPI	1	1	1	1	2	2	2	1	1	1	11		
2	<b>Grand Total</b>	2	2	17	3	19	6	3	11	7	17	20		

Rating Legend:	Compliance Concern
1.0 - 3.9	Compliance Concern
4.0 - 6.5	Improvement Opportunity
6.5 - 9.0	Meets Compliance
9.1 - 10.0	Exceeds Requirement

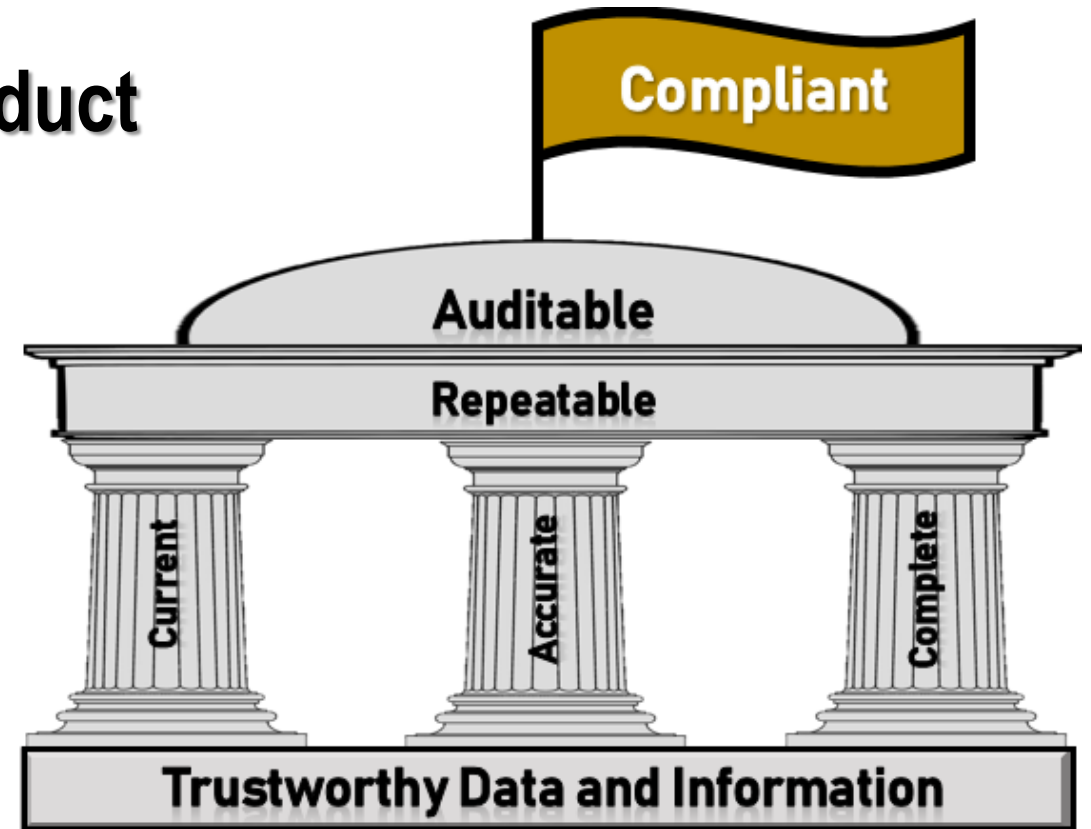
Full Reporting of all Issues and Findings



# Transparency & Openness @ WRPS

## WRPS Code of Business Ethics & Conduct

**“Knowingly passing data which is not Current, Accurate, Complete, Repeatable, Auditable or Compliant”...”is considered a violation.”**







# Improving Performance through Self-Governance

## Data Driven Project Management

- Organize & Authorize Work
- Plan & Status Schedule
- Budget the Work
- Analyze & Report Work
- Forecast the Work
- Data Driven Analytics
- Maintain the Baseline
- Risk, Procurement Management

- Utilization of Forecast Performance (BCWP<sup>f</sup>) and CAM feedback improve month-ahead forecast accuracy by ~60%.
- EVMS self governance board allows for structured executive leadership direction on control framework enhancements that will most improve decision making.
- 100% of CAMs subject to CAM qualification process with 112 certified to date, recognizing that project management is a combination of inherent attributes, behaviors, and learned skills.
- Innovative improvements such as incorporation of schedule margin and 100% resource loaded IMS
- Use of automated data analytics has dramatically decreased the occurrence of data anomalies
- Revision to Code of Business Ethics and Compliance incorporated multiple changes including section on Fundamentals of Business Data and Information. Demonstrates commitment from WRPS Project Manager and affirmation from Company leadership.
- Assessment of risk informed the establishment of the Financial Accountability Improvement Plan, addressing past and planned actions in policies and procedures, internal controls and methods, organization culture, audit and oversight, and feedback and improvement.
- Established WRPS Compliance Integration Team to address compliance issues in a timely and consistent manner
- Automated Work Charging Authorization, improving linkage to approved work packages and the EVM system and reducing risk of employees having outdated or inaccurate charge authorization guidance.
- Instituted Electronic Time Verification System (ETVS) and Overtime Authorization Tracking System (OATS) to validate starting and ending work locations. Level 1 managers approve overtime.

## Behavior Based Project Management

- Human Error Reduction
- Designing Behavioral Processes
- Improving Group Decision-Making
- Measuring Behavioral Factors
- Identifying Organizational Risk Factors
- Nudging for Performance
- Enhancing Intentional Culture Design
- Measuring Safety Risk through Project Management

## Characteristics to Shift Perspective

from generating data for reporting



to producing trustworthy data and information for management

- Current** – As agreed to or directed, such as time now, end of reporting period, or a predetermined specific period of time.
- Accurate** – Without error, mistake, miscalculations, or anomalies.
- Complete** – Comprehensive, all inclusive, total, or entire.
- Repeatable** – Ability to reproduce current, accurate, complete and auditable results.
- Auditable** – Ability to trace the source through the entire system/process to validate the results.

## EIA-748 EVMS – 32 Guidelines

## Project Management Sciences

- Behavioral Design
- Forecasting and Prediction sciences
- Risk and Uncertainty Sciences
- Judgement & Decision-making sciences
- Industrial-Organizational Psychology
- Cognitive Science
- Neuroscience

### THE FOUR FUNDAMENTAL FORCES THAT GOVERN THE BEHAVIOR OF EIA-748 COMPLIANCE

1. Culture	2. Clarity	3. Cost	4. Collaboration
Lisa Cazalet Los Alamos National Laboratory	Lisa Frank Consolidated Nuclear Security	Bob Suderman Fluor Government Group	Greg Smith Washington River Protection Solutions

Moderated by David Kester  
Project Controls Division (PM-30)  
Office of Project Management (PM)  
US Department of Energy (DOE)

Energy Facility Contractor Group (EFCG)  
Project Delivery Group (PDG)  
Project Controls Subgroup (PCSG)



# Questions?

