

**U. S. Department Of Energy (DOE)  
Office Of Project Assistance and Assurance (EM-11)  
Standard Operating Procedure (SOP)**

Title: EM-11 Office of Environmental Management Standard Operating Procedure, SOP 016  
Rev 0 September 30, 2010: Preparation of Deputy Secretary (S-2) Deep Dive Review  
Briefing Packages

EM ORG: EM-11 SOP #: 0016

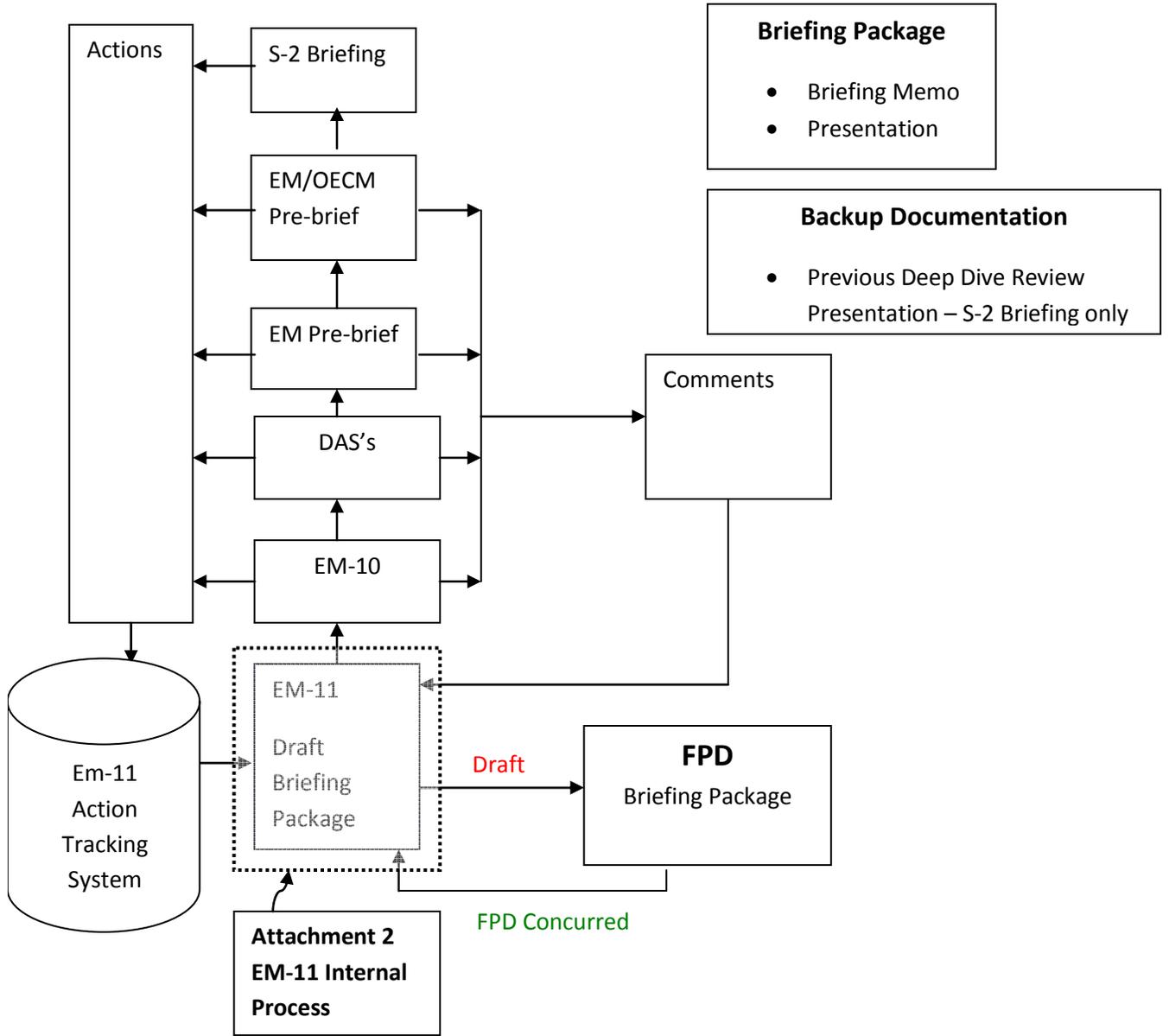
Revision #: 0

Effective Date: September 30, 2010

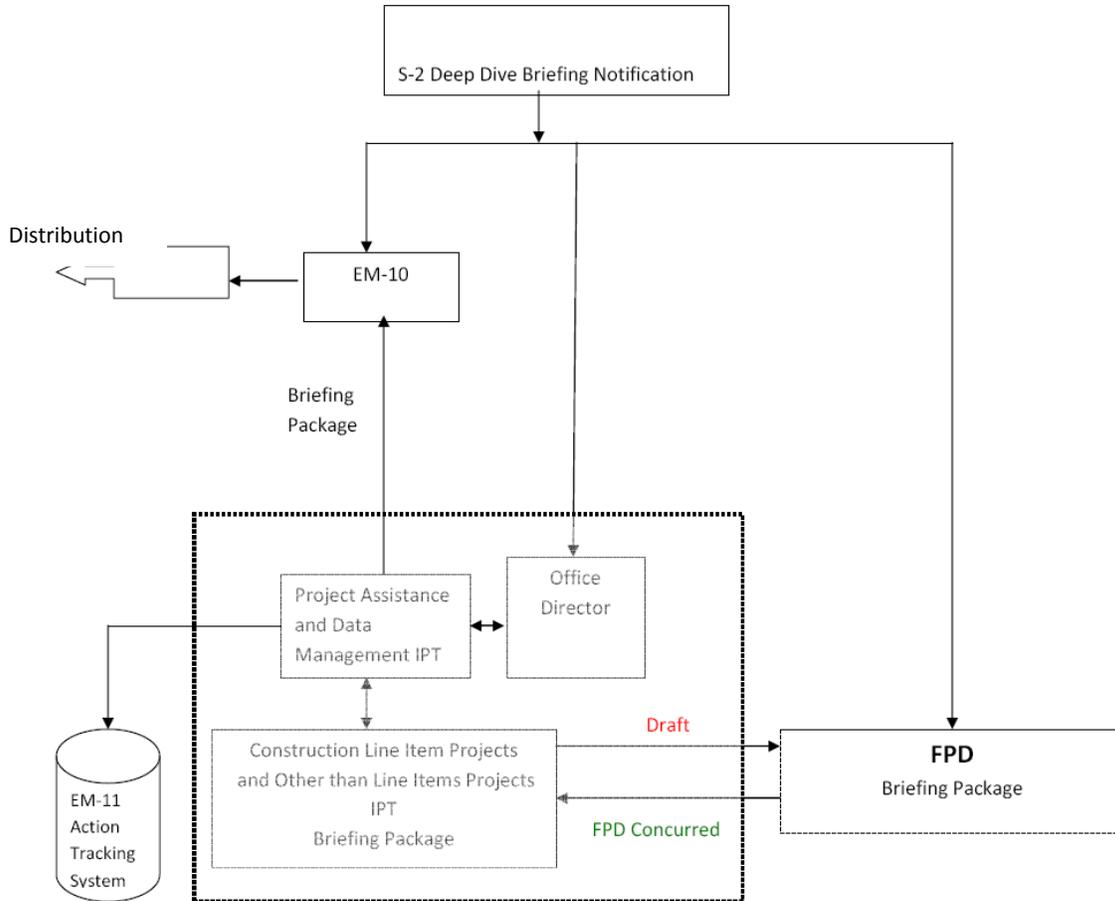
1. **PURPOSE:** Describe the Environmental Management (EM) process for the preparation of Deep Dive Review Briefing Packages to the Department of Energy Deputy Secretary (S-2).
2. **OBJECTIVES:** Define the process, interfaces, roles and responsibilities including draft preparation, pre-brief reviews and Federal Project Director (FPD) concurrence for preparation of S-2 Deep Dive Review Briefing Packages.
3. **BRIEFING PACKAGE REQUIREMENTS:**
  - 3.1 The briefing package consists of two documents:
    - 3.1.1 Briefing Memorandum (See Attachment 1)
    - 3.1.2 Deep Dive Presentation (See Attachment 2)
    - 3.1.3 Include previous S-2 Deep Dive Review presentation as an attachment for background information to the S-2 only.
  - 3.2 Typically the briefing package will undergo pre-brief reviews with EM and the Office of Engineering and Construction Management (OECM) prior to finalization.
  - 3.3 All briefing packages must be delivered 48 hours prior to a meeting.
  - 3.4 All briefing packages are to be owned by the FPD.
4. **TRANSMITTAL AND DISTRIBUTION OF ALL BRIEFING PACKAGES**
  - 4.1 EM-11 transmits draft, revised and final packages to the Office of Project Management (EM-10).
  - 4.2 EM-10 transmits the packages to appropriate offices.
5. **PROCESS STEPS:**
  - 5.1 Notification: The Office of S-2 decides which projects are to undergo a Deep Dive Review. The date of the review is set by S-2.
  - 5.2 CLIP/OLI IPT prepares draft briefing package (Briefing Memo and Deep Dive Presentation) on behalf of the FPD, including input from other program offices as appropriate.

- 5.2.1** Draft package should address action items identified at the last Deep Dive
- 5.2.2** In addition to action items from previous Deep Dives, the draft package should address any specific questions/issues warranting S-2 attention since the last Deep Dive.
- 5.2.3** The previous S-2 Deep Dive Review Presentation should be attached as background information in the final package to the S-2.
- 5.3** EM-11's CLIP and OLI Integrated Project Teams (IPT), transmits package to the FPD for review, modification and concurrence and return. Once the briefing package is returned to EM it is owned by the FPD.
- 5.4** CLIP/OLI IPT transmit to PADM IPT.
- 5.5** PADM IPT obtains EM-11 OD concurrence.
- 5.6** PADM IPT transmits briefing package to EM-10 for review.
- 5.7** Incorporation of Review Comments:
  - 5.7.1** CLIP/OLI IPT updates package to incorporate review comments, if any, and transmits to FPD for review, concurrence and return
  - 5.7.2** CLIP/OLI IPT transmits revised briefing package received from the FPD to PADM IPT for obtaining Office Director (OD) concurrence and transmittal to EM-10.
- 5.8** EM-10 distributes briefing package to the Deputy Assistant Secretary's (DAS) and other Program Offices as appropriate for review and concurrence.
- 5.9** Repeat step 5.7 as and when necessary.
- 5.10** EM-10 transmits and distributes briefing package for EM Pre-brief meeting.
- 5.11** Revise briefing package to incorporate comments from EM Pre-brief, if needed, repeating step 5.7.
- 5.12** EM-10 transmits and distributes briefing package for EM/OECM Pre-brief meeting, to include other Program Offices as appropriate.
- 5.13** Revise briefing package to incorporate comments from EM/OECM Pre-brief, if needed, repeating step 5.7.
- 5.14** EM-10 transmits and distributes the final briefing package for the S-2 Deep Dive Briefing.

A flow chart of the process to be followed in the Preparation of Deputy Secretary (S-2) Deep Dive Review Briefing Packages is presented in Figure 1. Figure 2 presents the EM-11 Internal Process for preparation of the S-2 Deep Dive briefing package.



**Figure 1 – S-2 Deep Dive Presentation Preparation Process**



**Figure 2 - EM-11 Internal Process**

**DEFINITIONS:**

**Deep Dive** - is a review briefing as directed and scheduled by S-2.

**EM-11 Action Tracking System** - includes all assigned actions related to Capital Asset Projects

**ACRONYMS:**

- CLIP: EM-11 Construction Line Item Projects IPT
- DAS: Deputy Assistant Secretary
- EM-10: Deputy Assistant Secretary Project Management
- EM-11: EM Office of Project Assistance and Assurance
- FPD: Federal Project Director
- IPT: EM-11 Integrated Project Teams
- OECM: Department of Energy Office of Engineering and Construction Management

OLI: EM-11 Other than Line Item projects IPT  
PADM: EM-11 Project Assistance and Data Management  
SAE QPR: Secretarial Acquisition Executive Quarterly Project Review for the Deputy  
Secretary (S-2) of the Department of Energy  
S-2: Deputy Secretary of Energy

**Attachments:**

1. Sample S-2 Deep Dive Review Briefing Package Memo
2. Sample S-2 Deep Dive Review Briefing Package Power Point Presentation

Approved By: Lowell Ely

Signature:  \_\_\_\_\_

Name and Title: Lowell Ely, Director of Project Assistance and Assurance, EM-11

Date: 10/8/10 \_\_\_\_\_



**SOP# 0016**  
**Attachment 1**  
**Sample S-2 Deep Dive Review Briefing Package Memo**

**Meeting with Dr. Ines Triay and Dae Chung**

7<sup>th</sup> Floor Suite  
10:00 - 11:00 am, Friday July 16, 2010

**Meeting requested by Dae Chung (6x5216)**  
**Briefing prepared by Richard Craun (208-521-5756)**

**EVENT**

You are meeting with Dr. Ines Triay (EM-1), Dae Chung (EM-2), Gary Riner (Acting Deputy Assistant Secretary, EM-10), Paul Bosco (OECM), Bob Raines (OECM), and Richard Craun (FPD, Sodium Bearing Waste Treatment Project, SBWTP, Idaho). **[Include other Program Offices as appropriate.]** The purpose of this meeting is to brief you on the status of the Idaho Sodium Bearing Waste Treatment Project. A similar briefing was held with you in April of this year.

**Press:** The briefing is closed to the Press.

**LOGISTICS** (As of this writing, subject to change)

- The meeting will take place on the 7<sup>th</sup> Floor.

**YOUR ROLE/CONTRIBUTION**

- This briefing is in response to an action assigned by you.

**PROGRAM NOTES**

Background on the SBW Treatment Project

**[Include specific “follow-up” actions/questions/status from previous Deep Dives, if applicable.]**  
**[Attach previous Deep Dive Presentations for background in final package delivered to S-2.]**

Although still forecasting to complete on time and within budget, the project is behind schedule with continued construction underperformance, which is beginning to delay systems turnover/testing and reduce remaining schedule contingency towards meeting an August 2011 startup date. Higher than planned construction costs are prompting the need for (1) an internal reprogramming (in progress) to shift \$4.9M of OPC contingency to LI contingency to fund completion of FY10 construction activities, and (2) an adjustment in the FY11 budget appropriation to shift \$6M of OPC contingency funding to LI contingency funding. The project is taking steps to increase senior management construction oversight to improve productivity,



identifying and acting upon cost savings and cost shifting opportunities to achieve project completion within the current baseline. CPR and DNFSB items are being resolved and closed.

### **ATTACHMENTS**

1. ID- Sodium Bearing Waste Treatment Project Presentation, July 16, 2010
2. April 2010 Deep Dive Presentation (Background).

SAMPLE



U.S. DEPARTMENT OF  
**ENERGY**

SOP #0016

Attachment 2

Sample S-2 Deep Dive Review Briefing Package Memo

# **ID - SODIUM BEARING WASTE TREATMENT PROJECT**

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**S-2 STATUS BRIEF**

**July 16, 2010**



# SBWTP Project Overview and Status

- Integral part of Idaho Cleanup Project
- Mission: Design, Build and Commission a facility to treat ~900,000 gallons of radioactive liquid waste stored in the Idaho Tank Farm Facility into a stable form suitable for disposal outside Idaho
- Current EAC \$556M versus TPC \$571M
- The Current remaining contingency is \$15.1M. Contingency fully funds remaining Project risks
- Current risk realization that is impacting system turnover is Construction Productivity. Construction productivity is delaying System Turnover and consuming the Project's schedule contingency.
- Current FY10 funding profile vs. estimated project costs shows a need for an internal reprogramming \$4.9M (Action with OMB)



# Project Progress through June

- Project > than 86% complete – Physical Completion > than 72% complete
- Baseline Dates Construction Complete by: Aug 2010 with CD-4 by Aug 2011
- Cum. Indexes for Cost/Schedule since 1/2009: SPI= 0.89 CPI= 0.83
- Avg. Indexes for Cost/Schedule for last 4 months: SPI= 0.87 CPI= 0.85



# Major Issue and Management Actions

- **Issues**
  - Underperformance of Construction
  - Current Construction productivity remains below planned
    - Potential upward pressure on the Estimate at Completion
    - Construction is delaying System Turnovers
    - Construction Substantially Complete Oct 2010 (Punch list items remaining)
    - Potential pressure on the Start of Operations Aug 2011 (CD-4 remaining schedule contingency 25 days of the 135 days baseline contingency)
- **Actions**
  - New Construction Senior Management
  - Continued Corporate Reach Back in support of System Turnover and Construction Productivity
  - War Room established to drive System Turnover punch list items
  - Additional craft supervision (piping and electrical) to drive productivity
  - Additional turnover and engineering resources to improve performance in System Turnover (CPR Recommendation)



# Lessons Learned Incorporation

- Latest efforts include an EM workshop for the SBW Treatment Project
- Will be held July 28 – 29 in Idaho
- Topics:
  - share lessons learned from DUF6 experience;
  - understand CWI's master plan to complete a CORR;
  - understand DOE's plan on ORR;
  - explore innovative ways to achieve the overall successful commissioning - system turnovers to tests to ORRs/CD-4.
- Includes senior EM members, experienced DOE complex project management, and SBW Treatment Project federal/contractor IPT members



# Project Performance Baseline & Funding

Item	Total (\$M)
Performance Measurement Baseline	508.8
Management Reserve	0.0
OPC Allowance for Fee	10.0
DOE Contingency	52.1
Performance Baseline	570.9
EAC	\$556.0
Forecast Completion Date	Aug 2011

SAMPLE

Beginning Fiscal Year Carryover	Current Year Budget Authority	Total Available	FPD Estimated Cost for Fiscal Year
13.9	93.7	112.5	112.1



# SBW Construction Project Reviews

- Latest review conducted in May 2010, focused on the project's progress towards CD-4.
- Key Conclusion:
  - The SBW Project is expected to complete within the current performance baseline
  - The review noted significant improvement from the previous Construction Project Review
  - A “full court press” will need to be applied to the finish
- All of the 23 recommendations from the previous November 2009 CPR have been closed.
- 18 new recommendations from the May 2010 CPR to improve the project performance.



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# Construction Project Review Recommendation Status

- The May 2010 CPR had 18 recommendations
  - 17 actions are now completed
  - Actions to close the remaining recommendation are on-schedule for closure by Aug 2010
- Next CPR is scheduled for Nov 2010



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# Take Aways

- Construction: Stressed
- Schedule: Stressed
- Cost: Stressed
- DNFSB: No Outstanding Issues
- CPR Review: Productive
- Acquisition: No Outstanding Issues
- Relationship with Contractor: Excellent

