



Department of Energy
Office of Science
Washington, DC 20585

January 21, 2022

Dr. Paul K. Kearns
Director
Argonne National Laboratory
9700 South Cass Avenue
Argonne, Illinois 60439-4832

Dear Dr. Kearns:

It is a pleasure to inform you that the University of Chicago Argonne, LLC (UC-A) at the Department of Energy (DOE) Argonne National Laboratory (ANL) has successfully completed the DOE Earned Value Management System (EVMS) Acceptance Review process. As a result of the independent surveillance review conducted and the corrective actions proposed and taken by UC-A, it has been determined that the EVMS continues to meet the requirements of the Electrical Industries Alliance (EIA)-748.

To verify EVMS compliance, an independent surveillance/EVMS acceptance review was conducted on August 17-19, 2021. The three-day virtual surveillance review was hosted by the Argonne National Laboratory (ANL).

During the review, the surveillance committee identified one Corrective Action Request (CAR) and twelve Continuous Improvement Opportunities (CIO/CIO*). CIO*s are not strict requirements but would improve the EVMS system and require a corrective action plan.

Corrective Action Request (CAR)

CAR-01 For the Advanced Photon Source Upgrade (APS-U) project, produce supplemental reports for control accounts over the 15% level-of-effort threshold per the EVM System Description (EVM-SD) and provide to Control Account Managers (CAM) for performance visibility. (Guideline 12)

*Continuous Improvement Opportunities (CIO*s*/CIOs)*

CIO-01 Include all control accounts in the Responsibility Assignment Matrix for CAM ownership and accountability. (Guideline 3)

- CIO-02 Consider revising EVM-SD language in section 2.4, Project Execution Plan (PEP), which states, “The PEP is a controlled living document that is revised throughout the project lifecycle, as the project scope, budget and schedule changes.” (Guideline 1, 2)
- CIO-03 Consider revising EVM-SD language in section 2.7, Training, which states, “At a minimum, EVMS training requires that UC-A project managers and CAMs read the current version of the EVM-SD and complete EVMS training when first associated with a project.” (Guideline 3)
- CIO-04 Consider providing additional CAM training on the definition and use of the term “freeze period”. (Guideline 29)
- CIO-05 Consider clarifying the scope definitions in the Electrical Capacity and Distribution Capability (ECDC) project Work Breakdown Structure (WBS) and WBS dictionary to remove the use of the word “miscellaneous”. (Guideline 10)
- CIO-06 For APS-U, add coding to the Other Project Cost (OPC) work packages and planning packages in the schedule in order to easily designate OPC from the Total Estimated Cost (TEC) and have this information available in the Corrective Action Plan. Add columns in the Project Change Request (PCR) log to track the contingency and its usage for OPC and TEC separately. (Guideline 8)
- CIO-07 As a best practice, reflect the current contractor estimated finish dates in the ECDC forecast schedule in order to stay in sync with critical path analysis. Alternatively, explain why the contractor’s dates are not used. (Guideline 6)
- CIO*-08 Update ECDC Work Authorization Documents (WADs) within 30 days of processing a change request per Work Authorization Procedure, EVMP.003. (Guideline 6)
- CIO*-09 Approve APS-U Variance Analysis Requests (VARs) prior to calendar month end. (Guideline 23)
- CIO-10 Control retroactive changes on APS-U project. (Guideline 30)
- CIO-11 Specify which month (calendar or fiscal) is used for the “implementation date” on the PCR form. Consider using a consistent period across all projects (APS-U uses calendar month, ECDC uses fiscal month). (Guideline 28)
- CIO-12 Add the PCR approval deadline (second business day of calendar month) to the EVM-SD or provide CAMs a detailed EVMS calendar that shows the cutoff dates for PCR approval. (Guideline 28)

UC-A provided a Corrective Action Plan dated November 2021 to address the CIOs/CIO*s. The actions proposed and undertaken by UC-A in the Corrective Action Plan are acceptable.

OPA urges you to continue to maintain the high level of compliance that your staff demonstrated to the EVMS surveillance committee during the on-site review process to ensure continuing EIA compliance and valid EVMS certification.

Sincerely,

Kurt W. Fisher
Director
Office of Project Assessment

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