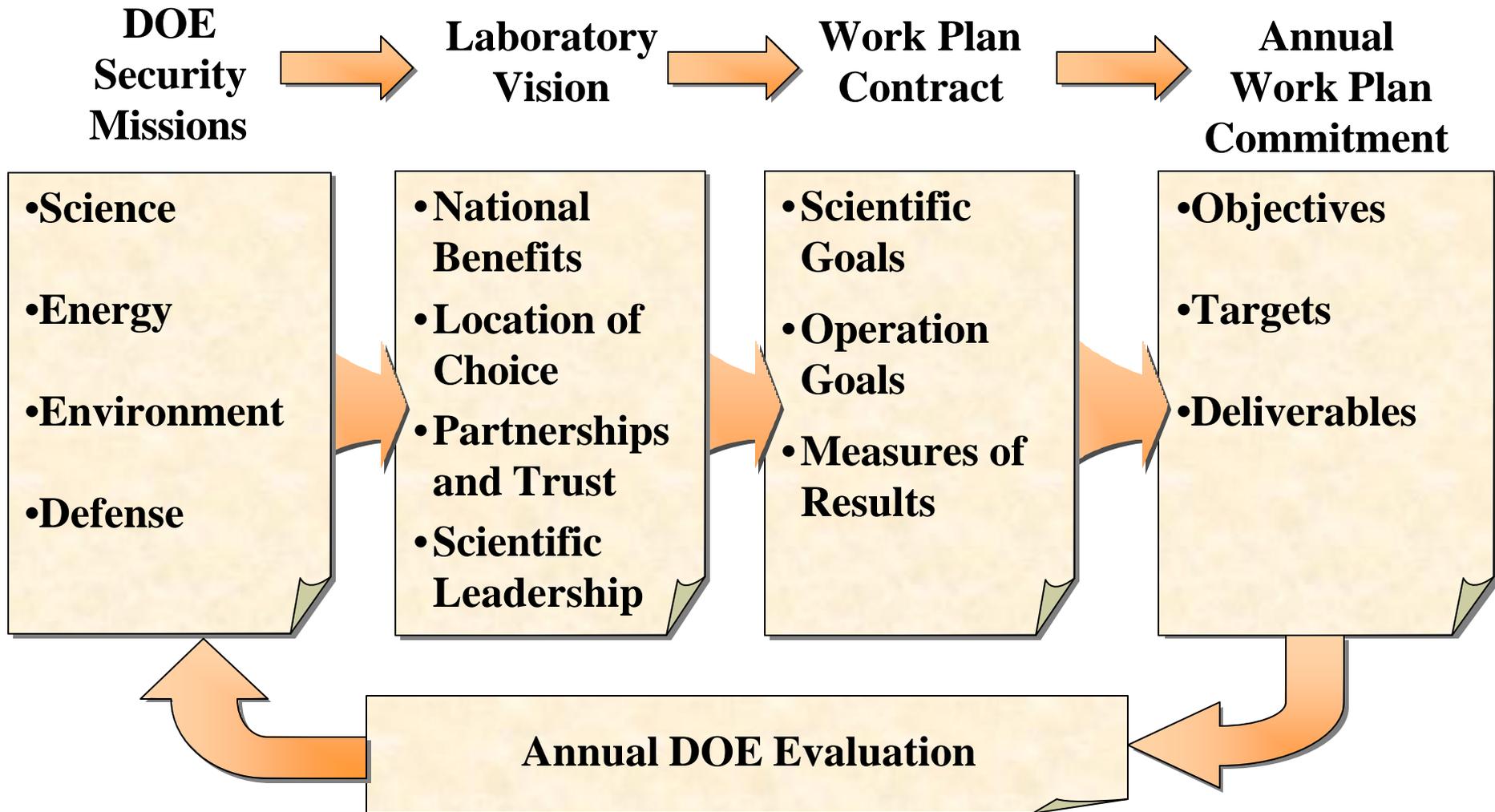
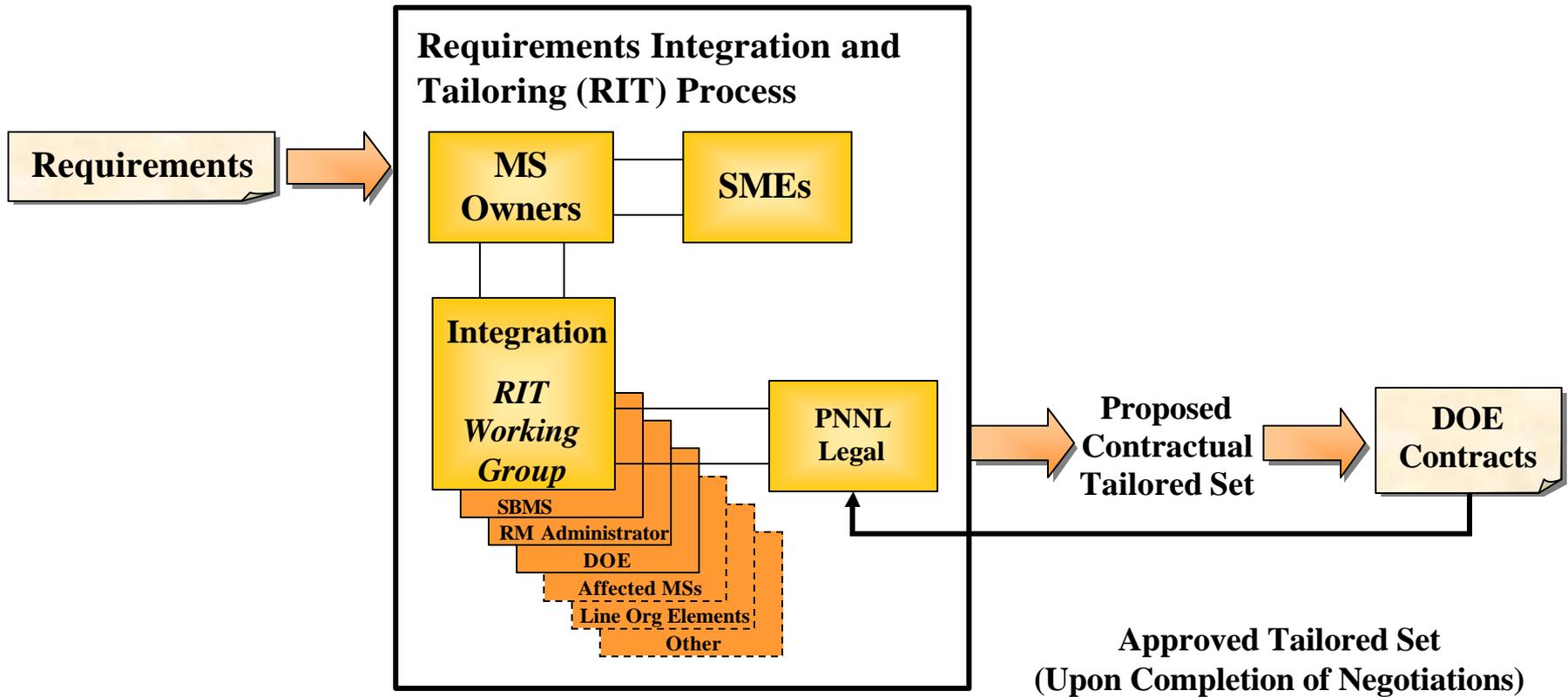


BACKGROUND

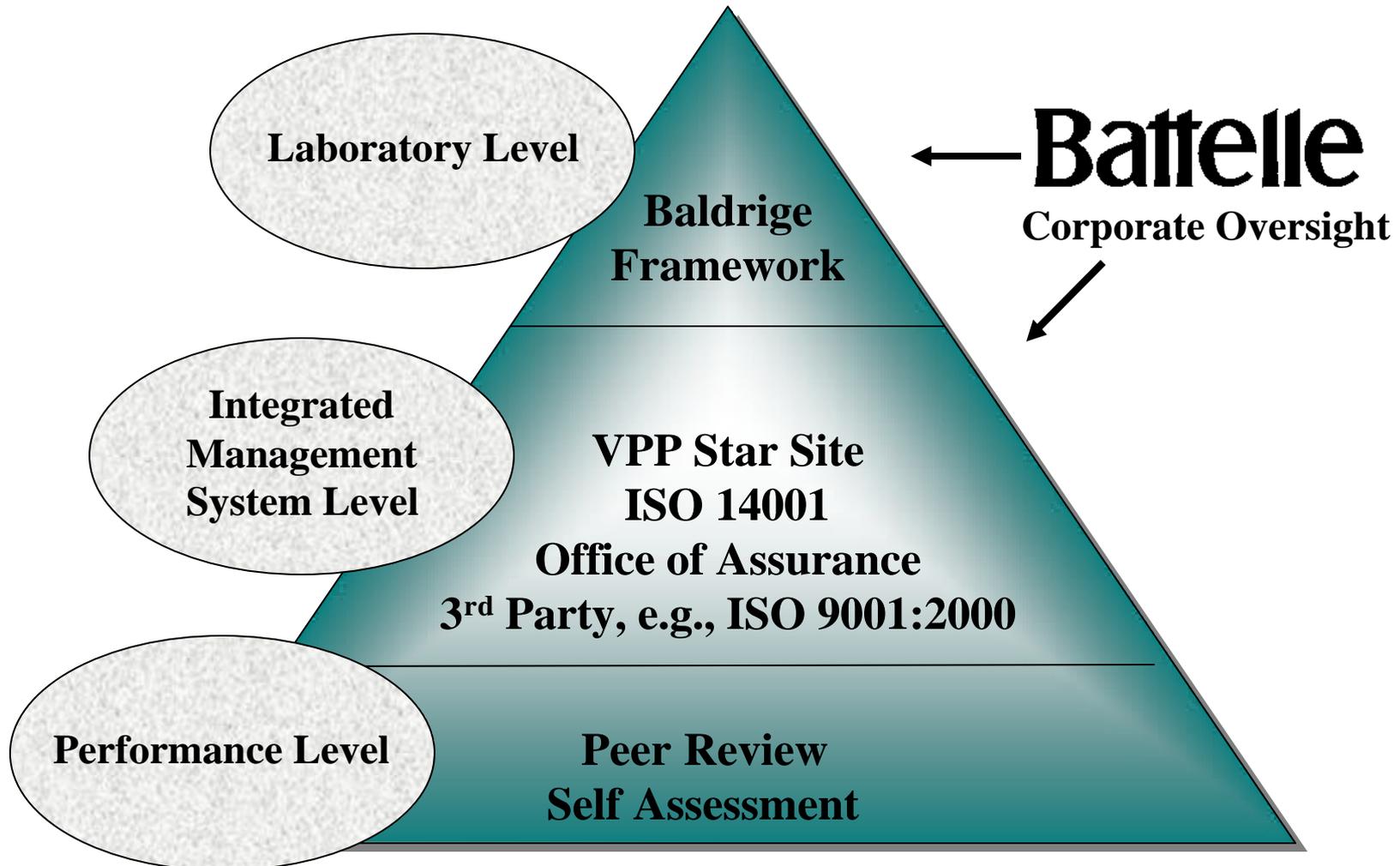
Best Practices Contracting: Key Planning Elements



Example: PNNL's requirements integration and tailoring process



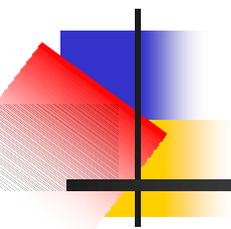
Example: PNNL performance assurance based on national standards and best practices



Example: PNNL streamlined and graded oversight increases effectiveness and efficiency

**DOE supported
External
Standards**

Systems Oversight Responsibility of DOE				
Assurance System Responsibility of Battelle				
Graded Approach	Risk Level	PBM Oversight	Management System Assurance	Guidelines
	High Risk Function	DOE	DOE	Laws & Regulations
	Medium Risk Function	Contractor obtains 3 rd party cert.	Contractor	National Standards
	Low Risk Function	Contractor self-assess		Best Practices



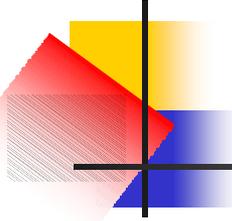
WBS 1.4.2 Business Systems

OneSC Integrated Business System (OSIBS)

OneSC Project Review

October 30 – November 1, 2002

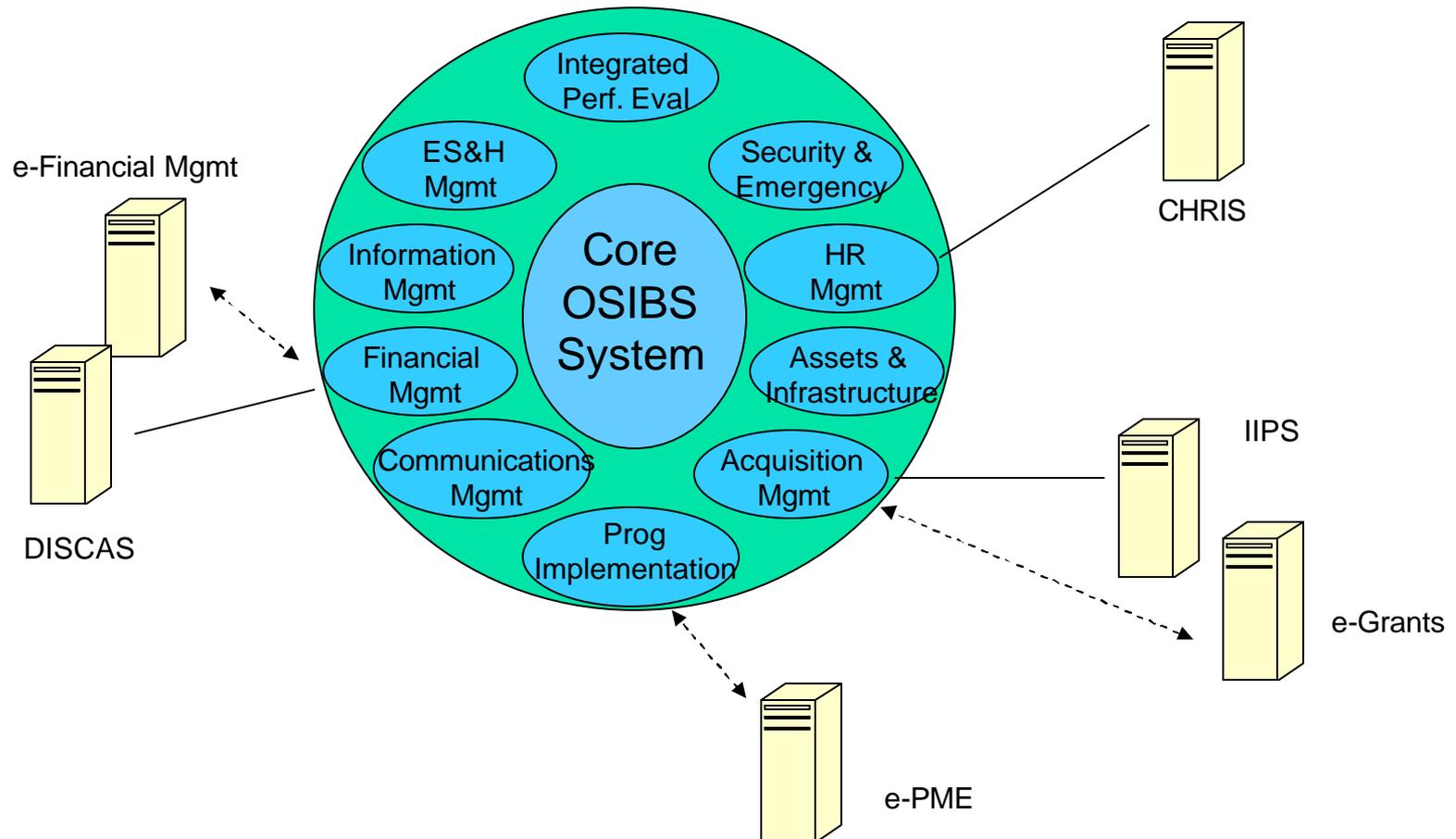
Julie Erickson

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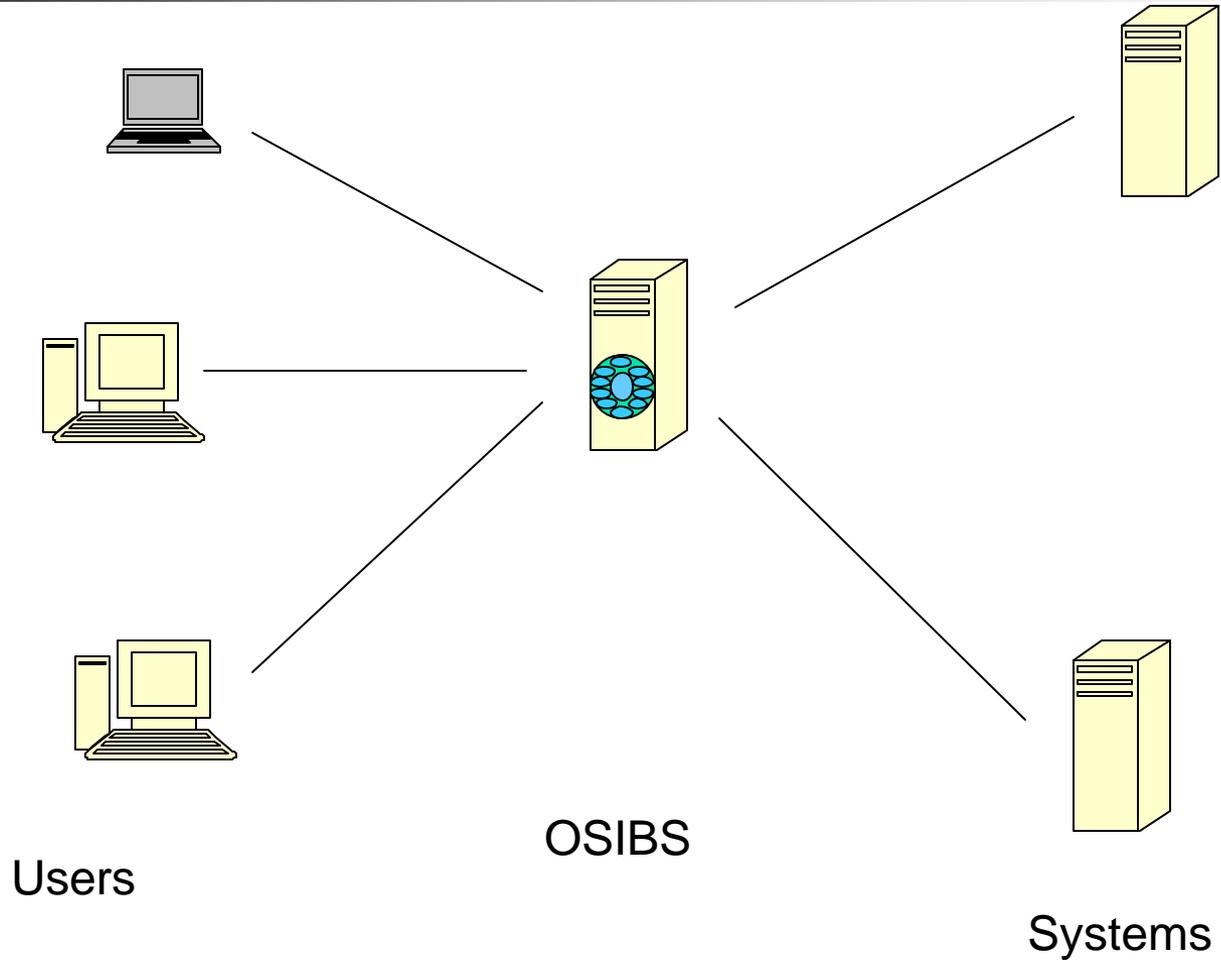
What is OSIBS

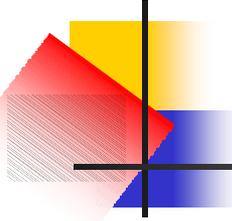
- Describes how federal work will be accomplished to efficiently and effectively complete the SC mission.
- Compilation of Requirements driven SC Business Processes and Systems.
- Provides WEB Based Access to SC business processes, systems.

Conceptual Model



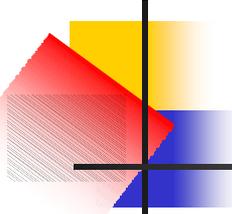
Conceptual Model



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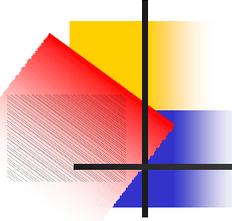
Approach

- Identify Existing Business Processes and use as a baseline
- Link Processes to Requirements
- Identify and fill gaps
- Business Process Reengineering where needed
- Develop Web Based Tool in parallel with Business System Identification and Documentation
- Ongoing Requirements Management
- Leverage off of other OneSC activities
- Utilize ongoing ORBIT efforts



Benefits

AS - IS	TO - BE
Multiple Processes for implementing a requirement (e.g. LDRD)	Integrated Business Processes
Multiple Outdated FRAMs	OSIBS meets FRAM requirement for all SC Offices (HQ and Field)
Limited Requirements Management	Structured Requirements Management
Procedures and Process are Distributed and hard to find	One Stop Shopping
Differing Approaches to meeting crosscutting requirements	Consistent Approach among SC sites in meeting crosscutting requirements

A decorative graphic on the left side of the slide consisting of overlapping colored shapes (red, yellow, blue) and a black crosshair.

Schedule Development

- Master Schedule developed that identifies key Milestones based on OneSC Schedule and Requirements
- Builds on RIMS and ORBIT experience
- Team working to meet deliverables
- Phase II Schedule development is in the planning process

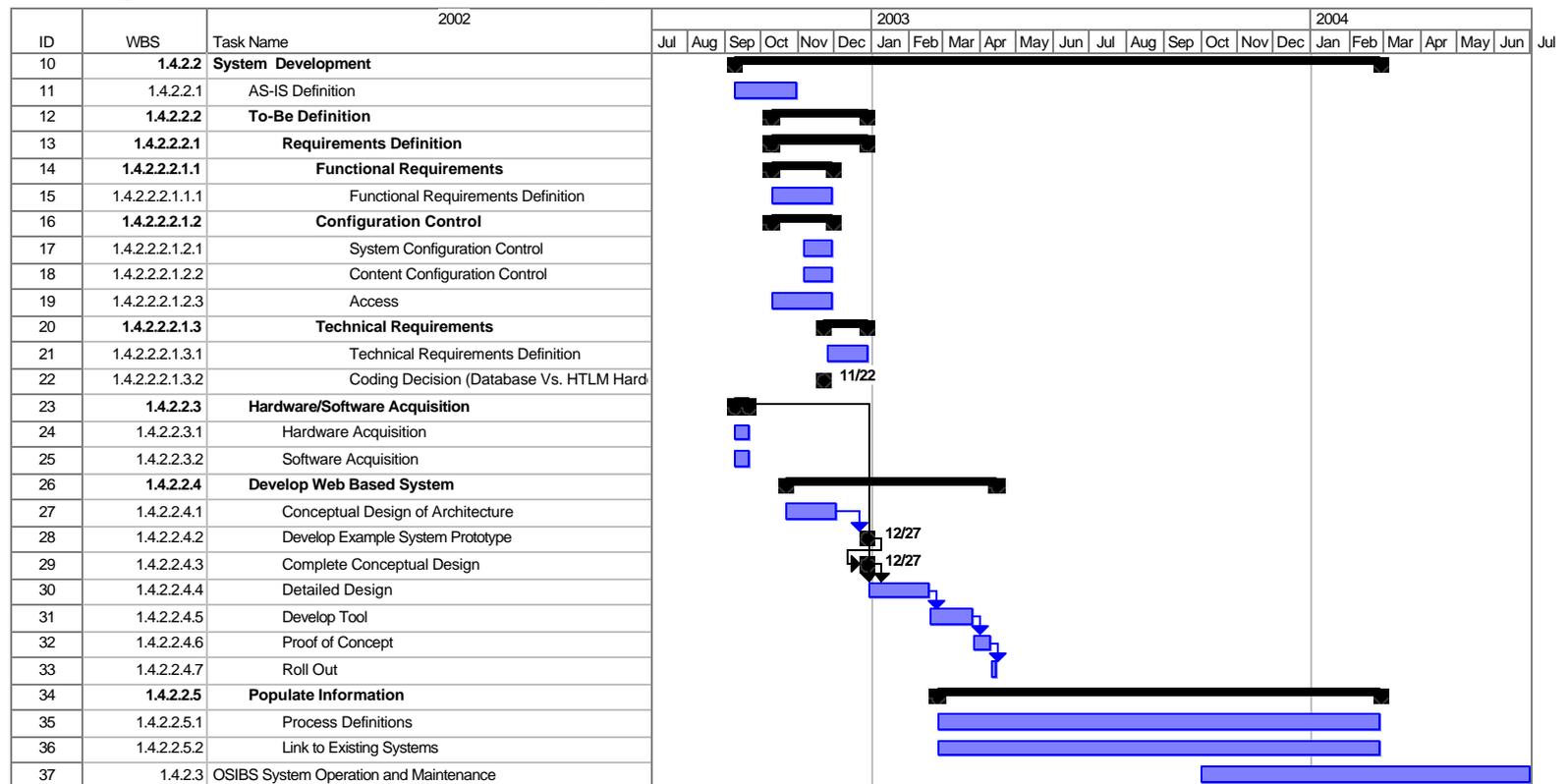
Project Schedule

Management

ID	WBS	Task Name	2002												2003												2004											
			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul											
1	1.4.2	Management of Project	[Gantt bar spanning from July 2002 to July 2004]																																			
2	1.4.2.1	Project Execution Plan	[Gantt bar spanning from July 2002 to July 2004]																																			
3	1.4.2.1.	Scope Definition	[Gantt bar from July 2002 to August 2002]																																			
4	1.4.2.1.	Schedule	[Gantt bar from August 2002 to September 2002]																																			
5	1.4.2.1.	Resource Requirements	[Gantt bar from September 2002 to October 2002]																																			
6	1.4.2.1	Develop Detailed Phase II Plan and Schedule	[Gantt bar from October 2002 to January 2003]																																			
7	1.4.2.1	Establish Core Team	[Gantt bar from January 2003 to February 2003]																																			
8	1.4.2.1	Establish Steering Committee	[Gantt bar from February 2003 to March 2003]																																			
9	1.4.2.1	Contract Management	[Gantt bar from March 2003 to July 2004]																																			

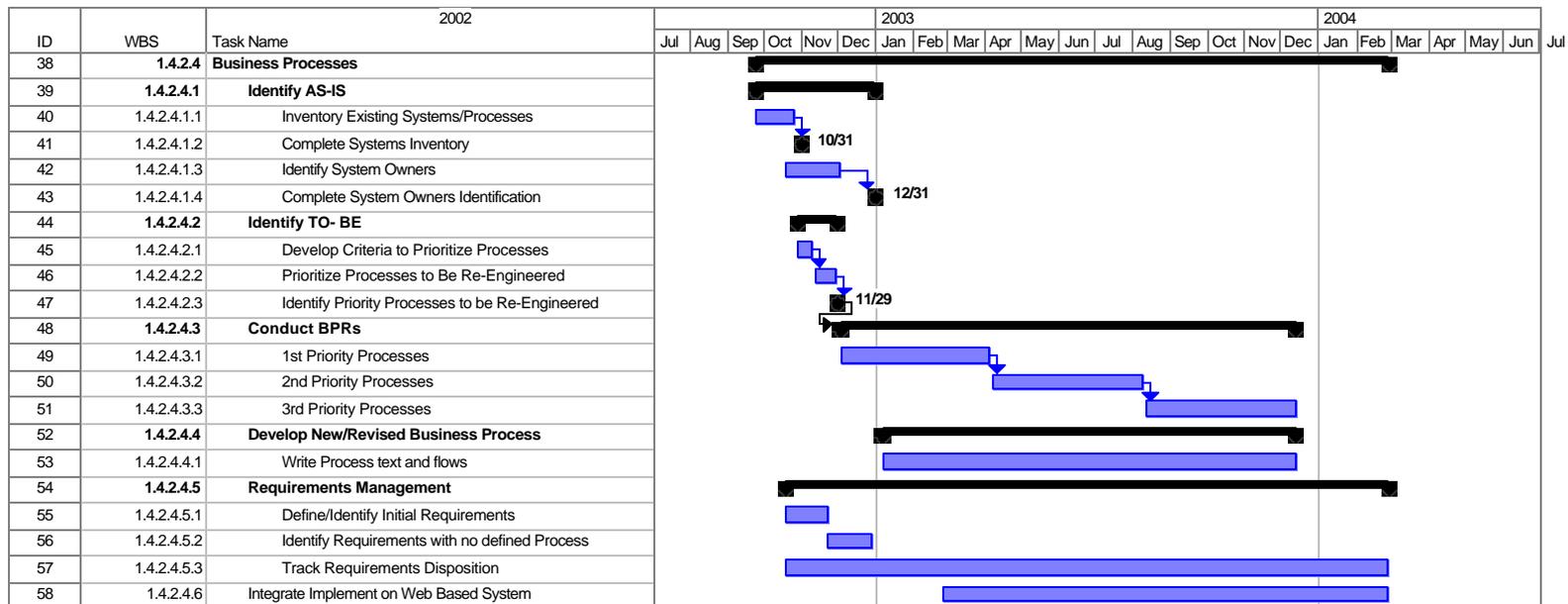
Project Schedule

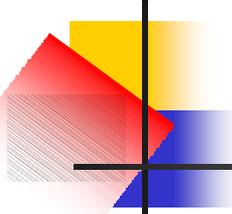
Systems Development and O&M



Project Schedule

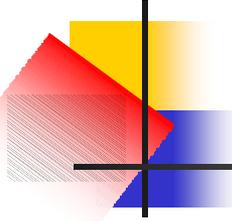
Business Processes



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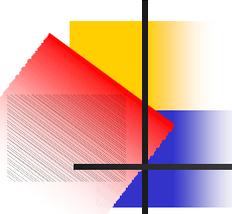
Key Milestones

- Inventory Existing Systems (10/02)
- Develop Conceptual Design of Architecture (11/02)
- Identify Priority Systems for Re-Engineering (11/02)
- Identify Systems Owners (12/02)
- Develop Example System Prototype (12/02)
- Develop Detailed Phase II Plan and Schedule (1/03)

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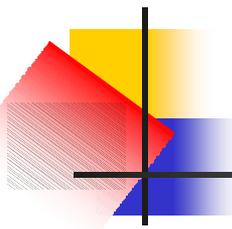
Resource Requirements

- Personnel
 - Team Personnel
 - Business Process Owners
- Costs (ROM)
 - FY 2003 - \$1.2M
 - FY 2004 - \$500K
 - FY 2005 - \$400K
 - FY 2006 - \$400K
 - Etc.

A decorative graphic consisting of overlapping colored shapes: a red triangle, a yellow square, and a blue square, with a black crosshair overlaid on them.

Status

- Team Formation, Steering Committee, Advisory Council
- Completed Systems Definition and Template
- Agreement to Expand ORBIT to SC-Wide Scope
- Completed Systems Inventory
- Project Execution Plan for Phase I Completed
- Drafted PEP for Phase II

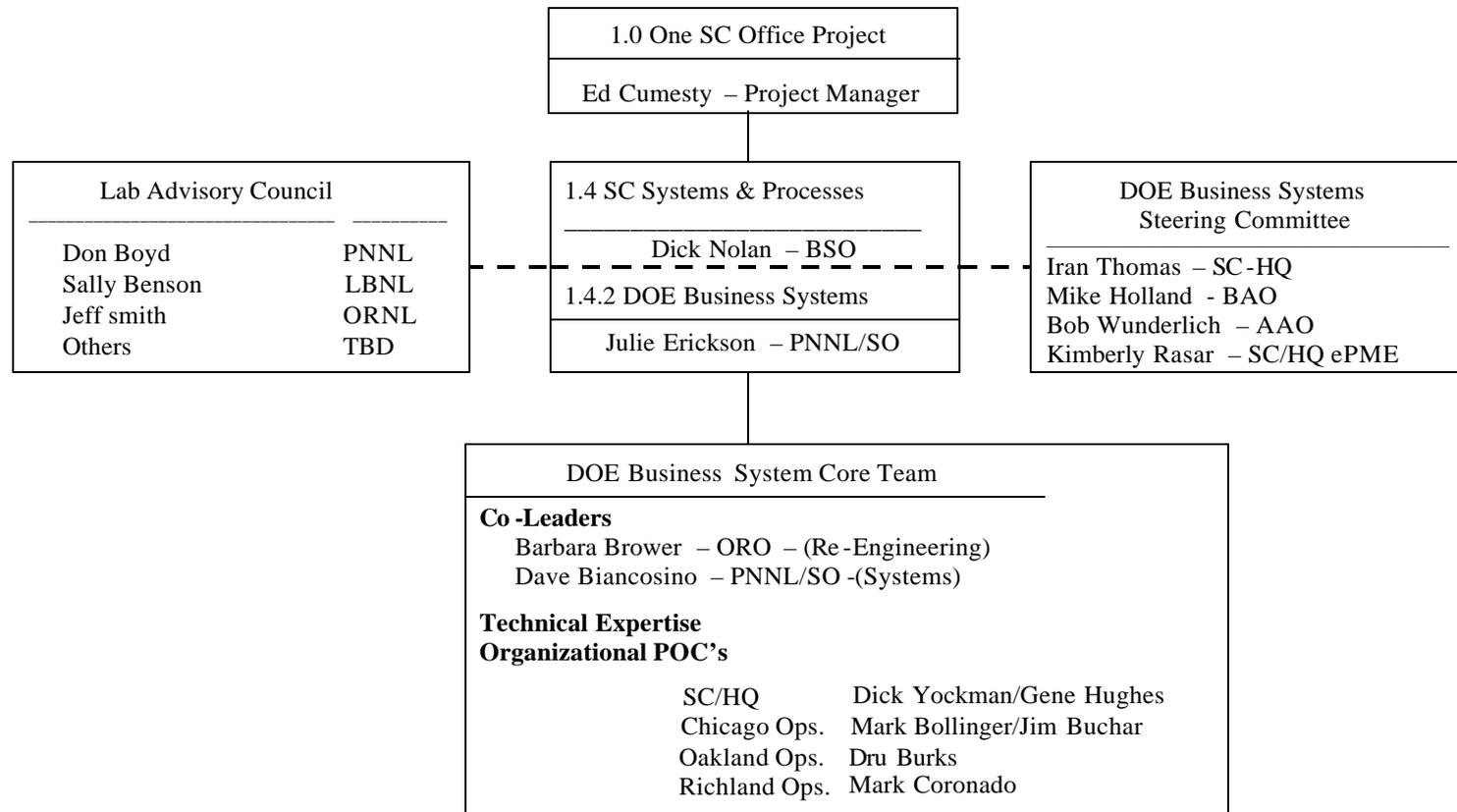
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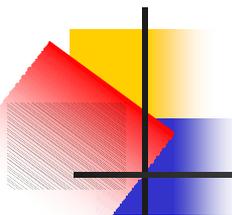
Reporting and Communication

- Weekly Team Reports via Telecom
- Face-to-Face Team Meetings
- Weekly Reporting Back to OneSC Project Team via Telecom
- Monthly Narrative Status
- Working with SC Information Management Strategy and Initiatives
- Coordinating with R2A2 Teams for Input

OSIBS Project:

WBS 1.4.2 DOE Business Systems



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Risks and Issues

- Lack of Understanding and Support for the Utility of OSIBS
- Resistance to Change/Re-Engineering
- Conflicting claims for System Ownership
- Inadequate Resources to Stand-up and Maintain OSIBS on Schedule
- Variety of Different ways of Doing Business Makes Process Integration and Consistency Difficult
- Competing Priorities for Resources



WBS 1.4.2

OSIBS: A Guided Tour

OneSC Project Review

October 30 – November 1, 2002

Julie Erickson

OSIBS Home Page



Acquisition Management System

Search by Term/Word

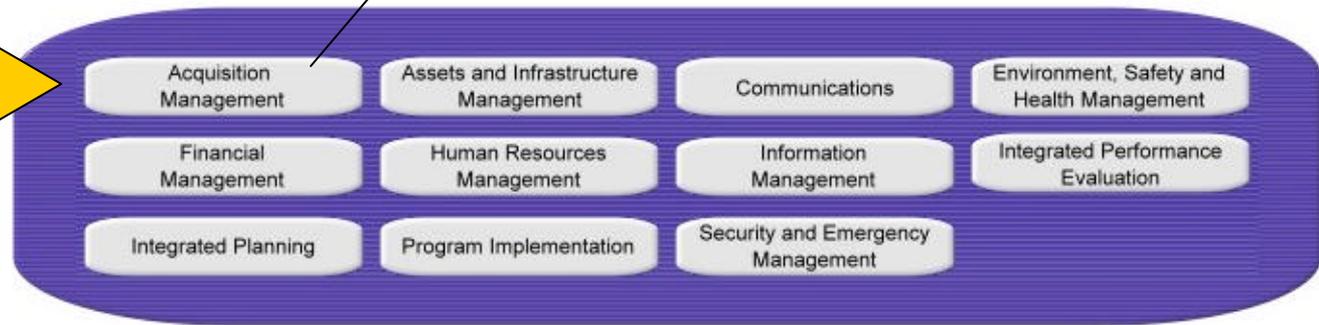
Search

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Management System: highest-level operating and business process; designed to fully support the organization's business model

Acquisition Management Home Page



Think Chart
(PDF)

Acquisition Management



Search by Term/Word

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▶	Policies and Operating Principles
▶	Roles and Responsibilities
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▶	Crosscutting Process Index
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▶	Reports
▶	Program Description Index

System Description

Crosscutting Processes

- Acquisition Planning
 1. Planning and Coordination
 2. Acquisition Plan and Requirements Package
- Solicitation and Award
 1. Solicitation
 2. Source Evaluation
 3. Negotiate & Award
- Contract Management
 1. Contract Startup
 2. Contract Administration
 3. Performance Incentives Development and Evaluation Process
 4. Closeout
 5. Laboratory Directed Research and Development
 6. Work for Others

[Think Chart \(PDF\)](#)



Program Descriptions

- Oversight of Contractor Human Resource Programs

Requirements applying to this management system

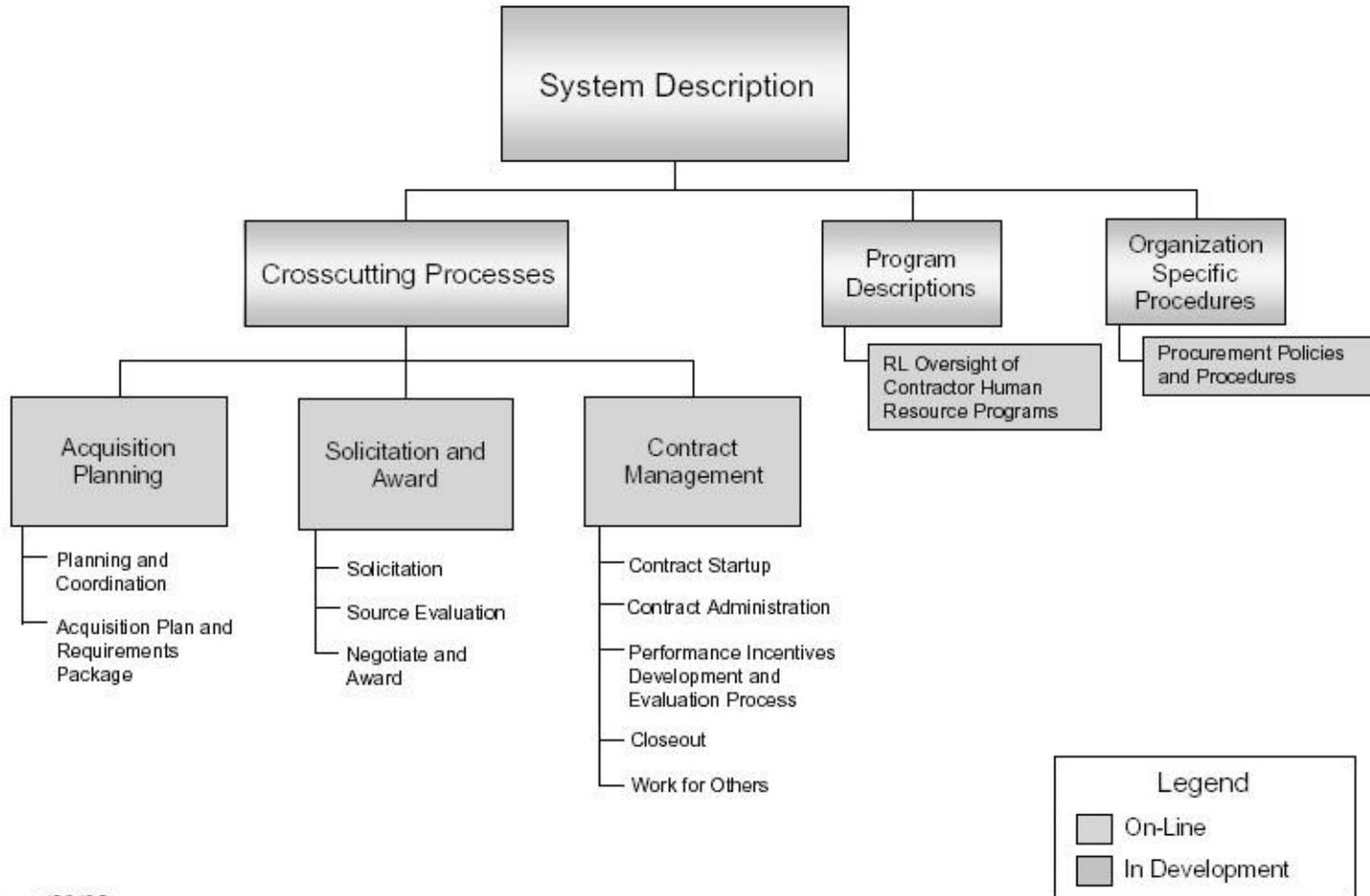
Org-Specific Procedures

- Procurement Policies & Procedures

CO/COR List

Think Chart – Graphical Aid

Acquisition Management



Acquisition Management Home Page

System Description



Acquisition 

System Description

[Think Chart \(PDF\)](#)

Program Descriptions

- Oversight of Contractor Human Resource Programs

Requirements applying to this management system

Org-Specific Procedures

- Procurement Policies & Procedures

CO/COR List

Crosscutting Processes

- Acquisition Planning
 1. Planning and Coordination
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- Solicitation and Award
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 1. Contract Startup
 2. Contract Administration
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 5. [Laboratory Directed Research and Development](#)
 6. Work for Others



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▶ Roles and Responsibilities
▶ Directories
▶ Crosscutting Process Index
▶ Organization Procedures
▶ Tools / Forms
▶ Reports
▶ Program Description Index

Management System Descriptions reflect the management system's purpose, ownership, requirements and drivers, customers, outputs, system operations, and responsibilities.

Acquisition Management System Description

Acquisition Management

Point of Contact:
Support Center Procurement
Division Director

Effective Date: **January 2003**

Point of Contact: [Support Center Procurement Deputy Director](#)

[1.0 Purpose](#) | [2.0 Steward](#) | [3.0 Overview](#) | [4.0 Implementation](#) | [5.0 Requirements](#)

1.0 Purpose

The Acquisition Management System provides direct support to all Operations mission elements for the purchase and delivery of services, materials, equipment, and supplies.

2.0 Management System Steward

The [Support Center Procurement Director](#) is the Acquisition Management System and is responsible for implementing and maintaining it within the OSIBS.

3.0 Management System Overview

Crosscutting Procedure

5. Work for Others

Effective Date

Effective Date: **January 2003**

Point of Contact: [SC WFO Coordinator](#)

Applicability

This information applies to SC staff involved in reviewing and approving Work for Others (WFO) (non-DOE funded work).

Required Procedure

Review and approve WFO (non-DOE funded work) following the steps below. This procedure addresses the process for all contractors. For clarification of the performer, (A) is equivalent to the Pacific Northwest National Laboratory and (B) is equivalent to all other contractors.

Step #	Description	Performer	Support
Step 1	Receive a written/verbal request from the WFO client for a proposal. Note: Major site contractors can also be requested directly by WFO clients to prepare proposals, effectively bypassing steps 1 and 2.	WFO Coordinator (A) or CO (B)	N/A
Step 2	Prepare correspondence and obtain technical concurrence, then	WFO Coordinator (A) or CO (B)	Cognizant Program Manager

Document Controls ensure proper version of document is published at all times

OSIBS Service Directory Listing Excerpt

Service Directory

This directory contains services provided by staff within the extended Office of Science organization.

Point of Contact: [OSIBS Help Desk](#)

Services: | [A](#) | [B](#) | [C](#) | [D](#)

Products: | [A](#) | [B](#) | [C](#) | [D](#)

Requirements:

Acquisition Management Steward

Organizational Role

Service

Management System Champions/Stewards/POCs

Position

Name, Email, Phone

-Acquisition Management Steward

Support Center Procurement Division Director [Barbara Brower](#) (865) 241-8078

-Acquisition Management POC

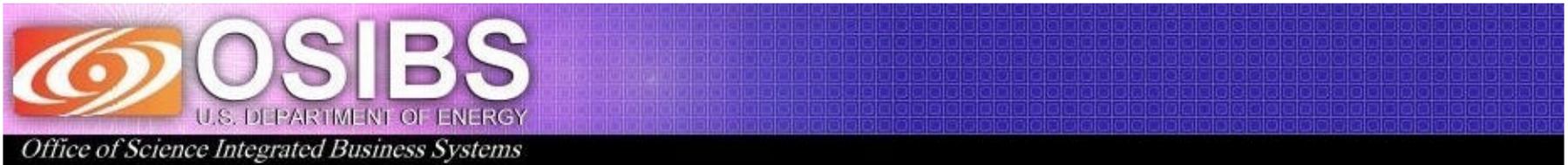
Support Center Procurement Deputy Director [Theresa Hope](#) (865) 241-3451

Current Personnel Information

OSIBS Home Page

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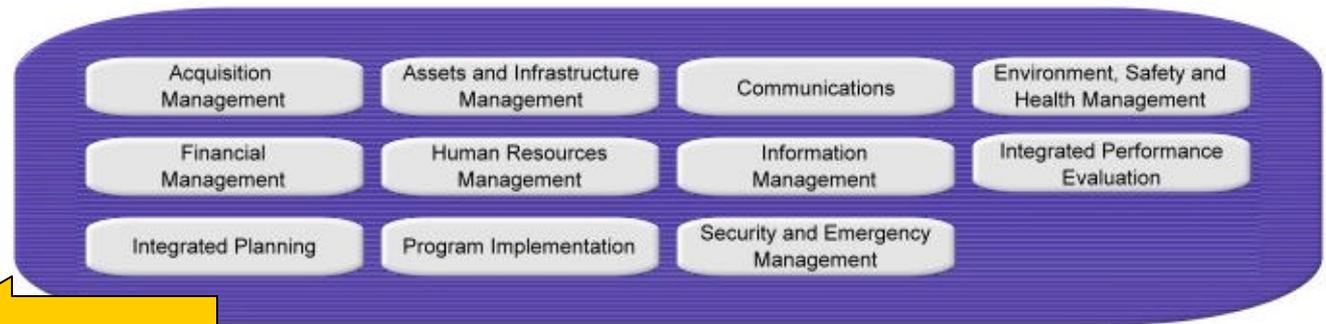
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Management Systems

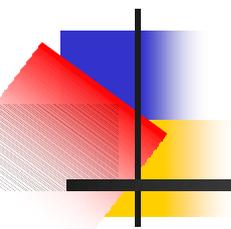
(select management system descriptions for subscription service)

- | | |
|--|--|
| <input type="checkbox"/> Acquisition Management | <input type="checkbox"/> Information Management |
| <input type="checkbox"/> Asset and Infrastructure Management | <input type="checkbox"/> Integrated Performance Evaluation |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Integrated Planning |
| <input type="checkbox"/> DOE Regulatory Inspection & Enforcement | <input type="checkbox"/> Performance Improvement |
| <input type="checkbox"/> Environmental Management System | <input type="checkbox"/> Requirements and Products Management System |
| <input type="checkbox"/> Financial Management | <input type="checkbox"/> Safety & Health Management |
| <input type="checkbox"/> Human Resources Management System | <input type="checkbox"/> Security & Emergency Services |

Crosscutting Processes

(select crosscutting processes for subscription service)

- | | |
|---|---|
| <input type="checkbox"/> Acquisition Management | <input type="checkbox"/> Information Management |
|---|---|



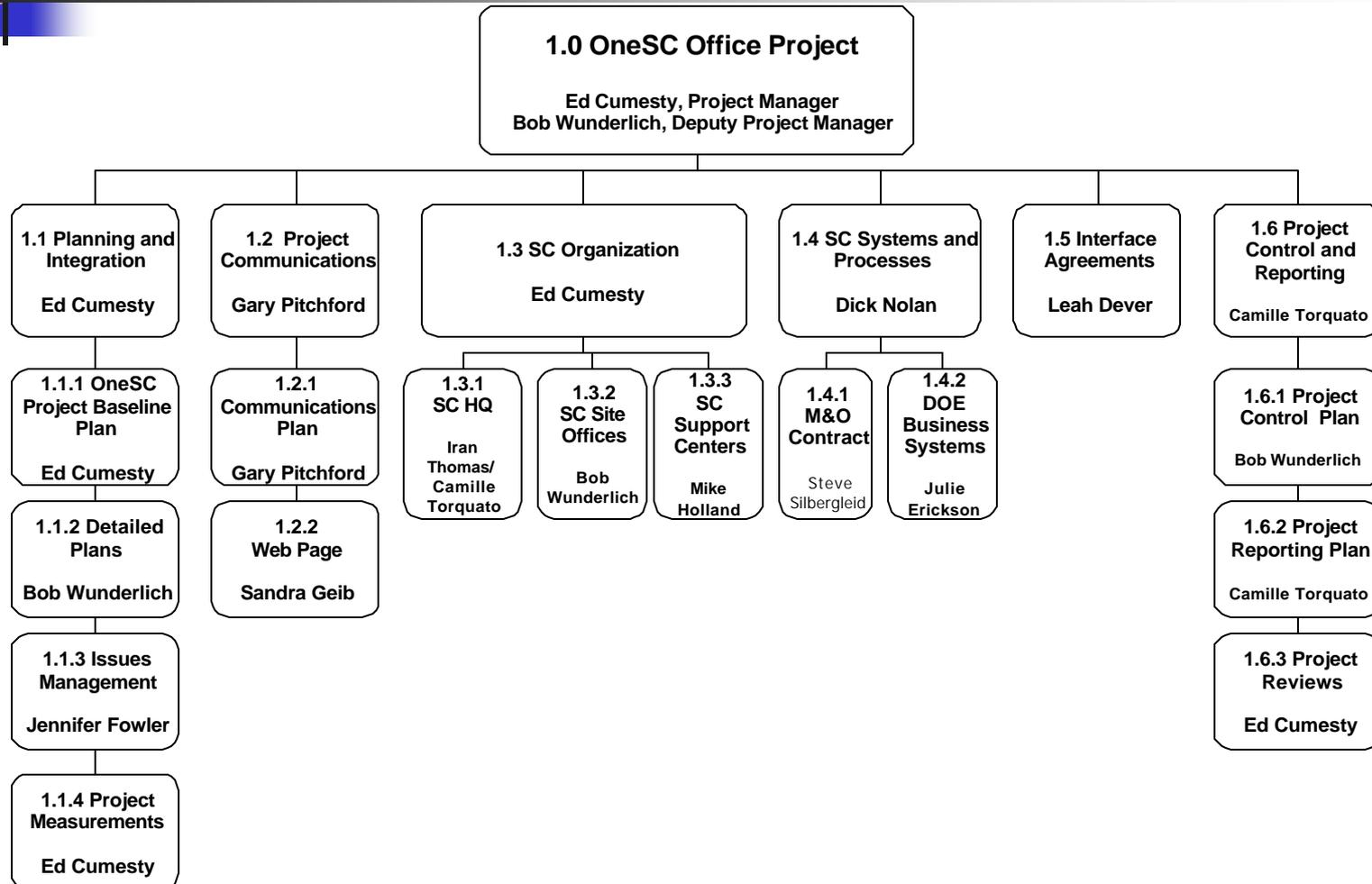
WBS 1.5 Interface Agreements

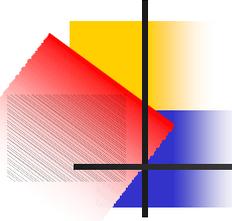
OneSC Project Review

October 30 – November 1, 2002

Leah Dever

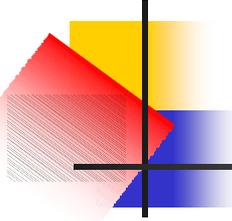
OneSC Work Breakdown Structure





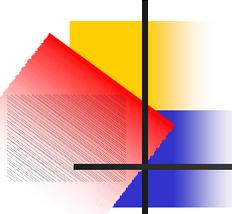
WBS 1.5 Scope

- “Ensure that SC maintains appropriate relationships with other DOE offices and is able to interact with those offices in the best overall interests of the Department.” (Requirement 2.3.15 of 7/22/02 Project Plan)



WBS 1.5 Approach

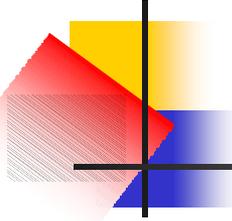
- Review existing interface agreements from HQ, Operations Offices, and Site Offices.
- Determine if modification is necessary to align the organizational interface with the “to be” condition.
- Meet with affected organizations and prepare appropriate agreements.



WBS 1.5 Approach

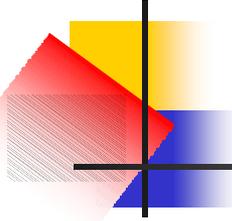
Two types of Interface Agreements:

1. PSO to PSO: High level understanding on the use of Support Centers and/or Site Offices.
2. PSO to Support Centers or Site Offices: Specific support requirements; may reference or annex PSO agreements; signed by Support Centers or Site Offices, as appropriate.



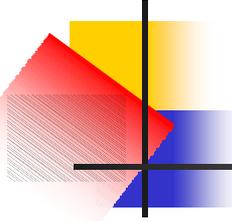
WBS 1.5 Schedule

- Identify “as is” agreements (9/20/02).
- Identify “as is” agreements that need revision (9/23/02).
- Identify new agreements to align with “to be” condition (10/11/02).
- Complete required interface agreements for Phase I (11/15/02).



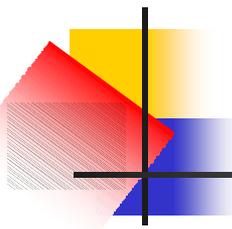
WBS 1.5 Resources

- Two member-team:
Leah Dever (Lead)
Van Nguyen



WBS 1.5 Progress

- Collected existing agreements (see next slide).
- Identified required agreements for Phase I.
- Identified existing agreements to be revised in Phase II.
- Held interface meetings with major program offices (NNSA, EM, NE, EE, RW, FE).
- Work in progress on an agreement with EM concerning staffing issue for the PNNL Site Office.



Existing “As Is” Agreements

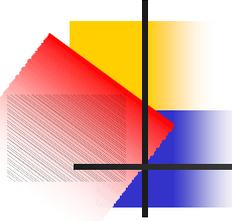
- Service Arrangement – ORO/Y-12/NNSA
- MOA for HFIR – SC/NE/ORNL Site Office
- MOA for Bldg. 3047 – NE/EM
- MOA for REDC – SC/DP/NE/ORNL Site Office
- MOA for AMEM Activities – AMEM/ORNL Site Manager
- MOU – ANL/NBL
- Roles and Responsibilities for MOX Fuel Project – MD/CH

WBS 1.5 Summary of Initial Discussion with PSOs

Program	Contact	Comments
EE	J. Sullivan	Expect to increase use of Golden, CO office support
EM	M. Frei	Will review (work-in-progress)
FE	M. Singer	No major changes at this time

WBS 1.5 Summary of Initial Discussion with PSOs

Program	Contact	Comments
NE	O. Lowe	Will Review (work-in-progress)
RW	R. Milner	Due to decreased reliance on NV, anticipating need for TBD support from CH/OR (work-in-progress)
NNSA	T. Przybylek	Will Review (work-in-progress)



WBS 1.5 Issues/Risks

- Uncertainty in EM commitment to complete PNNL site office staffing realignment agreement by 11/15/02.
- Draft agreement may be sufficient, however, for completion of Phase I.
- Final agreement appears achievable for the December or January timeframe.



WBS 1.6 Project Control and Reporting

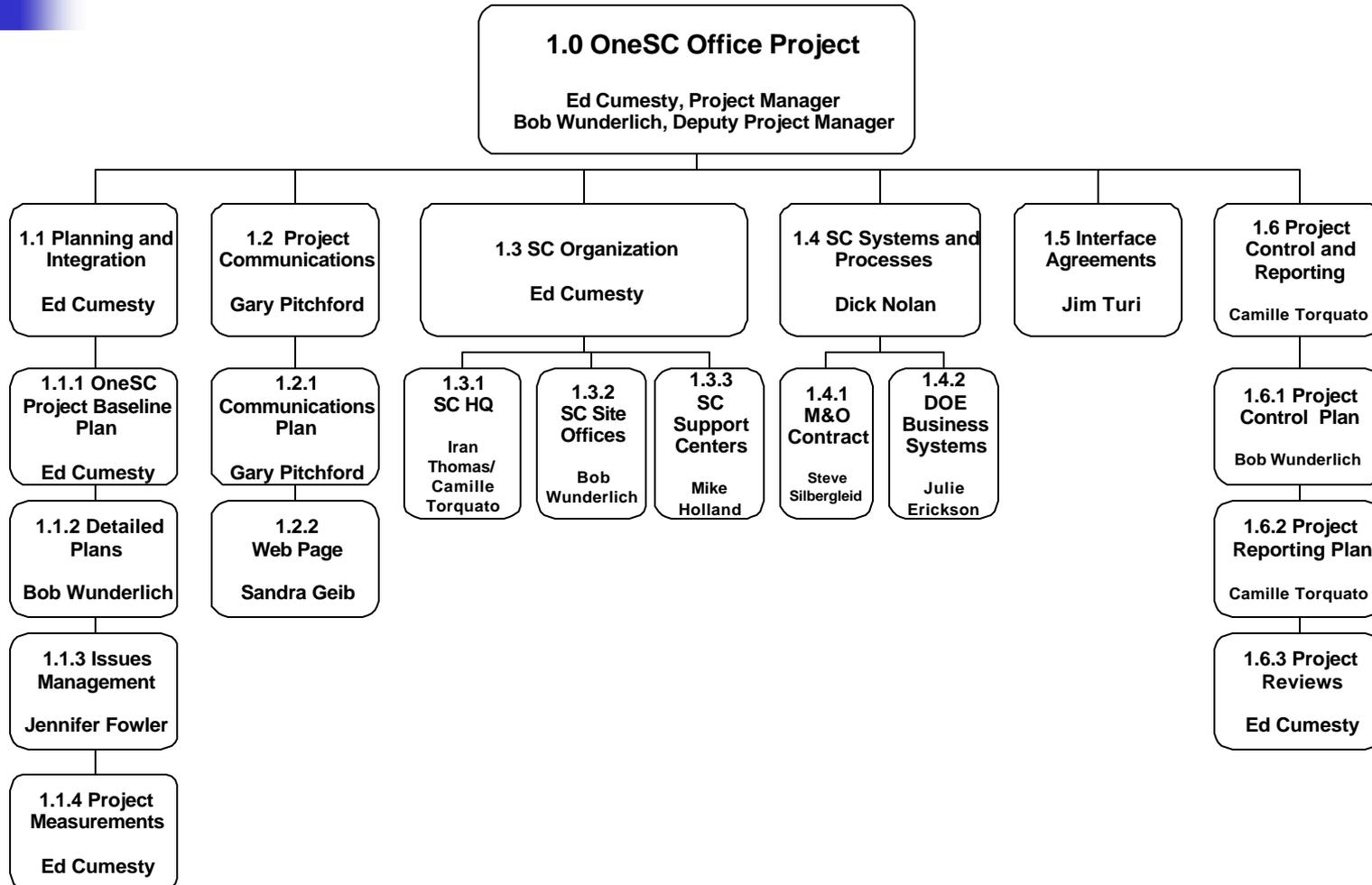
OneSC Project Review

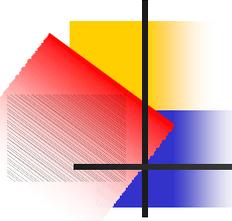
October 30 – November 1, 2002

Bob Wunderlich

Deputy Project Manager

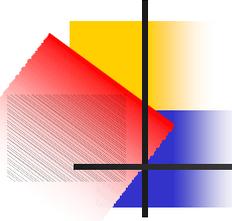
OneSC Work Breakdown Structure





WBS 1.6 Project Control and Planning

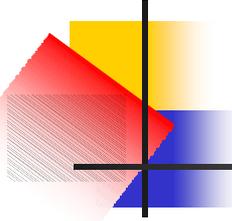
- WBS 1.6.1 Project Control Plan
- WBS 1.6.2 Project Reporting Plan
- WBS 1.6.3 Project Reviews



WBS 1.6.1

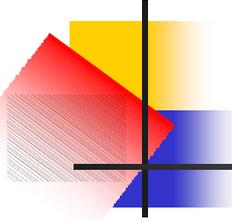
Project Control Plan Background

- Section 6.0 of the OneSC Project Plan discusses Project Baseline Approval and Change Control Process
- Section 4.0 of the OneSC Project Plan contains a description of the Project scope, schedule and cost
- OneSC Project scope, schedule, and cost baseline was approved on July 22, 2002
- Baseline Change Control is the formal mechanism for managing and administering Baseline Changes
- One Level 2 Baseline Change was approved by the Project Manager.



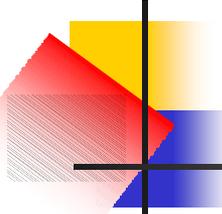
WBS 1.6.1 Project Control Plan Change Approval Authority

- Very basic change control process in place
- Two defined levels of change authority:
 - Project Sponsor (customer) SC-1
 - Level 1 of the WBS (scope, schedule, costs)
 - OneSC Project Manager
 - Level 2 of the WBS (scope, schedule, costs)
- OneSC Project Manager can delegate lower level changes of the WBS
 - documentation of the delegation is needed
 - no additional delegation has been needed



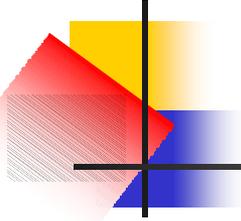
WBS 1.6.1 Project Control Plan Change Proposals

- Written statement of the change
- Evaluation of the change on project scope, cost, and schedule and impacts
- Recommendation from the Manager proposing the change, including impacts and other options evaluated
- Approval signature



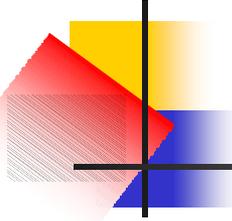
WBS 1.6.1 Project Control Plan Project Plan - Revision 1

- No changes in overall direction or approach
- Proposing official was Deputy Project Manager
- Reflects more complete planning
 - WBS 1.1.4 "Project Measurements" added
 - WBS 1.5 "Interface Agreements" added
 - Appendix F "Master Schedule" added
 - Edit to Section 2.1 "Desired End State"
 - . . . "a well managed, **diverse**, responsive, and accountable federal organization."



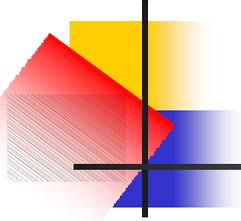
WBS 1.6.1 Project Control Plan Project Plan - Revision 1

- OneSC Project Plan changes were approved on September 30, 2002
- Revised OneSC Project Plan placed on web site with summary of all the changes



WBS 1.6.2 Project Reporting Plan Background

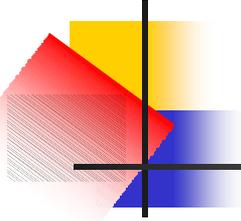
- Section 7.2 of the OneSC Project Plan discusses project reporting
- Monthly written status report includes:
 - schedule performance against the baseline plan
 - scope performance against the baseline plan
 - cost performance against the baseline plan
 - significant variances against baseline plan
 - any actions to correct a significant variance
 - any approved baseline changes at WBS Level 1 or 2
 - any risk factors that jeopardize the project baseline



WBS 1.6.2 Project Reporting Plan

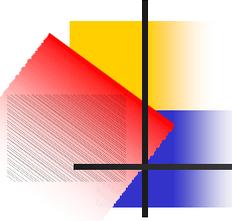
Periodic Reporting

- Daily emails among Project Participants
- Weekly Project Conference Calls concerning status and issues
- Monthly written Project Status Reports
- Monthly multi-day Project Meetings
 - focused meeting topics and detailed agendas
 - meeting minutes developed (decisions and direction)
- Monthly meetings with Project Sponsor concerning status and issues



WBS 1.6.3 Project Reviews Background

- Section 7.3 of the OneSC Project Plan discusses Project Reviews
- SC Construction Management Support Office review process is to be used:
 - charge letter
 - reviewers include knowledgeable experts and peers
 - constructive approach to issues identification
 - written report with summary of status and key issues
 - phase I is only 4 months in duration, so only one review is practical



WBS 1.6 Project Control and Reporting Issues

- No issues with Baseline Change Control Process
- No issues with Project Reviews
- No issues with Project Reporting process
- Project reporting has identified minor concerns with meeting Project Schedule:
 - interface issues and approvals (work-arounds needed)
 - uncertainty associated with how much communication is needed for roll-out of proposed re-structured organization (sponsor's call)