NEXT DOE/SC/OPA Review Q&A Log, November 2015

Reply to Ben Feinberg from Erik Johnson, NSLS-II Deputy Director for Construction, October 27, 2015, 10:49 pm

Hi Ben,

Steve forwarded your question to me to field. The short answer to your question is Yes, we do intend to use these lessons. The following is my longer elaboration on how and why we think that can (and does) work, which I think was your real question.

As the Deputy Director for Construction in NSLS-II, I oversee all of the construction activities, from O413 projects like NEXT and ABBIX, to Partner and Operations funded beamlines. Completion of the FXI beamline has been brought into the BDN (Beamlines Developed by NSLS-II) portfolio where it will be completed with operations funds. Among the projects and the project managers we have been working to develop a community of practice in project management within NSLS-II and capture lessons learned as well as promulgating them to other projects both within NSLS-II and, through the laboratories Project Oversight Board, across BNL as a whole. Within the NSLS-II itself, we have our own Project Management Oversight Group (PMOG) which meets weekly to go over issues that arise across all of our projects, as well as developing process improvements to make our work more effective and efficient.

The EAC review was an ad hoc review called by John Hill to look at issues that arose in implementation of a process improvement on the successful monthly ETC exercise we used over the last year of the NSLS-II project. As done by NSLS-II this was an extremely labor intensive exercise, but it was effective. As part of continuous improvement we worked with the project controls group to make many of the steps 'automatic' in gathering the information from data feeds we already had. This was a great idea and largely successful, but what I failed to recognize was that it opened up a communications gap on making sure accruals were really in the ACWP. In hind sight (a lesson learned here) I should have asked that we pilot the process for a few months before going 'live'.

I do believe that application of this method for determining EAC near the end of a project is appropriate and will continue to do so, albeit with these new lessons and corrective actions in mind. As you get past 50% complete or within 1 year or so of project completion in my view it helps focus the CAMs on the work that needs to be done to complete, rather than continuing to design and refine while never hitting the finish line. In regard to FXI, I note that these processes and lessons learned have been already been incorporated into the NSLS-II approach and will automatically be applied to FXI within BDN.

As a way more generally to capture these, and other, lessons I note that we have a document started during NSLS-II called the Project Execution Guide. This is basically a 'how to' guide for project managers within BNL that is really meant to describe these sorts of things in the context of BNL and it's processes. The lessons from the recent experience of our other projects, including those that led to the EAC review for NEXT, will be captured in the next update of the guide, which I hope to do between this review and the end of the CY.

Hopefully this is responsive to your request; if I've missed the mark let me know. I'd be happy to discuss in more detail when I see you next week. I'm very much looking forward to your visit.

With Best Regards . .

. . . Erik

Erik D. Johnson
BNL Energy Sciences – NSLS-II

Request from Ben Feinberg, October 27, 2015, 3:18 pm

Hi Steve,

I have the following unofficial question. It's unofficial because I waited too long and my committee members are out of the office until Thursday, so I couldn't get their approval. I didn't want to wait until the last moment, so here's the question:

"Since the FXI beamline construction has been moved to become a project for NSLS-II Operations, would you or NSLS-II management please comment on the processes that will be used to ensure the lessons of the EAC Review continue to be applied to this project?"

I know this isn't strictly in our charge, but given the committee's previous interest in this beamline I think it's relevant.

Thanks.

Regards, Ben
Ben Feinberg
Senior Scientist Emeritus
Lawrence Berkeley National Laboratory

Reply to Barbara Thibadeau, October 23, 2015, 4:26 pm

Barbara—

Hi…. We're looking forward to seeing you and Elmie on Nov. 3-4 and showing you and all the reviewers our progress since the last major review (Aug. 2014). The project controls and business ops staff are gathering material you have requested; we are providing the responses to most of the questions in this reply, and will send the remainder early next week.

First set of questions, with responses in red font:

1) It looks like the 'detailed schedule' and the file posted under 'detailed schedule only work remaining' are the same file. I'm only interested in what is not done.
The detailed schedule of work remaining is posted on the review website (https://www.bnl.gov/nsls2/project/reviews/151103_next-doe_review/default.asp).

2) I'm sure you've missed my standard question- do you have an integrated schedule (with ABBIX, NextGen and whoever else you have now) showing an integrated view of the three projects (in terms of installation, commissioning, etc, especially with respect to utilities, PPS, DAS, etc.)?
Yes. The integrated schedule for all beamlines currently in construction at NSLS-II, both by project and by phase, is attached (Inter Project Summary Schedule). The breakdown by type of tasks (installation, commissioning, etc.) is attached (BNL Systems Install and test across all projects).

3) Can you send me a commitment file (as of the end of September) that separates the total for hardware commitments (physical, inanimate things- nuts, bolts, mirrors, detectors, etc.) and other commitments (animate things- subcontracts, service agreements, etc.)? I'm sure that somewhere I can find the total commitments on hand but that's too high a level.
Attached (NEXT Sept 2015 Commits for Review Team) is the commitment report as of the end of FY15, broken down into Hardware and Other. Let me know if additional detail is needed.

4) Was there ever a final report from the mini-review this past spring? I didn't see one posted.
The closeout of the April 2015 Mini-Review of NEXT was verbal and positive, with a look-ahead to the Nov. 3-4 review at which NEXT project end-game planning would be discussed. No written report was received.

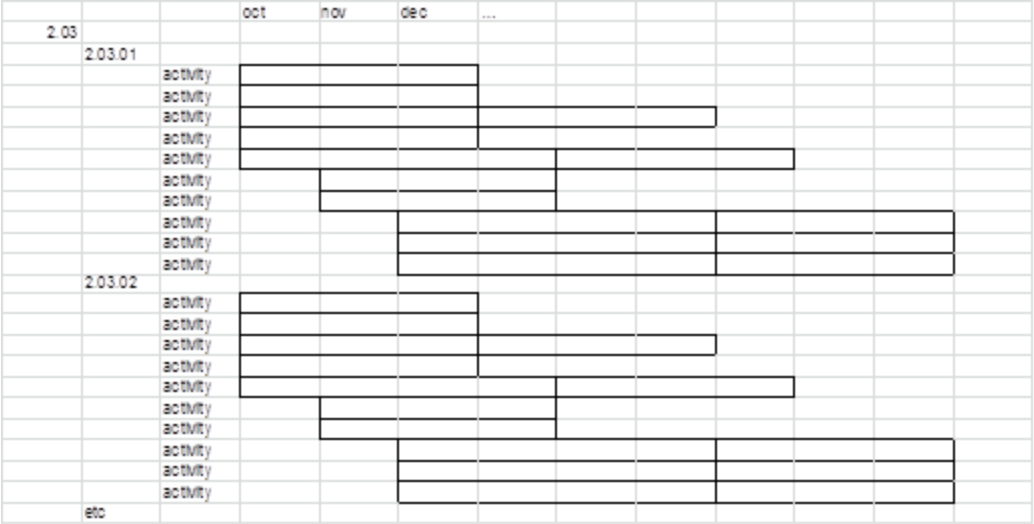
5) If it is possible, can you break down the remaining work as of the end of September, into installation (craft-equivalent labor- pulling cables, drilling holes, etc.), management/supervision/whatever you call it, remaining procurements (not already awarded) and testing, integration, PPS (typically non-craft effort). I don't recall if you have commissioning included in the baseline or not.
The breakdown of remaining installation and test activities for NEXT is included in the response to (2) above (attached file: BNL Systems Install and Test across all projects). All major procurements have been awarded. NEXT includes testing and integrated testing activities, but no activities requiring use of synchrotron beam. Let me know if more detail is requested.

Second set of questions, with responses in red font:

1) Since the ETC file that is posted is October forward, I would like to see the September CPR
The September CPR is posted on the review website.

2) I would like to review actual labor cost files (in hours) by WBS L3 by month for the last 4 months (Jun-Sep). I'm sure actual hours have been imported from your accounting system into Cobra. I'm sure they aren't imported by name so whatever granularity you have for labor actual hours will be fine.
Attached (FY15 NEXT actuals June – Sept only_10-26-15). The resources are shown by type rather than name (MGTAD = Mgmt&Admin, PROF = Professional, SCIEN = Scientist, TECH = Technician).

3) I would like to see a schedule filtered for 2.03, 2.04, 2.11 and 2.12 organized only by WBS L3 and sorted by early start. So, it would look like something like my little illustration below



Attached (Review Schedule Request – by Early Start).

Steve

Request from Barbara Thibadeau, October 22, 2015, 11:12 am

Hi Steve
I noticed a revised schedule file has been posted. Thanks. I have a couple more requests

1) Since the ETC file that is posted is October forward, I would like to see the September CPR
2) I would like to review actual labor cost files (in hours) by WBS L3 by month for the last 4 months (Jun-Sep). I'm sure actual hours have been imported from your accounting system into Cobra. I'm sure they aren't imported by name so whatever granularity you have for labor actual hours will be fine.
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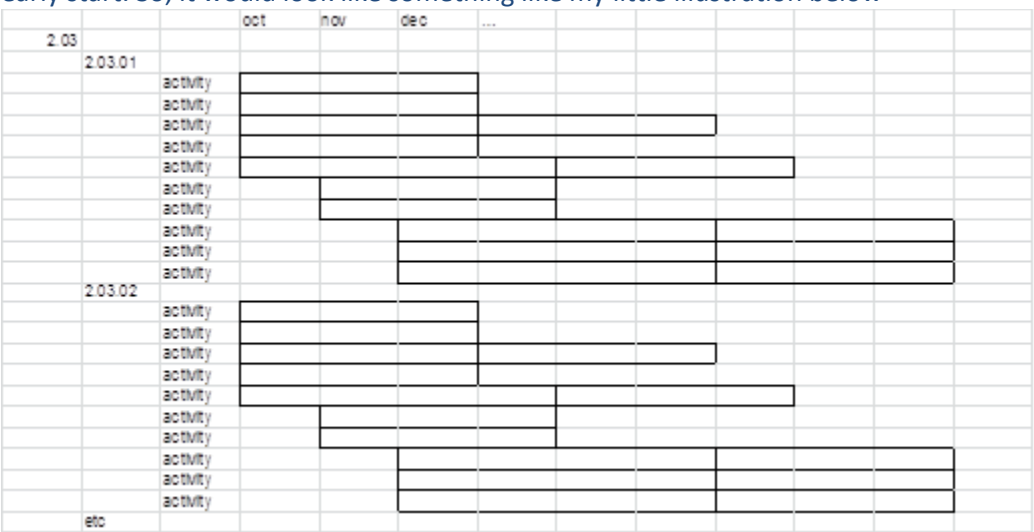

Thanks,
Barbara

Request from Barbara Thibadeau, October 21, 2015, 9:37 am

Thanks Steve
I'm looking forward to seeing instruments and the completed NSLSII! I got stuck in Phili and missed the NSLSII CD-4 review (which I was very much looking forward to, given that I had watched the project grow for so long) and missed your last review as well. So, I am literally years behind!

I do have a few questions, after a quick look at the site this morning.

1) It looks like the 'detailed schedule' and the file posted under 'detailed schedule only work remaining' are the same file. I'm only interested in what is not done.
2) I'm sure you've missed my standard question- do you have an integrated schedule (with ABBIX, NextGen and whoever else you have now) showing an integrated view of the three projects (in terms of installation, commissioning, etc, especially with respect to utilities, PPS, DAS, etc.)?
3) Can you send me a commitment file (as of the end of September) that separates the total for hardware commitments (physical, inanimate things- nuts, bolts, mirrors, detectors, etc.) and other commitments (animate things- subcontracts, service agreements, etc.)? I'm sure that somewhere I can find the total commitments on hand but that's too high a level.
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If any (or all) of these questions aren't clear, please let me know and we'll just coordinate a time to call on the phone.

Thanks,
Barbara

Reply to Paul Rossi's question of October 2, 2015

All four of the requested topics will be covered in the presentation by Lori Stiegler, NEXT ES&H Coordinator, in the Subcommittee 4/5/6 breakout session on November 3, 2015.

Request from Paul Rossi, October 2, 2015, 11:09 am

Dear Steven,
During the upcoming DOE/SC Review of the NEXT Project on November 3-4, 2015 the Environment, Safety and Health Sub Committee would like to ensure that the following topics are included:

Any Near Misses or Issues
Any Lessons Learned
Incident Rates (TRC/DART) and a comparison with other units at BNL
An explanation of the ES&H support structure and any changes

The time frame for all of these items should include the period since the last review of the NEXT Project.

Thanks

Paul Rossi, CSP
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