

United States Government

Department of Energy

Oak Ridge Office

memorandum

DATE: June 10, 2011

REPLY TO

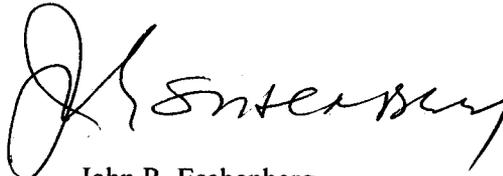
ATTN OF: EM-92:Doughty

SUBJECT: **EM PROCEDURE EM-1.1, REVISION 5, "SITE CHANGE CONTROL BOARD" - APPROVED**

TO: Environmental Management Staff, EM-90

The subject EM procedure EM 1.1, Revision 5, "Site Change Control Board" see attached, is issued for your use. Please read and familiarize yourself with it. It will be placed onto the Office of Environmental Management's Office Policies and Procedures Webpage, see <http://www.oakridge.doe.gov/External/Default.aspx?tabid=120>, as soon as possible and will be available there for future reference.

If you have any questions or if we can be of any further assistance, please contact me at (865) 576-0742 or Karen Doughty at (865) 576-8787.



John R. Eschenberg
Assistant Manager for
Environmental Management

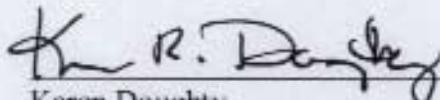
Attachment

**Department of Energy
Oak Ridge Office
Environmental Management
Procedure**

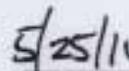
Site Change Control Board

**EM-1.1
Revision 5**

Prepared:

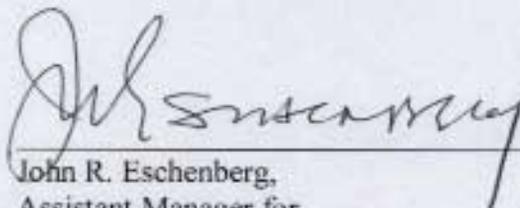


Karen Doughty,
Planning and Baseline Management Division

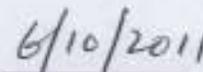


Date

Approved:



John R. Eschenberg,
Assistant Manager for
Environmental Management



Date



EM Environmental Management

safety ♦ performance ♦ cleanup ♦ closure

Table of Contents

Acronyms	3
1.0 PURPOSE.....	4
2.0 SCOPE.....	4
3.0 REFERENCES.....	4
4.0 RESPONSIBILITIES	4
4.1 MEMBERSHIP.....	4
4.2 MEMBERSHIP RESPONSIBILITY	4
4.3 EM-SCCB CHAIRPERSON	5
4.4 EM-SCCB MEMBERS.....	5
4.5 EM-SCCB SECRETARY	5
4.6 PORTFOLIO FEDERAL PROJECT DIRECTORS (PFPD).....	6
4.7 PROJECT/PROGRAM MANAGERS.....	6
5.0 PROCEDURE	7
5.1 RECEIPT AND DISTRIBUTION OF BCPs	7
5.2 BOARD MEETINGS.....	8
5.3 INTEGRATED EM LIFE CYCLE PROGRAM BASELINE (LCB).....	8
5.4 EM-SCCB CHANGE PROPOSAL.....	9
6.0 RECORDS.....	9
7.0 ATTACHMENTS	10
APPENDIX A: Baseline Change Control Thresholds	11
APPENDIX B: Delegation Memo.....	12
APPENDIX C: EM-SCCB Membership	14
APPENDIX D: BCP Check Sheet.....	15

Acronyms

AE	Acquisition Executive
AM	Assistant Manager
AMEM	Assistant Manager for Environmental Management
B/A	Budget Authority
BCP	Baseline Change Control
CAP	Capital Asset Project
CFO	Chief Financial Officer
CO	Contracting Officer
COR	Contracting Officer's Representative
DOE	U. S. Department of Energy
EM	Environmental Management
EMATS	Environmental Management Action Tracking System
EMAAB	Environmental Management Acquisition Advisory Board
FPD	Federal Project Director
GFS&I	Government Furnished Services and Items
HQ	Headquarters
IPT	Integrated Project Team
LCB	Lifecycle Baseline
OR	Oak Ridge
ORO	Oak Ridge Office
ORR	Oak Ridge Reservation
PBS	Project Baseline Summary
PBMD	Planning and Baseline Management Division
PFPD	Portfolio Federal Project Director
PEP	Project Execution Plan
PM	Project Manager or Program Manager
SAE	Secretary Acquisition Executive
EM-SCCB	Site Change Control Board
WBS	Work Breakdown Structure

1.0 PURPOSE

The purpose of the Oak Ridge (OR) Environmental Management (EM) Program Site Change Control Board (SCCB) is to provide appropriate management of changes to the EM schedule, cost, and technical baseline. The EM-SCCB is applicable to all projects managed or coordinated by OR Contractors.

2.0 SCOPE

This procedure applies to all OR Project Baseline Summaries (PBS).

Changes to the following are subject to review and approval by the EM-SCCB:

- [1] The contents of this procedure
- [2] The scope and schedule baseline
- [3] The Project Summary Work Breakdown Structure (WBS)
- [4] The EM total estimated cost for each individual fiscal year or life cycle costs for each PBS
- [5] Project milestones
- [6] Performance Measures

3.0 REFERENCES

DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets, dated November 29, 2010.

4.0 RESPONSIBILITIES

The EM-SCCB shall have approval authority to manage the changes identified in Section 2.0, except as noted in Appendix C. When a proposed baseline change requires Department of Energy (DOE) Headquarters (HQ) or Acquisition Executive approval per the applicable Project Execution Plan (PEP), the EM-SCCB Secretary shall coordinate the request for HQ's approval after the EM-SCCB has concurred.

4.1 MEMBERSHIP

Membership in the EM-SCCB is shown in Appendix C. Responsibilities are addressed below. Alternates for the primary board members shall be appointed to serve in the member's absence.

4.2 MEMBERSHIP RESPONSIBILITY

All members of the EM-SCCB or designated alternate may make recommendations regarding actions and shall participate in the disposition of change actions.

4.3 EM-SCCB CHAIRPERSON

The EM-SCCB Chairperson shall be responsible for:

- 4.3.1** Presiding over the EM-SCCB meetings;
- 4.3.2** The final disposition decision of EM-SCCB change actions unless otherwise delegated.

4.4 EM-SCCB MEMBERS

The EM-SCCB members are responsible for:

- 4.4.1** Reviewing and evaluating the technical, cost, and schedule impact of submitted changes (including regulatory impacts).
- 4.4.2** Assuring that all technical, cost, and schedule impacts of changes have been identified and are reasonable.
- 4.4.3** Ensuring that technical and schedule improvements and cost reductions have been incorporated into the proposed change.
- 4.4.4** Determining the availability of funding (by all fiscal years and total project) to fund the change.
- 4.4.5** Understanding the impact of the change on current and future variances and corporate performance measures.
- 4.4.6** Ensuring regulators have been informed if regulatory milestones are impacted.
- 4.4.7** Ensuring scope changes are within the associated contract statement of work.
- 4.4.8** Ensuring government can provide Government Furnished Services and Items (GFS&I) in accordance with the change.
- 4.4.9** Ensuring contractor will use the appropriate earned value methodology for the activities affected by the change.
- 4.4.10** Recommending approval or disapproval with rationale to the EM-SCCB Chairperson.
- 4.4.11** Requesting EM-SCCB meetings outside of normally scheduled EM-SCCB meetings.

4.5 EM-SCCB SECRETARY

The EM-SCCB Secretary is responsible for:

- 4.5.1 Coordinating disposition of emergency changes when necessary.
 - 4.5.2 Scheduling EM-SCCB meetings and preparing COR letters to document disposition of the BCPs.
 - 4.5.3 Preparing the EM-SCCB meeting agenda and issuing announcement of forthcoming meetings, time, and place to all individuals required to attend the meeting.
 - 4.5.4 Providing copies of BCPs on the board agenda to the EM-SCCB Chairperson and affected CO prior to the EM-SCCB meeting.
 - 4.5.5 Preparing and distributing agenda prior to the EM-SCCB meeting.
 - 4.5.6 Ensuring that the original baseline change control (BCP) packages presented to the Board have all signatures except EM-SCCB Chairperson which will be obtained during the board meeting.
 - 4.5.7 Maintaining a log of BCPs and the EM-SCCB action.
 - 4.5.8 Coordinating request of HQ approval as applicable, in accordance with applicable HQ guidance.
 - 4.5.9 Providing copies of the signed BCPs to the integrating contractor(s)
 - 4.5.10 Providing copies of the approved BCPs to the EM-SCCB Chairperson.
 - 4.5.11 Recording action items.
- 4.6 Portfolio Federal Project Directors (PFPD)**
- 4.6.1 Concurring and non-concurring on BCPs prior to submittal to the EM-SCCB.
 - 4.6.2 Conducting pre-EM-SCCB meeting at the discretion of the PFPD.
 - 4.6.3 Approving BCPs when authority is delegated to the PFPD. Copies of the approved BCPs will be provided by the EM-SCCB Secretary to the EM-SCCB Chairperson.
- 4.7 Project/Program Managers**

- 4.7.1 Reviewing and concurring or rejecting their BCPs with support from their IPT
- 4.7.2 Obtaining PFPD signature and providing signed BCP to the EM-SCCB Secretary
- 4.7.3 Briefing the EM-SCCB on the BCP
- 4.7.4 Reviewing and evaluating the technical, cost, and schedule impact of submitted changes (including regulatory impacts).
- 4.7.5 Assuring that all technical, cost, and schedule impacts of changes have been identified and are reasonable.
- 4.7.6 Ensuring that technical and schedule improvements and cost reductions have been incorporated into the proposed change.
- 4.7.7 Understanding the impact of the change on current and future variances and corporate performance measures.
- 4.7.8 Ensuring contractor will use the appropriate earned value methodology for the activities affected by the change.
- 4.7.9 Requesting EM-SCCB meetings outside of normally scheduled EM-SCCB meetings.
- 4.7.10 Providing rationale for any rejected BCP.

5.0 PROCEDURE

5.1 RECEIPT AND DISTRIBUTION OF BCPs

- 5.1.1 Contractor will submit BCPs by a formal letter.
- 5.1.2 BCPs transmitted from the contractor to the COR will be provided by the Mail Room following established procedures to the Project Manager (PM) and project control analyst.
- 5.1.3 Administrative staff enters the BCP in the EMATS tracking system.

5.2 BOARD MEETINGS

- 5.2.1** EM-SCCB meetings are scheduled on the second and fourth Wednesday of each month.
- 5.2.2** The Project/Program Manager (PM) will review and concur in the BCP with support from the project control analyst (who completes the BCP Checklist found in Appendix D) and Integrated Project Team (IPT). It is recommended that the PM obtain a briefing from the contractor on the BCP
- 5.2.3** Once the PM concurs on the BCP, the PM will provide the BCP to the PFPD. The PFPD will take action on the BCP, either approve or reject. The PM will provide the BCP to the EM-SCCB Secretariat, who will place it on the EM-SCCB agenda. If the PFPD rejects the BCP a rationale for rejection will be provided to the EM-SCCB.
- 5.2.4** Administrative BCPs approved by contractor boards will be provided to the PFPD, PM and project control analyst. If problems are discovered with the BCPs approved by the contractor board they should be discussed with the PFPD. If the PFPD determines there is a problem with the BCP, it should be provided to the EM-SCCB Secretary for the next EM-SCCB agenda.
- 5.2.5** BCPs for consideration by the EM-SCCB will be distributed by the EM-SCCB Secretary to the EM-SCCB Chairperson prior to the board meeting unless directed otherwise by EM management.
- 5.2.6** Emergency actions may be dispositioned at the discretion of the EM-SCCB Chairperson without benefit of a formal EM-SCCB meeting. The approval of emergency action changes shall be documented and the change shall be distributed in the normal manner.
- 5.2.7** BCPs will be presented to the EM-SCCB by the Project/Program Manager or designee. This may include a presentation by the contractor, or other management personnel to provide supporting information at the discretion of the PM, PFPD, or EM-SCCB Chairperson.
- 5.2.8** The Chairperson will approve or reject the BCP. The administrative staff will document the closure of the BCP in EMATS and prepare a formal COR letter documenting BCP actions.

5.3 INTEGRATED EM LIFE CYCLE PROGRAM BASELINE (LCB)

- 5.3.1** Changes to the LCB will be managed by the EM-SCCB in accordance with applicable thresholds established in the PEPs and DOE Order 413.3B.
- 5.3.2** All changes to the LCB will be documented in the EM-SCCB Change Action Log.

5.4 EM-SCCB CHANGE PROPOSAL

- 5.4.1** The ORO EM-SCCB has approval authority for changes to Capital Asset Projects (CAPs) as identified by the EM CAP List maintained by the Office of Engineering and Construction Management through the Project Assessment and Reporting System II database and in accordance with the thresholds established in the PEPs.
- 5.4.2** Board Actions: The EM-SCCB shall disposition the BCP as “approved” “disapproved” or “tabled”.
- 5.4.2.1** Approval Actions: The signature of the EM-SCCB Chairperson or designee on the EM-SCCB Change Proposal cover sheet shall provide authorization for implementation of the change unless HQ approval is required in accordance with the thresholds established in the PEPs. No change requiring EM-SCCB approval should be undertaken without approval by the EM-SCCB.
- 5.4.2.2** Disapproval Actions: No change should be made after disapproval. Disapproval may include the deferral of a change request pending additional study or may result in a baseline variance.
- 5.4.2.3** Tabled Actions: No change should be made pending further review and decision by the EM-SCCB.
- 5.4.3** ORO reviews contractor administrative BCPs actions. In the event the Department disagrees with the contractor’s authority to approve a change the basis for DOE’s position should be documented and transmitted formally to the contractor.

6.0 RECORDS

It is the responsibility of the EM-SCCB Secretary to collect and maintain the following records, which are used to record and report the status of EM-SCCB actions

- 6.1** EM-SCCB Change Control Log: Provides the status of all changes submitted to the Board.
- 6.2** Baseline Change Proposals: Provides change proposal form and supporting information on the proposed changes to schedule, cost or technical baselines.
- 6.3** COR Letters: Maintained in the EM document correspondence system

7.0 ATTACHMENTS

Appendix A	BASELINE CHANGE CONTROL THRESHOLDS
Appendix B	DELEGATION OF ACQUISITION EXECUTIVE AUTHORITY FOR CAPITAL ASSET PROJECTS AT OAK RIDGE OFFICE
Appendix C	EM-SCCB MEMBERSHIP
Appendix D	BCP CHECKLIST

APPENDIX A

BASELINE CHANGE CONTROL THRESHOLDS

Baseline	Addition/Deletion/Revision	Approval Level		
		I	II	III
Scope	Any change that affects operational functions or criteria that define completion at the project end point.	X		
	Any change to a contract statement of work or to performance requirements that does not affect operational functions or criteria that define completion at the project endpoint.		X	
	Any change to systems requirements that does not affect performance requirements or operational functions.			X
Schedule	A delay of three months or more (cumulative) from the original project completion date.	X		
	A delay of up to three months (cumulative) from the original project completion date or a delay of three months or more in any other project-level schedule milestone date as defined in the Milestone Log.		X	
	A delay in lower-level schedules that does not affect the original project completion date or a delay of up to three months in any other project-level schedule milestone date as defined in the Milestone Log.			X
Cost	An increase equal to or in excess of the lesser of \$10M or 10% (cumulative) of the original CD-2/3 EM total cost baseline and any change of \$100M or more that does not affect the original CD-2/3 EM total cost baseline.	X		
	An increase up to the lesser of \$10M or 10% (cumulative) of the original CD-2/3 EM total cost baseline (use of unfunded contingency must be approved by the AE); and any change of \$5M up to \$100M that does not affect the original CD-2/3 EM total cost baseline.		X	
	Any change up to \$5M that does not affect the original CD-2/3 EM total cost baseline (use of management reserve must be reported to the FPD).			X

CCB Approval Levels:

Level I – Acquisition Executive (Refer to PEP for appropriate AE)

Level II – FPD or Chair of EM-SCCB as delegated by the AE

Level III – Contractor Project Manager

NOTE: Thresholds established in approved PEPs supersede the thresholds contained in this document.

APPENDIX B

**DELEGATION OF ACQUISITION EXECUTIVE AUTHORITY FOR CAPITAL ASSET
PROJECTS AT OAK RIDGE OFFICE**



Department of Energy
Washington, DC 20585

February 25, 2011

MEMORANDUM FOR JOHN R. ESCHENBERG
ASSISTANT MANAGER FOR
ENVIRONMENTAL MANAGEMENT
OAK RIDGE OFFICE

FROM:

INÉS R. TRIAY *Inés Triay*
ASSISTANT SECRETARY FOR
ENVIRONMENTAL MANAGEMENT

SUBJECT:

Delegation of Acquisition Executive Authority for Capital Asset
Projects at Oak Ridge Office

In accordance with the guidelines of Department of Energy (DOE) Order (O) 413.3B, *Program and Project Management of the Acquisition of Capital Assets*, I delegate Acquisition Executive (AE) Authority for all Environmental Management (EM) Capital Asset Projects at the Oak Ridge Office (OR) with a Total Project Cost of less than \$100 million to you, as the OR Assistant Manager for Environmental Management, with the exception of Critical Decision 0, "Approve Mission Need."

You must demonstrate and affirm the ability to perform all duties of an AE as identified in DOE O 413.3B. As such, your field element/organization must have a robust project management system and a functioning project management organization (including competent and certified Federal Project Directors (FPD) as well as warranted Contracting Officers (CO)) that deliver acquisition quality, result in seamless integration with the management of the site's EM portfolio, and demonstrate due diligence and due process. AE authorities may not be delegated further. This delegation will remain in force until superseded or rescinded.

As you execute your AE authorities, you must demonstrate within 120 days of the date of this memorandum:

- A project management organization is in place to oversee contractor activities and assure compliance with DOE O 413.3B;
- At the appropriate certification level, FPD are assigned to, formally designated on, and fully empowered to direct EM capital asset projects;
- Processes and procedures are in place to implement DOE O 413.3B, including a functioning acquisition advisory board that advises and provides recommendations to you, as the AE, on the disposition of Critical Decisions (CD), Performance Baseline (PB) deviations, proposed PB changes, and associated modifications to or other actions taken on impacted contracts;



- The process of reviewing and dispositioning CDs, PB deviations, and PB changes is fully integrated with the procedures of contract administration such that potential contract modifications are coordinated with the CO, who is solely authorized to execute such changes as specified in the Federal Acquisition Regulation, Part 1.602-1 (Authority);
- All affected contracts have been modified to incorporate DOE O 413.3B, including the Contractor Requirements Document; and
- You have received a briefing on the changes in DOE O 413.3B (refer to briefing by Director, Office of Engineering and Construction Management).

In support of this delegation, it is my expectation that all projects will adhere to the requirements of DOE O 413.3B. The FPD must also assure accurate and current information is reported in the Integrated Planning, Accountability, and Budgeting System, the Project Assessment and Reporting System II, and the Monthly/Quarterly Progress Reviews. Finally, copies of all AE actions taken at the site should be provided to Mr. Lowell Ely, Director, Office of Project Assistance and Assurance. This rescinds all previous delegation memorandums.

If you have any further questions, please contact Dae Y. Chung, Principal Deputy Assistant Secretary for Environmental Management, at (202) 586-5216.

cc: P. Bosco, MA-50
D. Chung, EM-2
C. Anderson, EM-3
M. Gilbertson, EM-50
J. Surash, EM-80
T. Harms, EM-4.1
L. Ely, EM-11
W. Whitley, EM-4.1
R. Rimando, EM-10

APPENDIX C

EM-SCCB MEMBERSHIP

General

Changes to member and alternate names will be confirmed and documented by EM-SCCB action.

BOARD MEMBER

ALTERNATE

Assistant Manager for Environmental Management

Deputy AM

Portfolio Federal Project Director (As appointed by the AE)

PFPD or designated FPD

- PBS 13B
- PBS 42
- PBS 40
- PBS 43
- PBS 41
- PBS 31
- PBS 11Z

P&BM Division Director

As designated

Project Management Division Director

As designated

ORO Representative of CFO

As designated

DOE Contracting Officer

As designated

EM-SCCB Chairperson

Assistant Manager for Environmental Management

Deputy AM

DOE EM-SCCB Secretary

P&BM Coordinator

NOTE:

- Contractor Boards memberships are identified in their procedures
- At a minimum, the affected PFPD, and EM-SCCB Chairperson are required to attend the meetings.

APPENDIX D

BCP CHECKSHEET

BCP Checksheet - Complete prior to CCB board meeting

BCP Number: _____ BCP Title _____

Date to ORO: _____

Analyst: _____ FPD: _____

Description of change: _____

Criteria	DOE ACTIONS			Comments
	Yes	No	N/A	
PBS # Identified				
Subproject Title/WBS identified				
Description of Change adequate				
Justification adequate				
Milestone Status Summary Report attached				
Waste Generation Forecast attached				
Life cycle cost impacts defined				
Contractor signatures completed				
MR being utilized				
Potential contract action				
WBS markup attached				
Schedule markup attached				
Basis of Estimate adequate				
Contingency adequate (if required)				

NOTES/RECOMMENDATIONS:

Board Actions:	Yes	No	Date	Comments
Approved				
Disapproved				
Tabled				

CCB Secretariat Actions:	Yes	No	Date	Comments
Transmitted to implementing contractor				
Contractor letter prepared				