

Management System: Project Management**Subject Area: Project Delivery****Procedure: Fiscal Year Work Plan**

Issue Date and Revision Number: 2/26/15, Rev. 0	Lead Subject Matter Expert: Paul Lucas	Management System Owner: Terry Brennan
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1.0 Applicability

This procedure establishes requirements for the development, submittal, and approval of an Operations Activity Fiscal Year Work Plan (FYWP) by contract, Project Baseline Summary (PBS) and/or Analytical Building Block (ABB), as appropriate. The FYWP provides the scope, cost, schedule, performance metrics, milestones, assumptions, and risks for the execution of each operations activity. Each site has the option of developing lower level work plans to improve the visibility of the contractor's performance and management of operations activities.

This procedure is consistent with the U.S. Department of Energy (DOE), Office of Environmental Management (EM) Policy and Protocol for Operations Activities (issued in March 2012) as well as the EM Enterprise Requirements System (EMERS) Functional Area Description (FAD) for Project Management. At the time this EM Consolidated Business Center (EMCBC) procedure for the FYWP was published, several Subject Area Descriptions (SAD) beneath the EMERS Project Management FAD were still in draft form including a SAD for "Operations Activities Reporting and Monitoring." A summary of the information contained in the Draft EMERS SAD (as of January 2015) is provided below.

Operations activities are managed using the Contract Performance Period (CPP) and the Life Cycle (LC), and performance is measured against the FYWP, which is submitted annually by the beginning of each fiscal year. Stakeholders for EM activity reporting and monitoring include Operations Activity Managers (OAM), Integrated Project Teams (IPT), senior EM Headquarters and Field management, EM Mission Unit and Mission Support personnel, DOE Office of Acquisition and Project Management (OAPM), DOE Office of the Chief Financial Officer, and the Government Accountability Office (GAO). The FYWP provides a one-year "snapshot" of the CPP and reflects the scope, milestones, and performance metrics for that fiscal year. The snapshot must be aligned with the contract definitized with the Contractor. EM Headquarters, Field, and Contractors have roles and responsibilities to implement, certify/validate, and maintain the systems,

processes, and data that will ensure credible, reliable, accurate, and timely information for the management and oversight of operations activities and the EM project portfolio as a whole.

Competency requirements for personnel designated as OAM were established by EM Headquarters in a policy dated November 26, 2013, and on April 28, 2014 EM Headquarters issued guidance for development of Key Performance Metrics (KPM) for operations activities. On August 15, 2014, EM Headquarters issued an assessment of the FYWP submitted for 2014, and provided recommendations for development of the 2015 FYWP. Recommendations of particular note included:

- There was poor alignment between the FYWP planned funding and the actual appropriated budget values, raising the question of whether the FYWP actually correlated with planned work;
- FYWP lacked required risk data, which would otherwise be useful for the EM Mission Unit and for the development of risk mitigating and handling strategies;
- FYWP should have one contractor per work element, not multiple contractors; and
- FYWP should include KPM that have been prepared consistent with the aforementioned EM guidance dated April 28, 2014.

This procedure was developed by the EMCBC to assist the OAM, Site Manager, site Program Analysts (e.g., Project Controls Specialist) and EMCBC Project Management Support Office (PMSO) personnel with development of annual FYWP for all operations activities at the Small Sites where the EMCBC Director serves as line manager. The EMCBC also functions as the field office for all Small Sites, providing management and oversight of all operations activities (and capital asset projects) at each site.

Changes to a FYWP are approved by the site or field office (EMCBC, in the case of Small Sites), as appropriate, in accordance with the appropriate change control process. Authorities for change approval are identified in the FYWP and are shown below. Refer to the draft EM Operations Activity Protocol Change Control Guide for further details on the change control process.

Approval Authority	Approver	Change Control Threshold
Level 0	EM-1	>\$5M
Level 1	Field Office (EMCBC Director)	\geq \$750K and \leq \$5M
Level 2	OAM/Site Manager	< \$750K

2.0 Required Procedure

Step 1	Contractor(s) and DOE EM site or field office participant(s) prepare and submit Draft Fiscal Year Work Plan(s) (FYWP) to EM Headquarters (HQ) for review by <u>September 1st</u> of each year. The FYWP should be based on the approved contract scope and budget guidance. Refer to Attachment A: Template for FYWP . The source of this template is the aforementioned EM Policy & Protocol for Operations Activities.
Step 2	DOE EM site, responsible field office and HQ staff review and comment concurrently on the FYWP(s) <u>within 10 working days</u> of receiving draft.
Step 3	FYWP(s) updated and finalized by Contractor(s) or DOE EM site/field office staff <u>within 10 working days</u> of receiving comments.
Step 4	FYWP(s) approved by DOE EM site/field office management and provided to HQ <u>by September 30th</u> of each year.
Step 5	FYWP information loaded into EM Integrated Planning, Accountability and Budgeting System (IPABS) by the Contractor(s) or DOE EM site/field office staff <u>by October 15th</u> of each year.
Step 6	<p>Progress Reporting against FYWP commences: Cost, schedule, and performance measurement for operations activities is reported to HQ during the quarterly progress reviews (see Step 7 below). Enforceable compliance milestones are examples of site-specific milestones that are tracked by the site or field office, while performance against those milestones is reported to HQ at a summary level. Contract requirements and deliverables are reflected in performance metrics and milestones based on the funding targets provided by HQ.</p> <p>Contractors and other site participants report metrics and milestones to the DOE EM site or field office on a monthly basis. The site or field office enters the monthly data into IPABS, per reporting timeframes mandated by HQ. Field elements utilize the FYWP to develop and submit annual waste disposition forecasts as required by DOE M 435.1-1 (Radioactive Waste Management Manual). The waste disposition forecasts should be consistent with the content of the waste disposition data calls.</p>
Step 7	<p>Quarterly Progress Review (QPR) cycles commence: The site or field office ensures that HQ is informed in a timely manner about issues that require increased management attention. However, a standard review with HQ, including a QPR, is required. Topics covered in the QPR relate to planned activities described in the FYWP, and an assessment of the contractor's ability to meet the Contract Performance Period (CPP) requirements.</p> <p>NOTE: The format for QPR reporting of operations activities is the same QPR format used for reporting of capital asset projects. Refer to EMCBC Procedure SAP-OCE&PMS-413.3B-C-02 (EM Reporting) for further information on the QPR process.</p>

3.0 References – Forms/Attachments/Exhibits

3.1 References

- Policy and Protocol for Office of Environmental Management Operations Activities (EM-2 memorandum dated March 15, 2012)
- EM Enterprise Requirements System (EMERS) Functional Area Description (FAD) for Project Management,
- Office of Environmental Management Operations Activities Manager Competency Policy (EM-2 memorandum dated November 26, 2013)
- Key Performance Metrics Guidance for the Office of Environmental Management Operations Activities (EM-2 memorandum dated April 28, 2014)
- Assessment of the Fiscal Year Work Plans for 2014 (EM-50 memorandum dated August 15, 2014)
- EM Operations Activity Protocol Change Control Guide, Eighth DRAFT (with EM Complex Comments) dated January 2013
- DOE M 435.1-1 (Radioactive Waste Management Manual)
- EMCBC Procedure SAP-OCE&PMS-413.3B-C-02 (EM Reporting)

3.2 Attachments

- Attachment A: Template for Fiscal Year Work Plan (FYWP)

4.0 Records Generated

Records generated through implementation of this procedure are identified as follows and are maintained by the Office of Cost Estimating and Project Management Support (OCE&PMS) in accordance with the EMCBC Organizational File Plan:

Records Category Code	Records Title	Responsible Organization	QA Classification (Lifetime, Non-Permanent, or Not Applicable)
ADM 16-05	ADMINISTRATIVE MANAGEMENT RECORDS, Project Control Files Examples: Fiscal Year Work Plan IPABS reports (electronic) QPR presentations	Office of Cost Estimating and Project Management Support	Not Applicable

5.0 EMCBC Record of Revision

EMCBC RECORD OF REVISION

DOCUMENT TITLE: Subject Area Procedure: Fiscal Year Work Plan

If there are changes to the controlled document, the revision number increases by one. Indicate changes by one of the following:

- I Placing a vertical black line in the margin adjacent to sentence or paragraph that was revised.
- I Placing the words GENERAL REVISION at the beginning of the text.

<u>Rev. No.</u>	<u>Description of Changes</u>	<u>Revision on Pages</u>	<u>Date</u>
0	Initial issue	N/A	2/26/15

Attachment A

Template for Fiscal Year Work Plan (FYWP)

Operations Activity FYWP Template

Operations Activities (OA) Annual Work Plan (FYWP)	
1. Cover Page	
2. Signature Page	
3. Table of Contents	
4. Acronyms	
5. Management Information	
5.1 PBS Number and Title	
5.2 Performing Contractor and participant(s)	
5.3 WBS Number(s)/Title(s)	
5.4 Responsible Operations Activity Manager	
5.5 Senior Site or Field Office Manager	
6. FYWP Work Scope and Objectives	
6.1 Work Scope Summary and Objectives (By PBS and/or ABB)	

