



External Independent Reviews

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November 14, 2006



Improving the EIR Process

- EIRs Should Not be “One Size Fits All”
- Develop Risk Based EIR Plans
- Match Team Expertise to Review Requirements
- Increase Review Team Resources
- Strive to Shorten Review Period
- Develop Consistent Processes and Criteria



Goals

- Add Value to the Department, Programs and Projects
- Help to Improve Projects' Success in Executing to the Established Baseline
- Increase EIR and Project Credibility
- Reduce EIR Costs
- Work Collaboratively

While Remaining Objective and Independent



“One Size Fits All”

- Same Level of Effort and Same Costs, Regardless of Complexity and Scope of Project
- Tailoring Considerations
 - Project Risk and Complexity
 - Project Tailoring Strategy
 - Breadth and Depth of the Review
 - Lines of Inquiry
 - Paper Review/Site Review



Consistent Results

- **Quality**
 - Report
 - Findings and Recommendations
- **Interpretation of DOE O 413.3A and DOE M 413.3-1**
- **Level of Program/Project Knowledge**
- **Collaborative Approach**



Next Steps

- **Revamp the EIR Process**
 - Conduct Facilitated Process Reviews
 - Capture Lessons Learned
 - Evaluate Existing Contract
 - Develop Contractor Performance Measures
- **Develop EIR Statistics**
 - Costs
 - Time to Validate
 - Baseline Cost and Schedule Impacts
 - Common Findings/Recommendations



What Have We Learned?

- Major Findings and Other Findings are Often Significant
- Baselines Cannot be Validated with the Initial Review
- Corrective Action Plans are “Often” Almost “Always” Required
- Satisfactorily Resolving Findings Extends the EIR Timeline



Common Findings

- Funding Profiles do not Support the Project Baselines
- Cost and Schedule Contingencies are Under Estimated
... Often Identify Inadequate Project Management Infrastructure Necessary to Execute the Baseline
- Risk Management Plans are Deficient
- Assumptions are Invalid or Too Optimistic
- Management Reserve is not Defined or Included



Risk Management Plans

- Many common risk events that are normally associated with ... projects are not included in the risk management plan
- The risk register does not indicate the probability and consequence rankings for each risk...
- Mitigation strategies are not specifically shown as discrete activities in the project schedule...
- The risk/contingency analysis is not risk based...
- Lack of quantitative contingency analysis...to address the occurrence of risk events.



Impact Can Be Significant

