



Project Charter

ESH&Q Operational Readiness Clearance Notable Project

Version 1.0

4/20/2016

CD DocDB # 5727

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Charter Revision Log

Revision	Description	Effective Date
0.5	First Draft based on ORC Scope Document by Amber Kenney	3/22/2016
0.8	Updated per feedback, include statement on staff resource budget	4/15/2016
1.0	Prepare for sign-off	4/20/2016

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1. Problem Statement

The Operational Readiness Clearance and Technical Scope of Work processes have been utilized by Divisions at Fermilab for many years. The ORC is a type of ES&H review that is applied to experiments, tests and research and development activities. AD, PD, ND and TD have internal procedures that define the ORC for those divisions. The TSW is a mechanism by which Divisions receive and approve scientific proposals for work utilizing Fermilab resources. It has been recognized that the lab would benefit from an overall ORC policy that can standardize the approach. As a result, the DOE has issued the following Notable Outcome for FY16 as part of Goal 5 Sustain excellence and enhance effectiveness of Integrated Safety, Health, and Environmental Protection:

Objective 5.1 The Laboratory will develop a formal uniform approach to Operational Readiness Clearance (ORC) that defines lab-wide requirements and standards for the ORC process.

2. Project Goals and Objectives

The new policy will:

- Define a lab-wide ORC and related TSW process
- Pull together all ES&H review requirements that are buried in various FESHM chapters

The new tool will:

- Guide individuals through the TSW and ORC review process
- Help users obtain reviewers
- More efficiently move through the approval process

3. Project Scope

The scope of this project encompasses the ES&H review requirements at Fermilab that are specified in FESHM. The ORC process is not currently defined by FESHM, but many other ES&H reviews are required by the manual. This project will address the need to define the ORC process in FESHM, specify the trigger points that generate the need for an ORC and incorporate it into a policy that summarizes all ES&H reviews required by FESHM. This project will also address the need to provide an effective online tool that will efficiently walk employees/users through the ORC and related Technical Scope of Work (TSW) approval process. The tool will also provide assurance to Division management and potential auditors that the associated ES&H issues were adequately addressed.

The project will be considered successful if DOE acknowledges that the deliverables meet the Notable Objective. In addition, success will include positive feedback from stakeholders that find improved TSW and ORC clarity and efficiency, especially in the approval process.

This notable is limited to the ORC process and labwide implementation. It does not include all ESH reviews. However, the project will consider all ESH reviews because many overlap with the ORC process. The implementation tool will be focused on achieving the ORC notable, but will likely be capable of capturing any ESH review.

4. Project Deliverables

1. A lab-wide policy (FESHM chapter) that is approved by the lab director.
2. An online tool used to implement the lab-wide ORC policy and related TSW process.

5. Project Stakeholders

The following groups or organizations have a stake in this project and/or its deliverables:

- Accelerator Division
- Particle Physics Division
- Neutrino Division
- Technical Division
- ESH&Q
- ES&H reviewers (many are FESHCom subcommittees)
- Core Computing Division

The following are the affected Business Processes or Systems:

- Existing procedures in AD, PD, ND and TD will need updating.
- CCD systems used to develop the online tool.

6. Project Time Frame

The project start date is defined to be October 1, 2015. Project deliverables are due no later than September 30, 2016.

The implementation tasks are (not necessarily in time order):

1. Obtain and review all D/S ORC procedures.
2. Compare similarities and differences of each procedure.
3. Pull together all ES&H review requirements that are required by FESHM.
 - a. Determine how the ORC fits into these requirements.
4. Draft a policy for all ESH reviews, including ORC.
 - a. Include how ORCs are triggered.
5. Evaluate risks, mitigate risks
 - a. Meet with stakeholders
 - b. Use stakeholder input to tweak the policy.
6. Develop an online tool for ORC implementation.
 - a. Release tool to pilot audience.
 - b. Iterate until tool is ready to launch lab-wide.

The high-level timeline is:

- Notable outcome due – 9/30/2016
- Policy (FESHM) due – 3/31/2016
- Deploy pilot tool – 4/2016
- Stakeholder meetings – 5/2016
- Expand pilot – 6/2016
- Stakeholder meetings (if necessary) – 7/2016
- Deploy tool labwide – 7/15/2016

7. Project Budget

The project has no M&S budget.

The project has been assigned the resources listed in Section 11 Project Organization at the 10% to 50% level, varying according to which project tasks are underway, with an average time commitment of up to 25% per person in the critical period from March 2016 to June 2016.

8. Project Acceptance Conditions

This project will be considered complete when the following conditions have been met:

1. Policy is accepted and published.
2. Process and procedures are documented.
3. Tool passes user acceptance tests and is deployed.
4. Fermi Site Office has signed off on the PEMP Notable Outcome as achieved.

9. Flexibility Matrix

	<i>Most Critical (Inflexible)</i>	<i>Moderately Critical (Adaptable / Negotiable)</i>	<i>Least Critical (Accepting / Will Concede)</i>
SCOPE		While project MUST meet the ORC PEMP Notable Outcome, it could in principle drop the TSW from scope. There would be little gained by doing so, however, due to their similarity, the value in co-delivery.	
SCHEDULE	Project must meet the PEMP Notable Outcome in FY 2016.		
RESOURCES			While project has no M&S budget, it does have access to whatever staff time it needs within reason.

10. Initial Project Risks

Risks to the project include:

- Stakeholders object to policy or tool.
- Policy or tool decreases efficiency or does not add value (real or perceived) to the ORC process.
- DOE FSO disagrees with the approach or is not confident that the policy/tool will succeed.
- CCD gets pulled onto higher priority project.

11. Project Organization

11.1. Project Core Team

- Project Sponsor: Martha Michels

Project Leadership Team:

- Project Leader: Amber Kenney
- Project Manager: Rob Kennedy
- Technical Lead: Keenan Newton
- Policy/Process Owner: Amber Kenney (owner of project deliverables after project ends)

Team Leads:

- Policy Team: Amber Kenney
- Functional Team: Eric McHugh, Mandy Rominsky
- Technical Team: Keenan Newton, Kimberly Myles
- Testing & Training: Cheri McKenna

The Project Core Team will meet on a weekly or bi-weekly basis as appropriate to discuss project status, review progress against milestones and deliverables, and discuss risks, issues and concerns.

The Project Leadership Team is responsible for monitoring the progress of the project; assisting in the resolution of risks, issues and concerns; resolving resource related issues; addressing technical related issues; and providing guidance and advice to the Project Sponsor and Project Managers. The Project Leadership Team will meet on a biweekly basis.

11.2. Responsibilities

The Project Sponsor is responsible for obtaining organizational support and commitment of resources to the project; setting scope and providing guidance to the Project Manager and Technical Lead; and addressing obstacles, issues and concerns.

The Project Leader is responsible for the project achieving its objectives. The Project Manager is primarily responsible for:

- Reviewing and approving project management artifacts such as the charter, budget, schedule, status reports, and lessons learned. The Project Leader defines the project scope and initial risks.
- Coordinating project work activities and reviewing progress against plans.
- Non-technical requirements and specifications, and related non-technical documentation
- Non-technical decisions in the project
- Coordinating the execution of the Project Communications Plan, in consultation with the Project Sponsor and others as appropriate.
 - In the event of a crisis or an unplanned event (such as the backing out of a planned change), the Project Leader is responsible for approving all communications messages sent to affected parties, such as stakeholders, customers, users, and project team members.
 - Depending on the severity of the situation, the Project Leader will consult with the Project Sponsor, Project Manager, and Technical Lead as appropriate.
 - In the event that the Project Leader is not available to approve communications, responsibility for approving communications will reside with the Project Sponsor, Project

Manager, or the Technical Lead. Delegation of responsibility will be clearly defined by the Project Leader.

- The Project Leader will report status to the Project Sponsor(s) on a weekly basis.

The Project Manager assists the Project Leader in ensuring that the project achieves its objectives. The Project Manager is primarily responsible for:

- Preparing and maintaining project management artifacts such as the charter, budget, schedule, status reports, and lessons learned.
- Coordinating project work activities in the absence of the Project Leader
- Monitoring and reporting on progress against plans. This also includes:
 - Developing the project management plan and all related component plans;
 - Keeping the project on track in terms of schedule and budget
 - Managing project scope, including overseeing Project Change Control
 - Identifying, monitoring, and responding to risk
 - Providing accurate and timely reporting of project metrics.
- Preparing and maintaining the Project Communications Plan, in consultation with the Project Leader and others as appropriate.
- The Project Manager will report status via bi-weekly written status reports.

The Technical Lead directs the technical work necessary to design, develop, implement, test, and deliver a product, system or service that achieves the project's objectives. The Technical Lead is primarily responsible for:

- Technical requirements, specifications, and design documentation
- Ensuring that the technical design meets the technical requirements and specifications
- Service Management topics, including ITSM Service Design and Change Management, working with the service owner.
- Technical decisions in the project
- Directing the technical work performed by the project team

The Policy/Process Owner assists the Project Leader, Project Manager, and Technical Lead by holding the project accountable for that which the operations team will require to support the project deliverables in a production environment. The Policy/Process Owner works with the Project Leadership team to ensure a smooth transition of the project deliverables from project delivery to steady-state operations.

Project Team members are responsible for:

- Reviewing and understanding the tasks assigned to them
- Meeting the due dates of tasks as assigned
- Communicating the status of assigned items
- Communicating any issues that have a potential to impact progress