

June 29, 2001

MEMORANDUM FOR        DISTRIBUTION

FROM                        JAMES F. DECKER  
                                  ACTING DIRECTOR  
                                  OFFICE OF SCIENCE

SUBJECT:                    Office of Science Watch List

To complete the Office of Science's (SC) many important projects and program activities successfully, safely, and within budget, it is critical that we achieve excellent program and project management performance. This memorandum announces an initiative to increase accountability and performance, and to stimulate a drive for excellence.

First, it is important to note that there are outstanding examples of SC projects and program activities that have been completed or are being undertaken, which have met or are meeting, their objectives (program goals, project baselines, etc.). Unfortunately, there are also some SC program activities and projects that have not or are not meeting expectations. To help ensure that SC executive level attention is given to such projects and/or program activities, I am implementing the Office of Science Watch List.

The Watch List will include SC projects and program activities that have significant issues or the potential for emerging problems. It will also identify necessary actions required by the SC Headquarters program sponsor and key field DOE and laboratory personnel. Attached is a description of the SC Watch List process including the selection criteria, corrective actions, and removal procedure. The Office of Laboratory Operations and Environment, Safety and Health will coordinate and maintain the Watch List.

If you have any questions, please contact Jim Turi.

Attachment

## Office of Science Watch List Process

### Overview

The Office of Science (SC) will maintain a “Watch List” of projects, program activities, and tasks that require special oversight and attention by SC senior management. This special oversight is beyond the normal review and reporting criteria normally used. This list will provide a visible SC senior management oversight process.

### Process

#### 1. Selection Criteria

There will not be a specific set of criteria to be met for inclusion on the list. Programs/projects could have existing issues, potential or emerging problems, or may profit from increased attention. To be included in the SC Watch List, an activity does not have to exceed a particular cost, schedule, scope, funding, management, or safety performance threshold.

Any SC activity that is on the DOE Chief Operating Officer’s Project Watch List will automatically be included. The list will also include any SC activity that could profit from regular formal senior SC management review.

How each activity is handled will be determined on a case-by-case basis. The list is intended to be proactive, not reactive (i.e., no surprises). Activities will be added and removed as recommended by SC Headquarters or field management and approved by the Director of the Office of Science. For example, Headquarters Associate Directors and program managers, and DOE Operations Office/Area Office/Project Managers may recommend activities for inclusion on the list. SC senior management may identify items in the normal course of weekly, monthly, or quarterly reviews and meetings.

#### 2. Corrective Actions

When an activity is placed on the list, SC management will determine any corrective actions or particular assignments required and notify the responsible parties. This may include specific briefings, additional reporting, or more frequent reviews.

#### 3. Removal

An activity will be removed from the list when, in the opinion of Director of the Office of Science, all issues are adequately addressed and additional problems are not anticipated. Removal will be recommended by SC management and approved by the Director of the Office of Science. SC management will notify the responsible parties that the activity has been removed from the list. Whenever possible, actions that must be completed to achieve removal from the Watch List would be identified at the onset.

## **Format**

The Office of Science Watch List will include, at a minimum:

- Activity Description
- Activity Location
- Cost Information (TEC, TPC, Budget, Funding, etc.)
- Schedule Information (Completion Date, Critical Decisions, etc.)
- Scope Information (quantitative data, etc.)
- Issues (Why is the activity on the list?)
- Actions (What needs to be accomplished before removal from the list?)

## **Responsibility**

The SC Watch List will be administered and maintained by the Office of Laboratory Operations and Environment, Safety and Health.