



Criticality Experiments Facility Project

July 22, 2008

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Central Project Office



CEF PROJECT LESSONS LEARNED

PROJECT SCOPE

Perform major modifications to the Device Assembly Facility (DAF), a CAT II nuclear facility at the Nevada Test Site, to accommodate the installation and operation of four critical assembly machines being relocated from LANL's TA-18 facility.

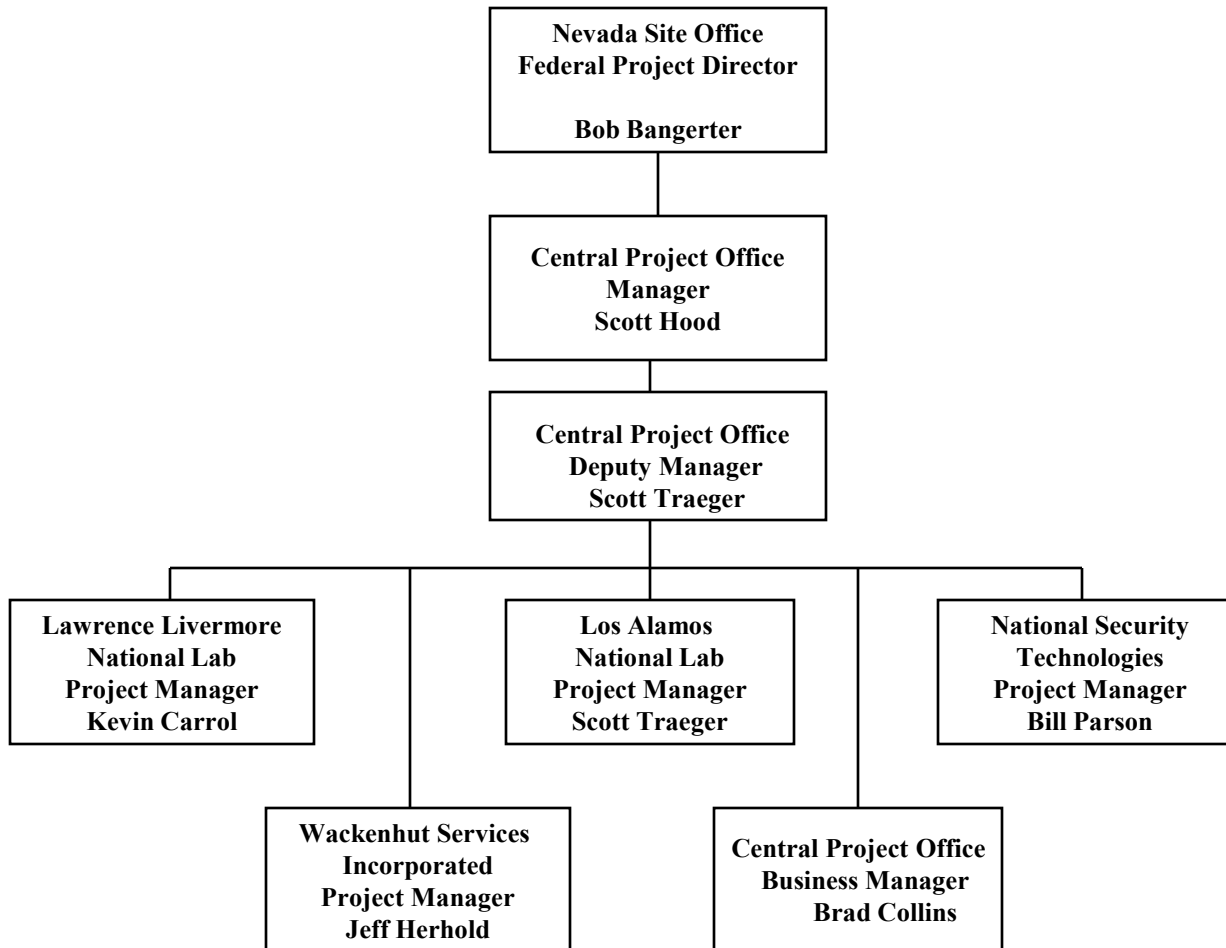
LANL – Design and perform upgrades to the four machines, perform integrated testing, ship to the DAF, install and operate.

NSTec – Design, procure, and construct the DAF modifications.

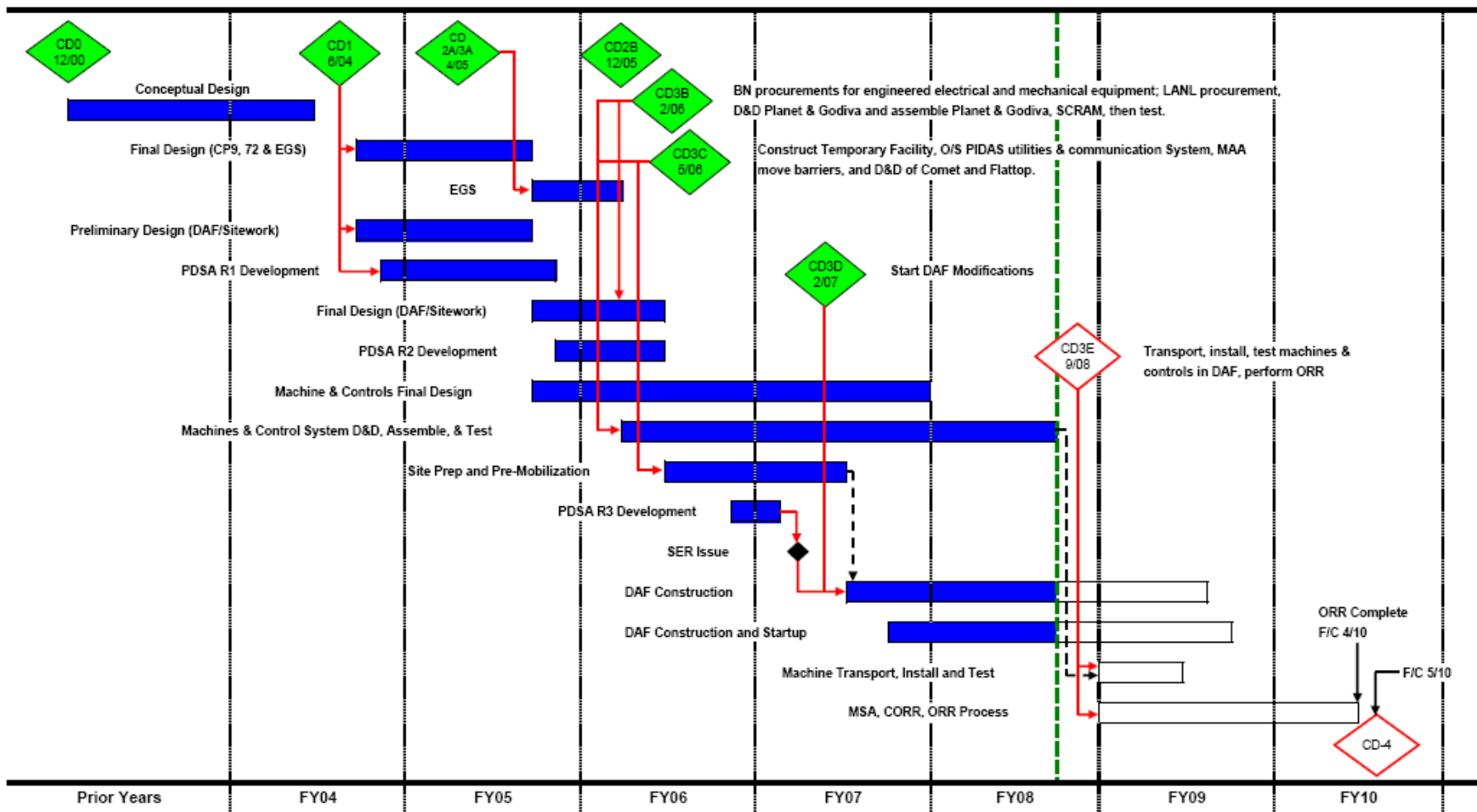
LLNL – Formerly responsible for DAF operations, safety basis, and design authority. Remaining: to complete the addendum to DSA.

WSI – Perform engineering for security design features and provide support.

Criticality Experiments Facility Project



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CEF PROJECT LESSONS LEARNED

LESSON LEARNED 1

Title – Funding and Reporting

Background – The individual sites/contractor organizations managed the RTBF funding (OPC) that was to support the project. Additionally, each had its own financial/project software applications.

Issue – With shrinking budgets, the project may receive all to none of its OPC funding depending on competing priorities at the site. With different and non-integrated systems, reporting was consolidated on spreadsheets with lack of configuration control.

Suggestion – With a multi site organized project, funding should be earmarked/fenced and distributed by the project.

Tools to provide integration, consistent reporting, and configuration control should be agreed upon early in the project development and put into place.

CEF PROJECT LESSONS LEARNED

LESSON LEARNED 2

Title – Transitionls and Risk

Background – The project risk management plan did not evaluate the risks associated with the changing/transition of contractors. CEF experienced changes at LANL, LLNL, and NTS. Additionally, facilities at NTS transitioned from LLNL to NSTec June 2008.

Issue – Transition impacted the project by personnel changes, morale, changes in priorities of exiting and incoming contractors.

Suggestion – During the development of the risk management plan, analyze the impact of contractor change out and transition issues.

CEF PROJECT LESSONS LEARNED

LESSON LEARNED 3

Title – Project Organization Roles and Responsibilities

Background – The CEF project organization consists of LANL, LLNL, NSTec, and WSI with each having a project manager as a key member responsible for their scope. Central Project Office (CPO) was set up as an integrating body.

Issue – Each participating site organization had individual performance incentives, which fostered a lack of teamwork toward the overall project objective and became counter productive. The CPO did not have authority to manage.

Suggestion – Develop multi site agreements and incentives to foster teamwork and put in place appropriate management authority.