Office of Science

INTERIM GUIDANCE

Energy Systems Acquisition Advisory Board (ESAAB) Equivalent Board Procedure

and

Baseline Change Control Guidelines

December 2003

Prepared by the
Construction Management Support Division
Office of Science
Department of Energy

CONTENTS

DEFINITIONS

Acquisition Executive (AE)—The Office of Science approving official for ESAAB Equivalent Board actions and performance baseline changes for projects less than $400 million.

Baseline Change Proposal (BCP)—The BCP is a request from the Federal Project Director to make a change to the scope, cost, and/or schedule baselines of a project. This proposal is reviewed at the appropriate change control board levels (shown below), and approved or disapproved by the appropriate change control manager or Acquisition Executive. Change control levels are defined in the DOE Manual 413.3-1 and in individual Project Execution Plans. For Major System Projects, the BCP levels are as follows:

OLD	NEW	Approval Authority
Level 0	Deviation	Secretarial Acquisition Executive
Level 1	Level 1	Director, Office of Science
Level 2	Level 2	Operations/Field Element Office Manager
Level 3	Level 3	Contractor Project Manager

Contractor Project Manager (CPM)—The CPM is generally from the Management and Operation contractor organization, the Architect-Engineer firm, Construction Management firm, or a non-Department of Energy, Federal employee assigned to direct the project. The CPM is typically responsible and accountable for the day-to-day execution of assigned projects within approved cost, schedule, and scope baselines, as defined in the Project Execution Plan.

Critical Decision (CD)—A CD is an approval given at specific points in a project's life cycle that marks a formal transition from one project phase to another project phase (e.g., from conceptual design to preliminary design). CDs are used as review points to assure the Acquisition Executive or Secretarial Acquisition Executive that the project is ready to proceed into the next phase and remains a valid mission need. There are five critical decisions[1]:

Critical Decision 0	Approve Mission Need
Critical Decision 1	Approve Alternative Selection and Cost Range
Critical Decision 2	Approve Performance Baseline
Critical Decision 3	Approve Start of Construction
Critical Decision 4	Approve Start of Operations or Project Closeout

1 The Under Secretary and Deputy Secretary must be formally notified of CD-0 and CD-4 decisions for non-Major System projects $100 million and over.

Deviations—A Performance Baseline Deviation occurs when the approved performance baseline scope, schedule, or cost parameters cannot be met (formerly called a Level 0 change). When a Deviation occurs, the Secretarial Acquisition Executive is to be notified and a specific determination must be made whether to terminate the project or establish a new Performance Baseline.

ESAAB—The Energy Systems Acquisition Advisory Board is established to advise the Secretarial Acquisition Executive on major resource allocations in order to build successful and balanced programs. ESAAB reviews shall be conducted for all Major System Projects' Critical Decisions, Performance Baseline Deviations, and site selections for all facilities for new sites. The ESAAB and other participants (as designated) will convene every two months as an advisory body with the Secretarial Acquisition Executive serving as the Chairperson. Other principal members of the board include: the Under Secretaries; the General Counsel; the Chief Financial Officer, the Assistant Secretary of Environment, Safety and Health, etc. Other senior Departmental officials may be invited by the Secretarial Acquisition Executive to participate in the Secretarial ESAAB reviews on an as-needed basis.

ESAAB Equivalent Board—The ESAAB Equivalent Board is called by the Office of Science Acquisition Executive to review all non-Major System Projects (those projects under $400 million and not designated as a Major System) Critical Decisions and Level 1 Baseline Change Proposals. Board members may be selected from within the Acquisition Executive's organization. This is accomplished by utilizing Office of Science Staff Office elements (Office of Resource Management, Office of Laboratory Operations and Environment, Safety and Health, etc.) and other non-Office of Science personnel (as designated) to review the project and provide advice to the Office of Science Acquisition Executive on the readiness of the project to proceed. However, at least one member from an office not reporting to the Acquisition Executive will be designated as a contributing representative.

ESAAB Equivalent Board Secretariat—The Office of Science ESAAB Equivalent Board Secretariat resides within the Construction Management Support Division, which is responsible for establishing and administrating the Office of Science ESAAB Equivalent Board process in accordance with Departmental policies and orders, and with this procedure.

ESAAB Secretariat—The Department of Energy ESAAB Secretariat resides in the Office of Engineering and Construction Management within the Office of Management, Budget and Evaluation and is responsible for establishing and administrating the DOE ESAAB process.

Federal Project Director (FPD)—The FPD is the Department of Energy employee typically assigned oversight of the project(s) and the principal Departmental interface with the Contractor Project Manager.

Field Organizations—These are organizations (Operations Office, Area Office, Management and Operating Contractor, Management and Integrator Contractor, etc.) that are responsible for the execution and/or oversight of the project in the field.

Integrated Project Team (IPT)—An IPT is a cross-functional group of individuals organized to advise the Federal Project Director in delivering a project to an external or internal customer. Project Directors, contracting officers, safety and quality, legal, and personnel in technical disciplines may compose the membership of the typical IPT.

Major System Projects—Major System Projects are any project or system of projects with a Total Project Cost of $400 million or greater or any other project so designated by the Deputy Secretary. Projects may be classified as a Major System Project either solely by the Deputy Secretary, or by the Deputy Secretary in response to recommendations from the appropriate Program Secretarial Officer or head of a departmental office, with endorsement by the appropriate Under Secretary. The Office of Engineering and Construction Management maintains and periodically publishes a list of Major System Projects.

Other Projects—Other Projects include all projects with a Total Project Cost less than $400 million but greater than $5 million and not designated as a Major System Project. This includes capital equipment, whether funded by capital or operating funds.

Program Secretarial Officer (PSO)—The PSO is the head of the program organization that acts as the Acquisition Executive for the ESAAB Equivalent Board process.

Program Manager—Usually the Headquarters Office of Science personnel assigned for promoting, planning, and oversight of the execution of assigned projects.

Office of Science Program Offices—These are the Office of Science organizations responsible for advocating, planning, and oversight of the execution of the specific activities and missions that comprise the various Office of Science programs (i.e., Office of High Energy Physics, Office of Nuclear Physics, Office of Basic Energy Sciences, etc.).

Readiness Review—The ESAAB Readiness Review serves as a dry run for surfacing issues and their resolution on Major System Projects at least ten working days prior to the Secretarial

ESAAB. The readiness review board will assist the program/project proponent in tailoring the ESAAB briefing for the proposed decision, ensuring the evolving acquisition strategy is sound, assessing the progress made by the project team, and determining whether the project is ready for the ESAAB review.

Secretarial Acquisition Executive (SAE)—The Deputy Secretary is the designated SAE for the Secretarial ESAAB process. The SAE is the approving official for all Department of Energy ESAAB actions, both critical decisions and performance baseline deviations Baseline Change Proposals on Major System Projects and "watch-list" projects.

DOE Manual 413.3-1 designates the Under Secretary/NNSA Administrator as the Acquisition Executive for Critical Decisions for projects less than $400 million and more than $100 million. The Under Secretary has further delegated this Acquisition Executive authority to the various program offices, i.e. Office of Science, in a memorandum dated April 11, 2003.

1. BACKGROUND

Department of Energy (DOE) Order 413.3, Program and Project Management for the Acquisition of Capital Assets and DOE Manual 413.3-1, Project Management for the Acquisition of Capital Assets, requires all Critical Decisions for Major System Projects be approved by the Deputy Secretary as the Secretarial Acquisition Executive before proceeding to the next acquisition phase. Also, all performance baseline "deviations" must be approved by the Deputy Secretary or the Under Secretary in accordance with the Total Project Cost thresholds as shown in the DOE Manual 413.3-1, page 2-8. The Under Secretary has delegated baseline deviation approval authority to the Director, Office of Science; however, the authority may not be subsequently delegated below that level for all projects less than $400 million.

Both the DOE Order 413.3 and DOE Manual 413.3-1 require that each Program Secretarial Officer appoint an ESAAB Equivalent Board for advising on actions regarding those Other Projects (not Major System Projects) within that Program Secretarial Officer's authority. The Program Secretarial Officer serves as Acquisition Executive for these Other Projects and as chair of the ESAAB Equivalent Board. The Program Secretarial Officer may delegate equivalent Acquisition Executive functions, including decision approvals, for those Other Projects below $100 million to an Associate Director or an Operations/Field Element Manager. For those delegated Other Projects less than $20 million, the Associate Director or Operations/Field Element Manager may further delegate equivalent Acquisition Executive functions to a direct reporting subordinate of the Field Element Manager.

The PSO for the Office of Science has delegated Acquisition Executive authority to the Associate Directors for all projects below $100 million.

Both the Secretarial ESAAB and the ESAAB Equivalent Board were formulated to assist the Critical Decision and baseline change control processes. The Secretarial ESAAB and ESAAB Equivalent processes also provides a vehicle by which senior management can reinforce Departmental policy, make necessary course corrections, and verify that all organizational elements are working toward the same goal.

Performance Baseline Changes requiring approval by the Secretarial Acquisition Executive or any change to the CD-2, Approve Performance Baseline, for all projects greater than $5 million that affect the technical, schedule, or cost baseline parameters are determined by the following criteria:

Technical	Any change in scope and/or performance that affects mission need requirements or is not in conformance with current approved Project Data Sheet.
Schedule	A six-month or greater increase (cumulative) in the original project completion date.
Cost	Increase in excess of $25 million or 25 percent (cumulative) of the original cost baseline.

In summary, the Secretarial ESAAB advises the Deputy Secretary on projects designated as Major System Projects (usually $400 million or greater) and the ESAAB Equivalent Board advises the Director of the Office of Science for Other Projects (less than $400 million) that are not delegated as Major Systems Projects.

The Office of Science Project Decision/Approval Matrix developed by the Construction Management Support Division to summarize the many decisions and approvals established by DOE Order 413.3 and DOE Manual 413.3-1 is shown in Appendix C.

2. PURPOSE

The purpose of this procedure is to define the Office of Science ESAAB Equivalent Board process for Office of Science Major System Projects and Other Projects regarding Critical Decisions and baseline changes for all projects. This ESAAB Equivalent Board Procedure will promote informed, objective, timely, and documented decisions, made in a formal and auditable manner. The procedure will also define the role of the ESAAB Equivalent Board in support of Secretarial ESAAB Reviews for Major System Projects.

The Office of Science Baseline Change Control guidelines are included in Section 8 of this document. These guidelines address the use of a Baseline Change Proposal (BCP) form and the change control process at the Field level. The Office of Science Baseline Change Control form is shown in Appendix D.

Intentionally Blank

3. APPLICABILITY

This procedure is applicable to all Office of Science organizational elements, including DOE Headquarters, Operations Offices/Field Elements, and contractors involved in project management. For delegated Other Projects, the designated Office of Science Program Office or Operations Office/Field Element Manager will be responsible for implementing the ESAAB Equivalent Board Procedure.

The Office of Science ESAAB Equivalent Board, when called upon, is responsible for advising the Office of Science Acquisition Executive on Critical Decisions and Level 1 Baseline Change Proposals for Office of Science Other Projects. In addition, for all decisions on Office of Science Major System Projects, the Acquisition Executive (Director, Office of Science) may ask the ESAAB Equivalent Board to review proposals requiring submittals to the Secretarial ESAAB process.

Other Projects that are $5 million or less (General Plant Projects, General Purpose Equipment Projects, Accelerator Improvement Projects, Capital Equipment Projects, and Operating Expense Funded Projects) are exempted from the Office of Science ESAAB Equivalent Board process. However, these Other Projects must meet the principles of both DOE Order 413.3 and DOE Manual 413.3-1 where applicable, such as Critical Decisions, quarterly reviews, project execution plan, change control, etc. These principles will be applied on a tailored basis as appropriate to the size and risks of each project.

This procedure does not apply to capital assets acquired by state and local governments or other entities through DOE grants.

Intentionally Blank

4. OFFICE OF SCIENCE ESAAB EQUIVALENT BOARD—AUTHORITY, ROLES, and RESPONSIBILITIES

4.1 Acquisition Executive

The Acquisition Executive (AE) will serve as Chairperson of the Office of Science ESAAB Equivalent Board meetings, make decisions on disposition of all requested Critical Decisions and Level 1 Baseline Change Proposals, and assign action items resulting from meeting discussions. The AE or ESAAB Secretariat shall document relevant considerations and the final decision. A copy of all AE decisions shall be forwarded to the Secretariat of the next level ESAAB board.

For Projects with a Total Project Cost Greater Than $100 million but Less Than $400 million

As delegated by the Under Secretary in his memorandum dated April 11, 2003, the Director of the Office of Science will act as the AE for the Office of Science ESAAB Equivalent Board meetings for Other Projects (greater than $100 million but less than $400 million), unless AE authority for Other Projects is delegated further. Further delegation of AE authority for Other Projects with a Total Project Cost greater than $5M, but less than $100 million may be made to the Associate Director or Field Element Manager. Duties of the Director, as AE, include:

- Establishing and serving as chairperson of the ESAAB Equivalent Board meetings.
- Making the final decision for Critical Decisions and Level 1 Baseline Change Proposals for projects not delegated further.
- Documenting further delegation of AE authority for Other Projects.

For Projects with a Total Project Cost Greater Than $5 million but Less Than $100 million

An Office of Science Associate Director or Field Element Manager will act as the AE for the Office of Science ESAAB Equivalent Board for all projects with a Total Project Cost greater than $5 million but less than $100M, unless AE authority is delegated further. The Associate Director or Field Element Manager may delegate AE authority to a direct reporting subordinate of the Field Element Manager, for Other Projects with a Total Project Cost greater than $5 million but less than $20M. Duties of the Associate Director or Field Element Manager, as AE, include:

- Establishing and serving as chairperson of the ESAAB Equivalent Board meetings.

- Making the final decision for Critical Decisions and Level 1 Baseline Change Proposals for projects not delegated further.
- Documenting further delegation of AE authority for Other Projects and providing to the Construction Management Support Division a copy of the documentation.

For Projects with a Total Project Cost Greater Than $5 million but Less Than $20 million

Where delegated by an Associate Director or Field Element Manager, a direct reporting subordinate of the Field Element Manager will serve as AE for Other Projects with a Total Project Cost greater than $5 million but less than $20 million. Duties of a direct reporting subordinate of the Field Element Manager, as AE, include:

- Establishing and serving as chairperson of the ESAAB Equivalent Board for Critical Decisions and Baseline Change Proposals (the board and procedures must be planned in coordination with the Office of Science Construction Management Support Division).
- Providing to the Construction Management Support Division and other appropriate offices, copies of the meeting minutes and decisions rendered.

4.2 ESAAB Equivalent Board—Secretariat

The ESAAB Equivalent Board Secretariat responsibilities reside in the Office of Science Construction Management Support Division for all projects where the AE authority resides at Headquarters. Responsibilities of the Secretariat include:

- Participating in all Office of Science ESAAB Equivalent Board Meetings.
- Administering the ESAAB Equivalent Board process for the Office of Science Headquarters AE.
- Coordinating ESAAB Equivalent Board schedules for the AE.
- Providing comments on significant project issues to the AE and Office of Science Program Office.
- Recording minutes and action items resulting from ESAAB Equivalent Board meetings and disseminating as appropriate.
- Maintaining records of all Office of Science ESAAB Equivalent Board meetings, for both DOE Headquarters and Operations Offices/Field Elements.
- Assisting and providing oversight for the Office of Science Operations/Field Element Managers' ESAAB Equivalent Board procedures and processes.
- Notifying and extending an invitation to the Office of Engineering and Construction Management for all Office of Science Secretarial ESAAB Reviews and ESAAB Equivalent Board meetings.

4.3 ESAAB Equivalent Board—Members

The Office of Science ESAAB Equivalent Board is an advisory board (not a voting board) to the AE. The ESAAB Equivalent Board members are responsible for:

- Attending all ESAAB Equivalent Board meetings or providing a representative.
- Providing a timely review of project materials.
- Evaluating the project fully in his/her area(s) of expertise and identifying potential issues.
- Preparing directed questions and/or comments (prior to the ESAAB Equivalent Board meeting) on specific project issues that require resolution.
- Working to resolve issues and provide options and solutions.
- Providing advice to the ESAAB Equivalent Board AE.

4.4 Office of Science Program Offices

Associate Director

The Office of Science Program Office Associate Director is responsible for:

- Identifying Program Manager(s) that will be responsible for ESAAB Equivalent Board activities within their organization.
- In coordination with the Operations Office/Field Element, ensuring that the Office of Science ESAAB Equivalent Board Procedures are being implemented.

Program Manager

The Office of Science Program Manager is responsible for:

- Coordinating with the ESAAB Equivalent Board Secretariat and Federal Project Director (when identified) to schedule ESAAB meetings. Office of Science ESAAB Equivalent Board meetings shall be scheduled at a minimum of one month in advance of the actual meeting date.
- Working with the Federal Project Director (when identified) and/or the Integrated Project Team to prepare project materials for presentation to the board members. Presentation material shall be delivered to the Office of Science ESAAB Secretariat a minimum of one week prior to the ESAAB meeting.
- Presenting proposed Critical Decisions or Baseline Change Proposals to the ESAAB Equivalent Board when the Federal Project Director is not available.
- Working with the Federal Project Director (when identified) to answer inquiries and resolve issues with board members.
- Developing and coordinating decision documentation with ESAAB Equivalent Board Secretariat to capture action items and/or issues resulting from the review.

4.5 Federal Project Director

The Federal Project Director is responsible for:

- Coordinating with Program Manager and ESAAB Equivalent Board Secretariat to schedule ESAAB Equivalent Board meetings. The ESAAB Equivalent Board meeting shall be scheduled at a minimum of one month in advance of the actual meeting date.
- Coordinating with the Program Manager and the Integrated Project Team in preparation of project documents supporting the decision process.
- Preparing the ESAAB Equivalent Board presentation and decision documentation for signature by the AE. Presentation material shall be delivered to the Office of Science ESAAB Secretariat a minimum of one week prior to the ESAAB meeting.
- Presenting proposed Critical Decisions or Baseline Change Proposals to the ESAAB Equivalent Board.
- Working with the Program Manager and the Integrated Project Team to coordinate responses to ESAAB Equivalent Board questions and requests and to resolve issues.

5. OFFICE OF SCIENCE ESAAB EQUIVALENT BOARD

The Office of Science ESAAB Equivalent Board Members, when called upon, will review and advise the Acquisition Executive on Critical Decisions and Level 1 Baseline Change Proposals for Other Projects from $100 million to less than $400 million that have not been designated a Major System Project (see Table 5-1).

Table 5-1. Board Members for Other Projects ($100 million to less than $400M)

Role/Area of Inquiry	Principal Board Member
Chairperson	Director, Office of Science
ESAAB Equivalent Secretariat	Director, Construction Management Support Division
Senior SC Management	Principal Deputy Director, Office of Science Deputy Director for Operations, Office of Science
Non-Proponent SC Program Office	Associate Director: BES, HEP, NP, FES, LOESH, BER, ASCR (as appropriate)
Legal (As Required)	Office of the General Counsel
Budget	Director, Financial Management Division
Environmental	Director, Environment, Safety and Health Division
Safety & Health (Integrated Safety Management)	Director, Environment, Safety and Health Division
Security Management Team	Security Management Team Leader
Infrastructure	Director, Laboratory Infrastructure Division
Procurement	Director, Grants and Contracts Division
Project Management	Director, EM or NNSA Office of Project Management
OECM Representative	Director, Office of Engineering and Construction Management
Specialized Support (As Required)	Project-specific technology support: R&D subject matter experts Program specialists Other SC Program Offices Public or Congressional Affairs Laboratory Program Representative

The Office of Science ESAAB Equivalent Board, when called upon, will review or approve Critical Decisions and Level 1 Baseline Change Proposals for Other Projects greater than $5 million to less than $100M that have not been designated as a Major System Project and have not been further delegated to a direct reporting subordinate of the Field Organization Manager (see Table 5-2).

Table 5-2. Board Members for Other Projects (greater than $5 million to less than $100 million)

Role/Area of Inquiry	Principal Board Member
Chair	Associate Director
ESAAB Equivalent Secretariat	Construction Management Support Division Representative
Non-Proponent SC Program Office	BES, HEP, NP, FES, LOESH, BER, ASCR (as appropriate)Representative
Legal (As Required)	Office of the General Counsel Representative
Budget	Financial Management Division Representative
Environmental	Environment, Safety and Health Division Representative
Safety & Health (Integrated Safety Management)	Environment, Safety and Health Division Representative
Security Management Team	Security Management Team Representative
Infrastructure	Laboratory Infrastructure Division Representative
Procurement	Grants and Contracts Division Representative
OECM Representative*	Office of Engineering and Construction Management Representative
Project Management Specialized Support (As Required)	Public or Congressional Affairs Representative Laboratory Program Representative Project-Specific Technology Support Representative: R&D subject matter experts Program specialists Other SC Program Offices

* An OECM representative should be invited to ESAAB Equivalent Board Meetings, but does not serve as a board member for projects with a Total Project Cost less than $20 million.

6. OFFICE OF SCIENCE ESAAB EQUIVALENT BOARD PROCESS

6.1 Scheduling

For Other Projects between $5 million and $400M, the appropriate Office of Science Program Manager in cooperation with the Federal Project Director will formally request (approximately one month prior to the date) that the ESAAB Equivalent Board Secretariat schedule an ESAAB Equivalent Board meeting for approval of a Critical Decision or a Level 1 Baseline Change Proposal. Following the Office of Science timeline (shown in Appendix A), the ESAAB Equivalent Board Secretariat will begin the scheduling process and notify the designated Acquisition Executive, the Program Office, and the Federal Project Director. The ESAAB Equivalent Board Secretariat will also notify the ESAAB Equivalent Board members of the intended meeting. The Office of Engineering and Construction Management is a board member for all projects $20M and greater, and is to be notified and invited to all ESAAB Equivalent Board meetings for all projects.

6.2 Preparation for ESAAB Equivalent Board Meeting

The Program Manager, in coordination with the Federal Project Director (when identified), will supply appropriate decision documentation including project briefing materials to the ESAAB Equivalent Board Secretariat approximately one week in advance of the ESAAB Equivalent Board meeting. Decision documentation will include: a description of the decision requested; a signature area for board members' endorsements, and an approval line for use by the AE; as well as any action items and/or issues resulting from the ESAAB Equivalent Board meeting. The Secretariat will work with the Program Manager to ensure that decision documentation is complete and to resolve board members' issues.

Other materials provided for the ESAAB Equivalent Board meeting may include: results from any external and/or internal reviews since the prior ESAAB Equivalent Board meeting, Corrective Action Plans, and other materials that support the proposed decision documentation.

The ESAAB Equivalent Board members and Secretariat will examine the project through the materials provided and provide questions and comments to the Federal Project Director and Program Manager prior to the ESAAB Equivalent Board meeting. Board members should identify any project issues, and should emphasize their concerns in their comments:

- Items to be corrected that will improve the probability of project success.
- Whether the identified issue(s) of project preparations are of sufficient impact that the project should not proceed.
- Cost impact of instituting a recommendation that addresses the comments.
- Alternative methods for attaining project success or possible "trade-offs."
- Risks and vulnerabilities that may affect environment, safety and health or quality assurance aspects of the project.

The Program Manager working with the Federal Project Director will take the lead in resolving comments and questions of the board members regarding outstanding issues and requirements.

6.3 ESAAB Equivalent Board Meeting

At the formal ESAAB Equivalent Board meeting, the Federal Project Director or the Program Manager (if a Federal Project Director has not been identified) or will present the project's request for Critical Decision or Baseline Change Proposal to the ESAAB Equivalent Board. The presentation should be brief, emphasizing the decision that is being requested of the Acquisition Executive, as well as review steps that were taken.

At the conclusion of the presentation, the decision documentation will be coordinated with the ESAAB Equivalent Board and offered to the Acquisition Executive for approval or disapproval. The decision documentation should include any action items that require completion prior to AE approval or significant issues resulting from the ESAAB Equivalent Board meeting. Significant changes to the decision documentation, if required, will be made by the Secretariat, Program Manager, and Federal Project Director and offered to the Acquisition Executive for signature within one week of the ESAAB Equivalent Board meeting. The Secretariat will provide signed copies of the meeting minutes and decision documentation to the Federal Project Director, Program Office, Acquisition Executive, OECM, and other involved offices within one week of the Acquisition Executive's decision.

7. OFFICE OF SCIENCE ROLE IN THE SECRETARIAL ESAAB PROCESS

The ESAAB shall meet bi-monthly, or when called upon by the Deputy Secretary of Energy. Per DOE Order 413.3 and Manual 413.3-1, the Deputy Secretary, as the Secretarial Acquisition Executive, shall approve all Major System Projects' Critical Decisions, performance baseline deviations, and site selection for new missions, before the project can proceed to the next acquisition phase. The Director of the Office of Science endorses and submits Critical Decision requests and performance baseline deviations to the Secretarial Acquisition Executive for Major System Projects.

7.1 Scheduling

For Office of Science Major System Projects, the Office of Science ESAAB Secretariat will coordinate an ESAAB Review date with the ESAAB Secretariat (resides within the Office of Engineering and Construction Management), based on a project's Critical Decision or Baseline Change requirements. This written request for an ESAAB Review will be submitted to the ESAAB Secretariat by the Office of Science ESAAB Secretariat in coordination with the appropriate Program Manager (following the timelines shown in Appendix B).

7.2 ESAAB Readiness Review

Prior to, and in preparation of, an ESAAB Review, an ESAAB Readiness Review is required (approximately three weeks prior to the ESAAB Review). A meeting of the Office of Science ESAAB Equivalent Board (see Appendix B) may serve as a substitute for the Office of Engineering and Construction Management ESAAB Readiness Review, provided that ESAAB Equivalent Board membership is augmented with representatives from the ESAAB organizations, and coordinated with the ESAAB Secretariat for other ESAAB requirements. The Director of the Office of Science will serve as chairperson of the ESAAB Readiness Review. The Program Office in coordination with the Operations/Field Element Manager must provide presentation materials to the Office of Science ESAAB Secretariat one week prior to the ESAAB Readiness Review for distribution to board members.

7.3 ESAAB Review

A senior program representative or the Federal Project Manager will present a decision briefing (20 minutes or less) for approval of a CD or performance baseline deviation to the SAE. The briefing shall demonstrate that the project has met the necessary requirements and is ready to proceed. The briefing will address the requirements set forth in Section 7, Office of Engineering and Construction Management ESAAB Procedure.

ESAAB Board members shall ensure specific Departmental issues are addressed and resolved prior to commitment of resources to the next phase in the life cycle of an acquisition.

The ESAAB Secretariat will then prepare a Memorandum of Decision, documenting the decision, for the Secretarial Acquisition Executive to sign. The Office of Science Program Office and ESAAB Equivalent Board Secretariat will be asked for input in drafting this Memorandum of Decision. Signed copies of the Memorandum of Decision will be provided to the Federal Project Director, Program Office, and ESAAB Equivalent Board members and involved offices by the Office of Science ESAAB Equivalent Board Secretariat.

8. OFFICE OF SCIENCE BASELINE CHANGE CONTROL GUIDELINES

8.1 Purpose

The purpose of these guidelines is to define the Department of Energy Office of Science Baseline Change Control (BCC) process and to establish guidelines for the subordinate change control process for Office of Science projects. A disciplined change control process shall be used to control changes to established cost, schedule, and technical baselines for all Office of Science project activities. A disciplined and integrated change control process shall be implemented in the Office of Science to:

- Establish cost, schedule, and technical baselines and thresholds for projects;
- Assure changes to these baselines are defined, documented, and formally approved and that authority and responsibility for approval are delineated;
- Enhance accountability and traceability in the decision making process; and
- Provide assurance that decisions are made at the appropriate management level and are in accordance with the SC ESAAB Equivalent Board Procedure, DOE Order 413.3 and DOE Manual 413.3-1.

8.2 Scope

These guidelines are applicable to all Office of Science organizational elements, including DOE Headquarters and field offices involved in establishing or changing cost, schedule, and technical baselines for SC projects.

8.3 References

References for these BCC guidelines include: 1) DOE Manual 413.3-1, Project Management for the Acquisition of Capital Assets, March 28, 2003; and 2) DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets, October 13, 2000.

8.4 Field BCC

8.4.1 Boards

Baseline Change Control Boards must be established to process changes to all Major System Projects and Other Projects. Boards are non-voting and consist of a Chairperson, members, and advisors. For each Field board, contractors may be advisors to the board and this is encouraged. The Chairperson has full decision making authority and may provide disposition without conducting a board meeting.

8.4.2 Systems

For all Other Projects, formal baseline change control systems must be established at each Field Element. System design is the responsibility of each Field Element and must be in compliance with DOE Order 413.3, DOE Manual 413.3-1, and the Office of Science ESAAB Equivalent Board Procedure. Boards are not required. Minimum requirements include:

- Cost, schedule, and technical baselines and thresholds must be established;
- Procedures must be established that document how the system is structured, how it works, and what records and reports are required;
- Authority for approval of baseline changes must be defined, documented, and approved;
- Decisions must be made by the appropriate management level decision maker and disposition must be documented; and
- Baseline changes must be clearly defined, documented, and approved before implementation.

8.4.3 Project Baseline Change Control Process at the Field Level

Process

Each Field Element must prepare, approve, and issue formal documentation that defines the structure of the change control process and the mechanics of how it works (i.e., procedures and board charters). The process documentation must address change control for Major System Projects and Other Projects.

Baseline Change Proposal

Each Field Element must ensure that all proposed changes are documented. Minimum requirements include: description of the change; justification; impact of non-approval and impact to project cost, schedule, and technical baselines; and changes to the funding profile. Changes that require Headquarter board action must either be submitted on the Office of Science Baseline Change Control form or contain this type of information. The Office of Science Baseline Change Control form and instructions for completion are located in Attachments 1 and 2.

Record of Disposition

Disposition of all proposed changes to Major Systems Projects and Other Projects must be recorded, dated, and signed by the DOE change control chairperson. Disposition for Other Projects must be documented in some responsible way by the responsible DOE line/project manager. Each Field Element must submit to the Level 1 Secretariat copies of all Major Systems Projects and Other Projects Level 2 Field Element-approved change requests, disposition records, meeting minutes, and summaries of actions taken.

8.5 Appeal Procedure

If a requested Baseline Change Proposal is not approved, then the advocate of the change has the prerogative to appeal the decision to the next higher level, according to the following procedure. The decision cannot be appealed at greater than one level above the level at which the Baseline Change Proposal was first denied not appealed above Level 1.

1. All the relevant material should be forwarded to the Secretariat of the next level board above the level which the Baseline Change Proposal was denied. Succinct arguments for the appeal should also be presented in this material.
2. The Secretariat of the appeal board will review the material for completeness.
3. The Secretariat shall schedule a Baseline Change Control Board. An appeal cannot be decided by the Chairperson without holding a Baseline Change Control Board meeting.
4. The Chairperson shall make the final decision, and the results of that decision shall be distributed to appropriate board members, the Federal Project Director, and the Secretariat of the lower-level ESAAB Board.
5. The decision by the chairman, at the appeal level, is final.

Intentionally Blank

APPENDIX A

TYPICAL TIMELINE FOR OFFICE OF SCIENCE ESAAB EQUIVALENT BOARD PROCESS FOR OTHER PROJECTS

Typical Timeline for Office of Science
ESAAB Equivalent Board Process
for Other Projects

Process	Duration	Cumulative Work Days From Request	Cumulative Work Days To Decision
1. Receive CD or BCP Request Date from Program Office	Start	18	0
2. ESAAB Secretariat Schedules SC ESAAB Equivalent Board	1 day	17	1
3. Program Office Submits Briefing and Supporting Material	10 days	16	2
4. SC AE and Board Review CD/BCP Request and Materials	5 days	6	12
5. Presentation to SC AE and Board/Disposition of CD/BCP	1 day	5	1
6. Transmit Dispositioned CD/BCP	5 days	0	18

APPENDIX B

TYPICAL TIMELINE FOR OFFICE OF SCIENCE ESAAB EQUIVALENT BOARD PROCESS FOR MAJOR SYSTEM PROJECTS

Typical Timeline for
Office of Science ESAAB Equivalent Board Process
for Major System Projects

Process	Duration	Cumulative Work Days From Request	Cumulative Work Days To Decision
1. Receive CD or BCP Request Date from SC Program Office	Start	49	0
2. Schedule ESAAB Readiness Review with SC ESAAB Equivalent Board Members and Secretarial ESAAB Representatives	1 day	48	1
3. Prepare Briefing and Supporting Material	10 days	38	11
4. Submit Materials to ESAAB Readiness Board	1 day	37	12
5. Review CD/BCP Request and Materials	5 days	32	17
6. Conduct ESAAB Readiness Review	1 day	31	18
7. Resolve Comments	5 days	26	23
8. SC ESAAB Secretariat Requests SAE ESAAB with OECM*	15 days	11	38
8.1 Distribute Final Briefing Package to ESAAB Members OECM, ESAAB Secretariat**	5 days		
9. SAE ESAAB Meeting and CD/BCP Dispositioned	1 day	10	39
10. Staff Memorandum of Decision with Actions (if necessary)	10 days	0	49

*The ESABB meets once every two months, or at the call of the SAE.
**No more changes to the briefing are allowed.

APPENDIX C

OFFICE OF SCIENCE PROJECT DECISION/APPROVAL MATRIX

TOTAL PROJECT COST (TPC) / DECISION/APPROVAL		≥$400 million	<$400 million to >$100 million US Delegated to SC-1	≤$100 million to >$5 million	<$20 million to >$5 million	≤$5 million
Prior to CD-0, Mission Need Statement		Reviewed by OMBE-ME-20 and approved by SC-1				N/A
Prior to CD-1, Acquisition Strategy		Reviewed by OMBE-ME-90 and approved by SC-1				N/A
CRITICAL DECISIONS	Approve Mission Need - CD-0	S-2	SC-1	SC-1	SC-1	N/A or FPD
	Approve Alternative Selection and Cost Range - CD-1	S-2	SC-1	SC AD	PM or SOM if delegated	N/A or FPD
	Approve Performance Baseline - CD-2	S-2	SC-1	SC AD	PM or SOM if delegated	N/A or FPD
	Approve Start of Construction - CD-3	S-2	SC-1	SC AD	PM or SOM if delegated	N/A or FPD
	Approve Start of Operation - CD-4	S-2	SC-1	SC AD	PM or SOM if delegated	N/A or FPD
CHANGE CONTROL	SAE - Deviation	S-2 if change in Performance Baseline of ≥6 months or ≥$25 million or 25% of TEC/TPC **or** change in scope that is not in conformance with the Project Data Sheet				N/A
	Program - Level 1	SC-1	SC-1	SC AD	PM or SOM if delegated	N/A
	Project - Level 2	PM, SOM or FPD (Opt)	PM, SOM or FPD (Opt)	PM, SOM or FPD (Opt)	PM, SOM or FPD (Opt)	PM, SOM or FPD (Opt)
	Contractor - Level 3	Contractor	Contractor	Contractor	Contractor	Contractor
Project Execution Plan Approval		SC-1	SC-1	SC AD	PM or SOM if delegated	N/A
Environmental Impact Statement Record of Decision/Site Selection		S-2	S-2	S-2	S-2	S-2
External Independent Review (EIR), Independent Project Review (IPR), or Operational Readiness Review (ORR)		EIR Prior to CD-2 & CD-3 IPR Prior to CD-0 ORR Prior to CD-4	EIR Prior to CD-2 IPR Prior to CD-3 ORR Prior to CD-4	EIR Prior to CD-2 IPR Prior to CD-3 ORR Prior to CD-4	EIR Prior to CD-2 IPR Prior to CD-3 ORR Prior to CD-4	N/A
PARS Reporting (EVMS for Projects >$20 M)		Monthly Project Status After CD-0				
		Monthly Project Performance After CD-2				
Quarterly Project Performance Review (QPPR)		Quarterly Project Performance Review After CD-0				

FPD=Federal Project Director; AD=Associate Director; SOM=Site Office Manager; PM=HQ Office of Science Program Manager; US=Under Secretary
S-2=Deputy Secretary; SC-1=Director, Office of Science; ORR=Operational Readiness Review (SC); EIR=External Independent Review (OECM)
IPR =Independent Project Review (SC)

Office of Science Project Decision/Approval Matrix

APPENDIX D

BASELINE
CHANGE PROPOSAL FORM

Office of Science Baseline Change Proposal Form

1) BCP Number:		2) BCP Title:	
3) Date Received at Field Element:		4) WBS Number (If Applicable):	
5) Project Title (and Budget Number if Applicable):			
6) Change Destination Priority □ Routine □	7) BCP Level Level 0 □ Level 3 □ Level 1 □ Level 4 □ Level 2 □	8) Directed Change? Yes □ No □	9) Post Reduction: Yes □ No □ n/a □
10) Point of Contact:		11) FAX:	
12) Phone Number:		13) Location: CH-110	
14) Change Description:			
15) Change Justification: Scope: Cost: Schedule			
16) Impact on End State/Other Sites/Structure:			

17) BCP Number:	18) BCP Title:

19) Impact on Cost Baseline		Approved Baseline ($K)	Proposed Baseline ($K)	Change ($K)
Budget at Completion (BAC):		$	$	$
Management Reserve (MR):		$	$	$
Contingency:		$	$	$
Total Project Costs (TPC):		$	$	$

20) Impact on Annual Cost Plan:

Fiscal Year	Prior FYs	FY03	FY04	FYXX	FYXX	FYXX	FYXX	FYXX	FYXX
Appr. TPC ($K)									
BCWX Changes ($K)									
MR Changes ($K)									
Cont. Changes ($K)									
Prop. TPC ($K)									

21-A) Explanation of Impact on Cost Baseline and Cost Plan

21-B) Basis of Estimate

22) BCP Number:		23) BCP Title:	
24A) Impact on Schedule Baseline:			
Milestone (Number and Title)	Approved Baseline (Month/Year)	Proposed Baseline (Month/Year)	Change (Months)
24B) Impact on Sites/Facilities	Approved Baseline (Month/Year)	Proposed Baseline (Month/Year)	Change (Months)
25A) Explanation of Impact on Schedule Baseline: 25B) Explanation of Impact on Sites/Facilities			
26) Impact on Technical Scope Baseline:			
27) Explanation of Impact on Technical Scope Baseline:			
28) Other Impacts (Health/Safety/Environment/etc.)			
29) Interim or Corrective Actions:			