

Critical Analysis Team Report on Configuration Management

11 October 1999

CAT Report Number 12

The Critical Analysis Team has conducted a series of interviews of personnel and reviews of schedules, procedures and control documentation. Based on this review, the CAT recommends the actions outlined below. These would ensure that roles and responsibilities and procedures are comprehensive and effective in organizing and integrating the three silos projects.

The CAT has found that:

- Silos Team members have differing understanding of roles, responsibilities, and authorities. The Silos Project Organizational Chart (dated September 29, 1999) does not have a consensus across the silos project management team.
- The organizational charts are not supported by position descriptions defining roles, responsibilities, interfaces and authority.
- While the Silos Project Facility/Land Use Allocation Procedure is a good beginning, the Silos Project does not have a comprehensive set of procedures governing the integration of the three silos projects.

Recommendations

- Recommendation 12-1:** The organizational structure for the Silos Project must be finalized, approved and communicated to project personnel by the end of October. This must include position descriptions containing definition of roles, responsibilities, interfaces, and authority. The approved organizational structure and position descriptions must be reinforced and used on a daily basis by management.
- Recommendation 12-2:** The Silos Project Facility/Land Use Allocation Procedure should be finalized and enforced by the end of October.
- Recommendation 12-3:** Procedures governing change board processes for altering project baselines both during design and in the field should be developed and implemented as soon as possible.

Recommendation 12-4: The following items should be pursued by upper silos management and addressed in a plan by November 15th:

- **Silos Project procedures:** This includes preparation, issuance, field validation and training.
- **Overview Project Monthly Status Report:** Completion of accurate reports that comprehensively interpret schedule and cost status and identify corrective actions.
- **Develop FDF Team of experts to explain/defend FS/PP:** This includes identification, training and conducting dry-runs. DOE should use this team of experts as resource people in public meetings.
- **Perform Internal Audits and Appraisals:** This includes identifying audit teams, areas to be audited, overiewing checklist development, overiewing audits, reviewing results, identifying corrective actions and tracking to closure. Also, implementing programs for routine construction photos/videos.
- **Action Item Lists:** Overview preparation and maintenance of computerized silos action items list, ensure action items are entered into computerized system, assure identification of responsible person and completion dates, and track to closure.
- **Claims control:** Developing claims avoidance/claims control classes and auditing for implementation.
- **Develop plan for project turnover:** Verifying completion of construction and procurement, planning and performing walkdowns, completing ORR's and providing a documentation package (as-builts, vendor data, equipment value, maintenance manuals, operating manuals).