Introduction and Management Structure

Fulvia Pilat

LSD Director's Baseline Review

May 16th 2012

Charges

All speakers aiming in their talks to address charges

Explicit charge address in specific presentation

1. Concentrate on that part of the shutdown for which the schedule is fully developed.
2. Consider scope, schedule and resources.

1. Is the critical path understood and articulated? Napier, Harwood, Akers, Sperlazza, Pilat
2. Is the approach to management of the "project" appropriate? Pilat
3. Is there is a clear strategy for dealing with problems that might develop? Pilat
4. Identify schedule or scope contingency; is the schedule contingency adequate? Napier
5. Identify places in the schedule where scope and resources are not well matched ?Napier
6. Is there work scope outside of the current schedule, which could potentially represent constraints or impacts on the schedule; is this adequately addressed? Oren
7. Have quality, Safety, Risk and other Concerns been adequately addressed? May

Agenda

0830-0900 Pilat: Introduction, scope and management structure

Introduction, scope and management structure

Response to charges 4, 5

0900 - 920 Oren: Day to Day, Outside Impacts

Day 2 day LSD execution, TEDF/TLA, FEL

Response to charge 8

920 – 950: Napier: Schedule, Resources, CCB, LSD/12GeV

Schedule, resources, CCB, LSD vs. 12 GeV Project schedule

Response to charges 3, 6 and 7

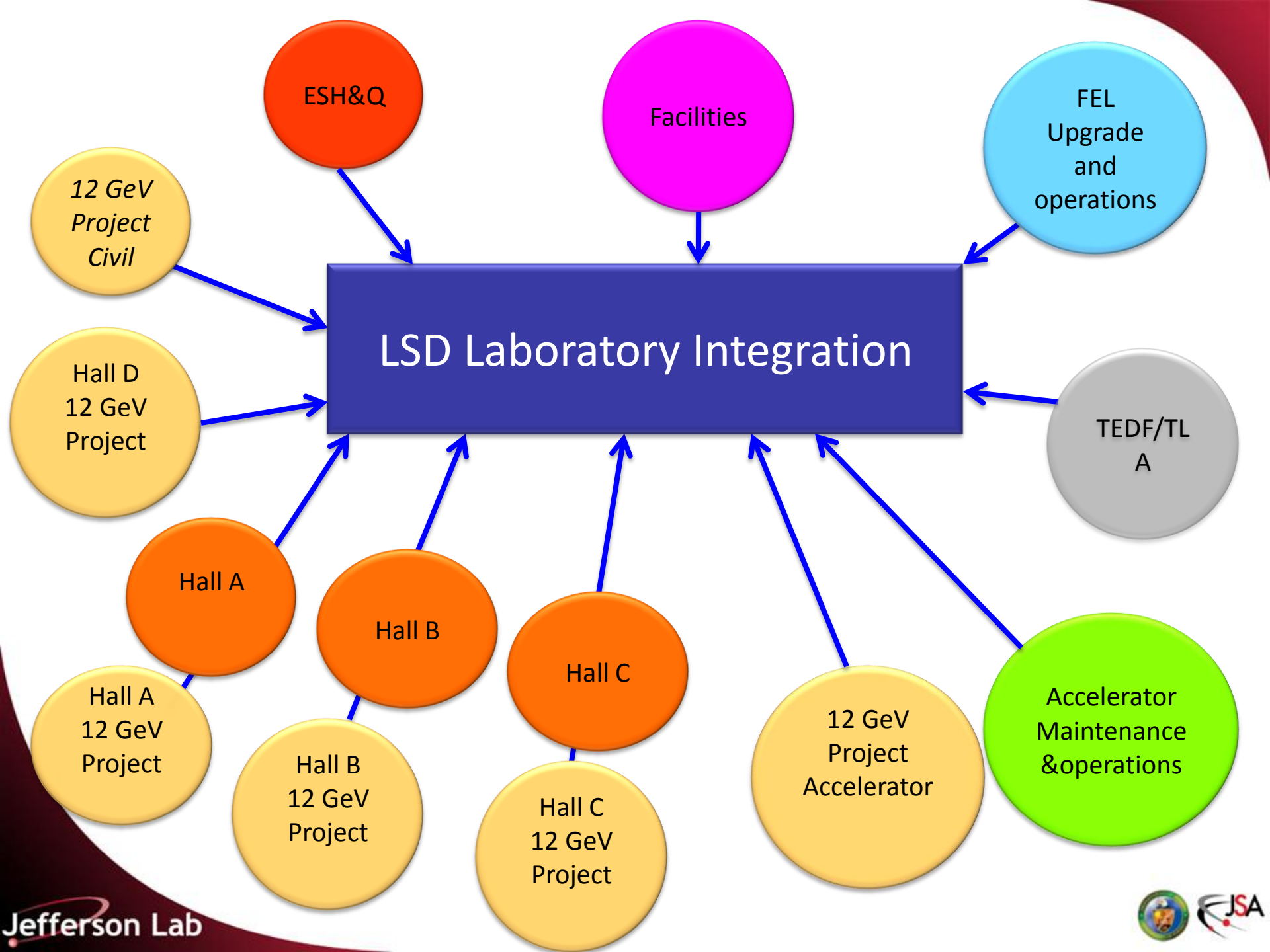
Agenda

1000– 1030:	Harwood:	12GeV Accelerator scope and plans
	12 GeV accelerator scope of work and plans	
	Response to charge 3	
1030 – 1100:	Akers:	Halls scope and plans
	Hall A non 12GeV & 12GEV, Hall B de-installation, Hall C de-installation	
	12GeV Hall D, input from CAM's	
	Response to charge 3	
1100 – 1120:	**Spe**rlazza:	Facilities scope and plans
	Facilities plans	
	Response to charge 3	
1120 - 1150	May:	Safety, Risks, and QA
	ESH&Q, risk registry, QA, lessons learned	
	Response to charge 9	
1150 – 1200	Pilat:	Conclusion/Closing

Management structure

‘Ingredients”

- Lab-wide integration
- Project management structure and support (no budget)
- LSD Team
- Integrated schedule, baseline, progressing (monthly) and change control
- Resource allocation and leveling
- Progress monitoring (RAM meeting, biweekly), planning (weekly)
- LSD execution, daily 8am, LSD Deputies
- ESH&Q practices, risk registry, lessons learned

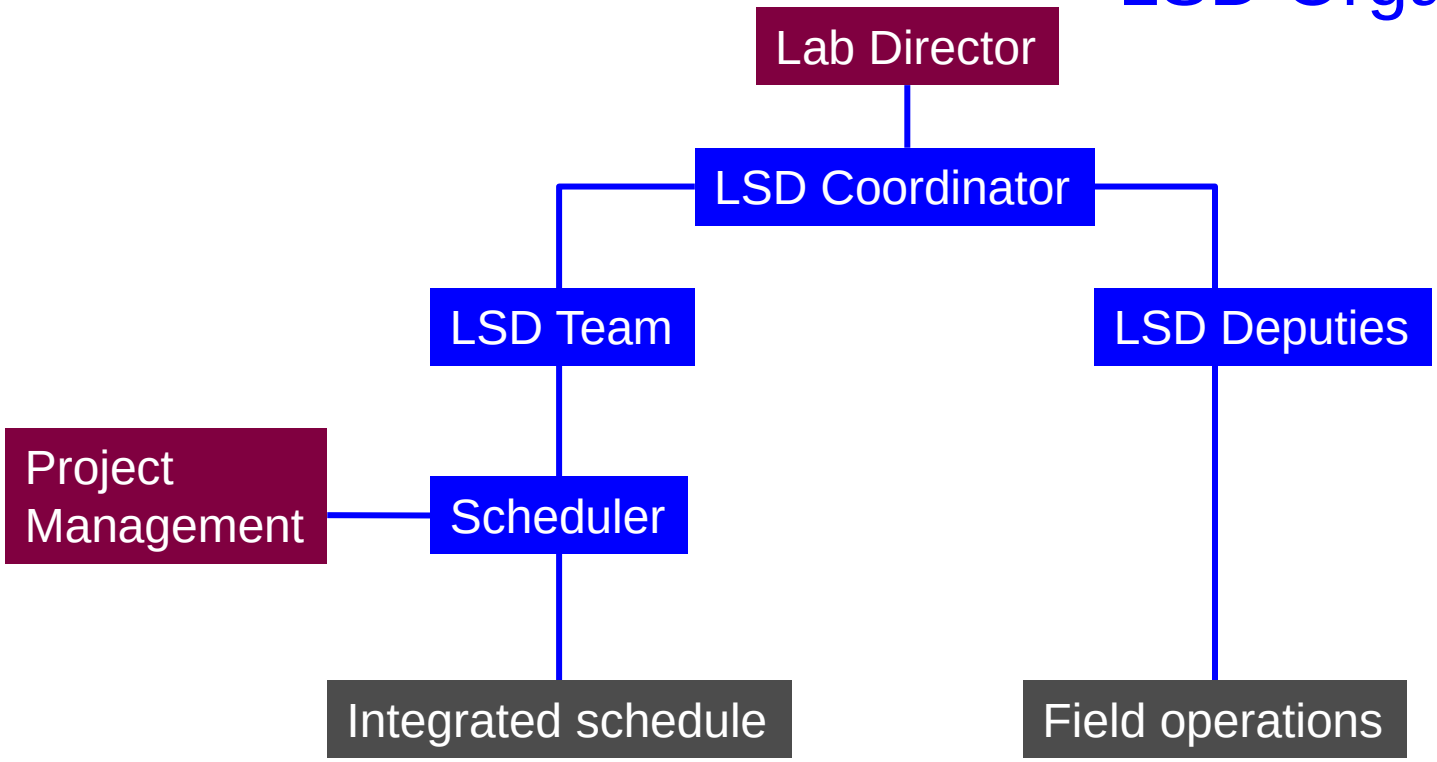

ESH&Q
Facilities
FEL Upgrade and operations
12 GeV Project Civil
LSD Laboratory Integration
Hall D 12 GeV Project
TEDF/TL A
Hall A
Hall B
Hall C
Hall A 12 GeV Project
Hall B 12 GeV Project
Hall C 12 GeV Project
12 GeV Project Accelerator
Accelerator Maintenance &operations

Scope

- Scope of work covered in the LSD now will be described in the next presentations, as well as what is presently off the LSD scope.
- The focus is the next 6 months
- We need to define what is necessary to add to the integrated plan now.
- We need also eventually to define what is necessary to add to the integrated plan in the next re-planning phases.

For instance in the 6MSD it was essential to coordinate installation and re-commissioning activities. Integration of these activities at the end of the LSD will be necessary.

LSD Organization



- Team: coordination, priorities, problem solving

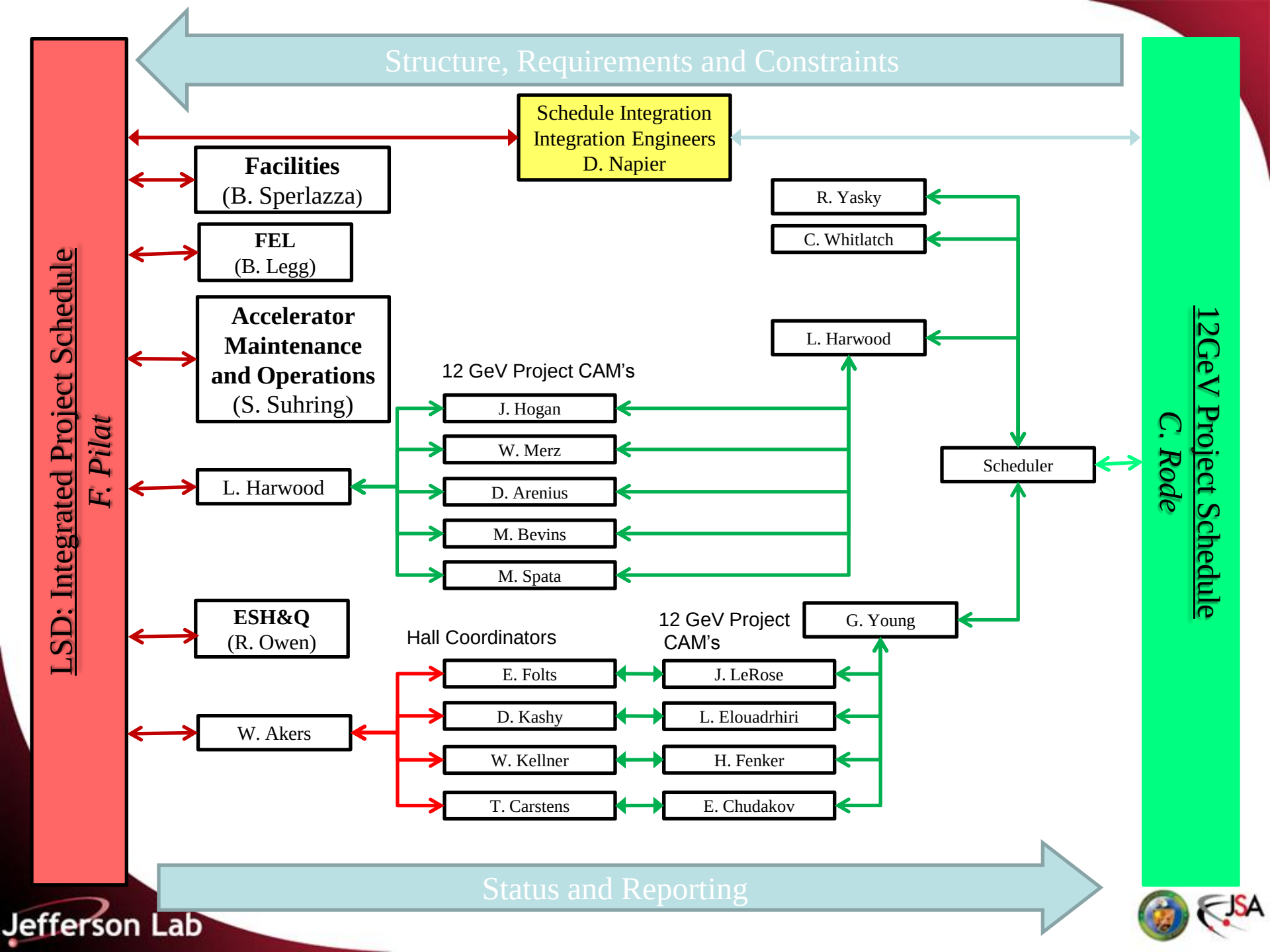
Representation from all Lab parties with scope of work

Appropriate level

- Integrated schedule
- Risks tracking

LSD Team

• LSD Coordinator	F. Pilat
• Physics	W. Akers, R. Ent, J. Gomez
• Accelerator	S. Suhring, A. Freyberger
• 12 GeV Project - Physics	G. Young
• 12 GeV Project - Accelerator	L. Harwood
• FEL	B. Legg
• Facilities (FML)	B. Sperlazza
• Engineering	W. Oren
• Integration and Schedule	D. Napier
• ES&H	M. Logue, D. Owen, K. Welch
• Project Management	H. Derby, P. Collins


Structure, Requirements and Constraints
LSD: Integrated Project Schedule
F. Pilat
Schedule Integration
Integration Engineers
D. Napier
Facilities
(B. Sperlazza)
FEL
(B. Legg)
Accelerator Maintenance and Operations
(S. Suhring)
L. Harwood
ESH&Q
(R. Owen)
W. Akers
R. Yasky
C. Whitlatch
L. Harwood
12 GeV Project CAM's
J. Hogan
W. Merz
D. Arenius
M. Bevins
M. Spata
Scheduler
G. Young
Hall Coordinators
12 GeV Project CAM's
E. Folts
J. LeRose
D. Kashy
L. Elouadrhiri
W. Kellner
H. Fenker
T. Carstens
E. Chudakov
12GeV Project Schedule
C. Rode
Status and Reporting
Jefferson Lab
JSA

Is the approach to management of the project appropriate?

- It worked for the 6MSD
- Changes implemented driven by scope (team) and duration (schedule management and progress)
- Defined the role of LSD Deputy for the execution phase

Potential concerns:

- **Communication** of information and plans
  LSD Team → managers → supervisors → groups
- **Scope** not formally included in the LSD and related impacts
- The **LSD Deputy** system must be tested for effectiveness

Mitigation

- Stressing need of communication
- Inclusion of other "now-off-LSD" activities as needed
- Flexibility in changing the organization

Is there a clear strategy for dealing with problems that may develop?

Problem magnitude:

"**Tall**"	limited impact on schedule (budget)	~ day(s)
"Grande"	significant impact on schedule (budget)	~ week(s)
"Venti"	very big impact on schedule (budget)	~ month(s)

Tall	8am meeting, follow-up dedicated problem solving in MCC by **LSDD**
Grande	**Plan** to solve the issue, **focused team** assembled (typically LSD Team members + relevant system experts) Managed by **LSDD** Brief/consult with **LSD Coordinator** Brief **Lab Leadership** if warranted
Venti	**Long term plan** for problem resolution by **LSD Coordinator** Formal impact on schedule, **CCB** process **Participation of Lab Leadership** in the decision process

Dynamic schedule and **re-planning every 4-5 months** should help in problems mitigation

Back-up slides

LSD vs. 6MSD

LSD main differences from 6MSD:

- **length** (16+ months)
- Limited **civil construction**
- Much **more scope** for 12 GeV Project accelerator
- **Begin** of the installation of 12 GeV Project detectors in 4 Halls
- Commissioning of **new machine** at the end
- More **limited resources** (2012-13 budgets)

Planning and execution of LSD based on 6MSD but:

- Adjustment of **Team composition** to scope of work
- Incorporation of **lesson learned** from 6MSD
- Adaptation of **organization** to the longer time-scaled
- More **dynamic schedule** (re-baseline every 5 months)