

Functional Area WBS #: 23.1 Project Management

Completed by: D. A. Tate (ANL-W) F. C. Cowart (INEEL)

FUNCTIONAL AREA SUMMARY FORM

(ANL-W & INEEL Laboratory Consolidation to INL)

Consider facilities, hardware, processes, procedures, personnel, training, database, etc. in your functional area.

1) **ACTIVITIES** needed to transition

What activities should be conducted to support to transition to a single contractor? When is the most opportune time to conduct each activity (pre-transition, transition, incoming contractor)?

| Activities to transition functional area to one contractor | 3/1 – 11/15 Pre-transition | 11/15 – 1/30 Transition | 1/31/05 Incoming Contractor |
|-------------------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------------------------------|
| 1. Standardization of project management procedures and processes. | | | X |
| 2. Organization alignment. | | X | X |
| 3. Management of existing and planned projects. | | X | X |
| 4. Review and standardization of project manager job family structure (HR, compensation). | | X | X |

2) **GAP(S)**

In your functional area, identify gap(s) that may inhibit a smooth transition. Please list below. Additionally, utilize the Gap/Risk Description form to define each gap/issue.

- Organizations, responsibilities, and authority for managing projects are different.
- Separate procedures and processes are utilized.

3) **Other**

Are there issues or concerns outside of your functional area that may inhibit the consolidation? If so, please list. Additionally, utilize the Gap/Risk Description form to define each gap/issue.

- Business systems and tools supporting projects are different. Cost collection and reporting are different.

4) Have you initiated any actions outside of this review to facilitate the integration? If so, please describe.

- None

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GAP/RISK DESCRIPTION FORM

Please complete one form per gap.

- a) Describe the gap(s) that affects the integration of ANL-W and INEEL.
Two different sets of project management procedures and processes, as well as differences in organizations/responsibilities and project performance reporting systems.
- b) Rank the risk, on a scale of 1 to 5, associated with the above gap, and describe the impact(s)? (Risk 1 = minimal consequence on January 31, 2005: Risk 5 = operational barrier to laboratory on January 31, 2005)
Risk: 2
Description: Potential for minor impact as a result of interface problems with operations, NE-ID, and management for ongoing projects and near-term planning of projects.
- c) What steps should be taken to address the gap(s) and when (pre-transition, transition, incoming contractor)? Please indicate the owner of the action (ANL-W, INEEL, or both where applicable).

| | 3/1 – 11/15 Pre-transition | 11/15 – 1/30 Transition | 1/31/05 Incoming Contractor |
|---------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------------------------------|
| 1. Review organizations/responsibilities and develop unified alignment. | | New Contractor | INL |
| 2. Review and integrate procedures and processes. | | | INL |
| 3. Review tools and systems used for projects and determine most effective use. | | | INL |

Functional Area WBS #: 23.2 Construction Management

Completed by: D. A. Tate (ANL-W) F. C. Cowart (INEEL)

FUNCTIONAL AREA SUMMARY FORM

(ANL-W & INEEL Laboratory Consolidation to INL)

Consider facilities, hardware, processes, procedures, personnel, training, database, etc. in your functional area.

1) **ACTIVITIES** needed to transition

What activities should be conducted to support to transition to a single contractor? When is the most opportune time to conduct each activity (pre-transition, transition, incoming contractor)?

| Activities to transition functional area to one contractor | 3/1 – 11/15 Pre-transition | 11/15 – 1/30 Transition | 1/31/05 Incoming Contractor |
|----------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------------------------------|
| 1. Standardization of construction management procedures and processes. | | | X |
| 2. Standardization of union agreements. | | X | X |
| 3. Review and integrate CM services (e.g., materials testing, welder testing, subsurface investigation). | | X | X |
| 4. Review and integrate craft training. | | X | X |
| 5. Organization alignment. | | X | X |
| 6. Management of existing and planned construction field work. | | X | X |

2) **GAP(S)**

In your functional area, identify gap(s) that may inhibit a smooth transition. Please list below. Additionally, utilize the Gap/Risk Description form to define each gap/issue.

- ANL-W is not a signatory to the Site Stabilization Agreement.
- Qualifications for CM personnel are different.
- Both ANL-W and INEEL use materials testing lab and welder test services provided by ICP.

3) **Other**

Are there issues or concerns outside of your functional area that may inhibit the consolidation? If so, please list. Additionally, utilize the Gap/Risk Description form to define each gap/issue.

- Work authorization levels for subcontracted work field changes are different. Need to coordinate with the procurement/contracting organizations to resolve.
- 4) Have you initiated any actions outside of this review to facilitate the integration? If so, please describe.
- None

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GAP/RISK DESCRIPTION FORM

Please complete one form per gap.

- a) Describe the gap(s) that affects the integration of ANL-W and INEEL.

The INEEL is signatory to the Site Stabilization Agreement for construction work (agreement on wage rates and benefits). ANL-W is not part of this agreement and uses the Davis-Bacon rates for Bingham County.

- b) Rank the risk, on a scale of 1 to 5, associated with the above gap, and describe the impact(s)? (Risk 1 = minimal consequence on January 31, 2005; Risk 5 = operational barrier to laboratory on January 31, 2005)

Risk: 3

Description: Potential notable consequence on January 31, 2005 in dealing with construction crafts union and assigning subcontracts to the new contractor.

- c) What steps should be taken to address the gap(s) and when (pre-transition, transition, incoming contractor)? Please indicate the owner of the action (ANL-W, INEEL, or both where applicable).

| | 3/1 – 11/15 Pre-transition | 11/15 – 1/30 Transition | 1/31/05 Incoming Contractor |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------------------------------|
| 1. Review and determine the appropriate usage of the Site Stabilization Agreement. Negotiate and revise the Site Stabilization Agreement per determination. | | New Contractor | INL |
| 4. 2. Update existing subcontracts per new union agreements. | | | INL |

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GAP/RISK DESCRIPTION FORM

Please complete one form per gap.

- a) Describe the gap(s) that affects the integration of ANL-W and INEEL.
The INEEL has formal qualifications for Subcontract Technical Representatives and field engineers. ANL-W combines these two positions and has a different, and more experienced-based, method to assign CM personnel.

- b) Rank the risk, on a scale of 1 to 5, associated with the above gap, and describe the impact(s)?
(Risk 1 = minimal consequence on January 31, 2005; Risk 5 = operational barrier to laboratory on January 31, 2005)
Risk: 1
Description: Minor potential consequence on January 31, 2005.

- c) What steps should be taken to address the gap(s) and when (pre-transition, transition, incoming contractor)? Please indicate the owner of the action (ANL-W, INEEL, or both where applicable).

| | 3/1 – 11/15 Pre-transition | 11/15 – 1/30 Transition | 1/31/05 Incoming Contractor |
|----------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------------------------------|
| 1. As part of organization alignment, determine CM functions and qualifications. | | | INL |