

**U. S. Department of Energy  
STRATEGIC PETROLEUM RESERVE  
PROJECT MANAGEMENT OFFICE  
New Orleans, La.**

**ORDER**

SPRPMO O 210.1A

**APPROVED:** 09-22-06

**SUBJECT:** MILESTONE CONTROL

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1. PURPOSE. To provide guidance and a disciplined approach for the management and control of milestones and the required supporting documentation for the Strategic Petroleum Reserve Project Management Office (SPRPMO).
  2. CANCELLATION. This Order cancels SPRPMO Order 210.1, Milestone Control, dated April 27, 2001 (and Change 1, dated September 10, 2003). Cancellation of a directive does not, by itself, modify or otherwise affect any contractual obligation to comply with the Directive. Contractor Requirements Documents (CRDs) that have been incorporated into or attached to a contract remain in effect until the contract is modified to either eliminate requirements that are no longer applicable or substitute a new set of requirements.
  3. APPLICABILITY.
    - a. SPRPMO Elements. The provisions of this Order apply to all organizational elements within the SPRPMO.
    - b. DOE Contractors. Except for the exclusions in Paragraph 3c, the Contractor Requirements Document (CRD) sets forth requirements of this Order that apply to contracts that include the CRD. The CRD must be included in the Management and Operating (M&O) Contract, Attachment 1, and in the Support Services Contract, Attachment 2.
    - c. Exclusions. None.
    - d. The provisions of this Order apply to all Federal agencies performing services for the SPRPMO.

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**DISTRIBUTION:** Division Directors and above,  
DAS-PR, DIR-P&EO, DIR-O&RO, M&O Contractor, Support  
Services Contractor, Construction Management Services  
Contractor

**INITIATED BY:** Configuration Management Officer

#### 4. REQUIREMENTS.

- a. SPRPMO Project Master Schedule. Establish and maintain the official schedule baseline, the SPRPMO Project Master Schedule, as the sum total of the approved milestones, to include Level 1, 2, and 3 milestones.
  - (1) Level 1 Milestones - SPR Program Office Milestones: Established unilaterally through memorandum by the Deputy Assistant Secretary for Petroleum Reserves or by mutual agreement between the SPRPMO Project Manager and the Deputy Assistant Secretary for Petroleum Reserves. These milestones are subject to SPR Program Office approval and control. Level 1 milestones are supported by more detailed Level 2 and 3 milestones.
  - (2) Level 2 Milestones - SPRPMO Project Manager Milestones: Events of significant importance that warrant project management oversight are approved and controlled by the Project Manager. Level 2 milestones are supported by more detailed Level 3 milestones.
  - (3) Level 3 Milestones - SPRPMO Assistant Project Manager (APM) Milestones: Events of project or task significance are approved and controlled by the appropriate APM to ensure that higher level DOE milestones are accomplished as committed and approved.

DOE Level 1, 2, and 3 milestones may be supported by Level 4 and lower milestones along with integrated schedules identifying sufficient details and constraints to manage and control the work of the SPR. Level 4 milestones may be selected at any time by the SPRPMO and elevated to higher level milestones.

- b. Establishing a Milestone (Baseline). Establish milestone(s) for each budgeted task or event that warrants the level of visibility of being assigned milestone status. Milestone(s) can be established anytime prior to the proposed milestone dates. Milestone(s) shall be reflected on project schedules, monitored, reported, and/or controlled by various elements of the project organization. Milestone(s) shall consider constraints on other milestones, schedule baseline, and the SPR Technical Baseline. Milestone(s) shall be coordinated with the responsible DOE person.
  - (1) Control Milestone Change Request (CMCR) and Milestone Dictionary forms (Attachment 3) shall be used to establish (baseline) a milestone.

- (a) Milestone title shall be identical on the CMCR form and the Milestone Dictionary sheet. Milestone title and definition shall be consistent and accurate on all associated documents. Obtain official Design/Construction task title and task number from the SPRPMO Project Engineering Division Director or designee for Design/Construction task milestones.
  - (b) A single CMCR may be prepared and submitted for an individual effort.
  - (c) A single CMCR may include all related milestones for an effort, task or project. Related milestones may be prepared and submitted for approval for a specific program (e.g., Workover Program, Major Maintenance Program, etc.).
  - (d) A single CMCR may not contain milestones for more than one Division of an SPRPMO APM organization.
  - (e) The Milestone Dictionary shall clearly define the requirements to accomplish/meet the milestone. A milestone dictionary is required only when establishing a milestone or revising the definition of a milestone already baselined. Milestone definitions must reflect changes approved by the appropriate DOE authority.
- (2) Include schedules in as much detail as needed to clearly identify relationships, constraints, and impacts to other milestones or efforts. Bar charts are the minimum required schedules to justify milestone requests.
  - (3) CMCR number. The numbering sequence for each CMCR shall identify the fiscal year and the CMCR document control number (example: 05-123).
  - (4) Forward CMCR to the SPRPMO Configuration Management Officer (CMO).
  - (5) Analyze, process for approval/disapproval and distribute CMCRs within 10 working days.

- c. Changing a Milestone (Re-Baseline). Use a CMCR and Milestone Dictionary form to change (re-baseline) a milestone. A milestone change requires the same level of review as the original establishment of the milestone. The appropriate authority for the highest level milestone affected shall make the final disposition of the requested change.
  - (1) A Level 1 or 2 milestone change is not acceptable when the existing baseline date is within 60 calendar days from the date of the request without prior DOE approval.
  - (2) A Level 3 milestone change is not acceptable when the existing baseline date is within 30 calendar days from the date of the request without prior DOE approval.
  - (3) A change to a milestone date when the existing baseline date or requested date has already past is not acceptable without prior DOE approval.
- d. Deleting a Milestone. Use a CMCR form to delete a milestone. Deleting a milestone is contingent upon the same level of review as the original establishment of the milestone. Level 1 milestones can be deleted only by the SPR Program Office. Level 2 and 3 milestones can be deleted anytime with SPRPMO approved documentation.
- e. CMCR Distribution. Transmit final CMCR disposition to the appropriate contractor(s). The transmittal letter, signed by the SPRPMO Contracting Officer, shall identify the contractor's name, contract number, along with a copy of the CMCR and related milestone descriptions.
- f. Milestone Closeout. A Milestone Closeout Notice (MCN) shall be used to closeout all Level 1, 2, and 3 milestones. Milestone closeout will occur only after the responsible DOE APM or APM designee concurs with the milestone completion date. The DOE responsible person will have 3 working days to respond to the contractor by either concurring or non-concurring with the closure of the milestone. This time includes coordination with the Division Director and the APM/Project Manager. This MCN (electronic notice) will contain the following:
  - (1) CMCR Number.
  - (2) Official Milestone Title.

- (3) Milestone Level.
  - (4) Responsible APM.
  - (5) Responsible DOE Person.
  - (6) Responsible Contractor Person.
  - (7) Baseline Date.
  - (8) Actual Date.
  - (9) Variance Explanation (if milestone is later than 30 calendar days).
- g. DOE Non-Concurrence: As a result of the non-concurrence, the M&O contractor responsible person will transmit a new forecast date for completion to the contractor scheduling department. A Variance Analysis must be included if the milestone forecast date is later than 30 calendar days from the baseline date.
- h. SPRPMO Master Milestone Data Base. An electronic SPRPMO Master Milestone Data Base shall be maintained and contain all the information necessary for the reporting requirements.
- i. Milestone & Schedule Status Report (MSSR). An electronic MSSR report updated monthly shall identify the status of all SPR Level 1, 2, 3, and 4 milestones. The MSSR shall graphically and tabularly reflect the baseline, actual, and forecast dates, and identify causes of delay, impacts associated with the delay, and possible workarounds to minimize or eliminate impacts to associated work effort. The updated MSSR shall be distributed to the SPR by the 5<sup>th</sup> workday of the month. The MSSR shall be electronically stored and available to all SPR users. An e-mail notice to all SPR users with a link to the location of the MSSR shall be sent at the time of the monthly update. The report shall include as a minimum the following information for each milestone:
- (1) APM Organization.
  - (2) Project/Task Name.
  - (3) Project/Task Number.

- (4) Milestone Title.
- (5) Milestone Level.
- (6) Contractor Responsible Person.
- (7) DOE Responsible Person
- (8) Baseline Date.
- (9) Forecast/Actual Date.
- (10) Percent Complete.
- (11) Concurrence by DOE.
- (12) Variance (Days).
- (13) Variance Analysis.
- (14) CMCR Number.

j. Variance Analysis. The Variance Analysis shall identify the cause of delays, impacts associated with delays, and possible workarounds to minimize or eliminate impacts to associated work effort. Variance Analysis shall be provided for the following conditions:

- (1) Level 1 and 2 milestones that have been missed.
- (2) Level 3 milestones that have been missed by 30 or more calendar days.
- (3) Level 1, 2 and 3 milestones forecast 30 or more calendar days late from their baseline completion date.

## 5. RESPONSIBILITIES.

### a. SPRPMO Project Manager.

- (1) Ensures that agreements and working relationships are established for the purpose of carrying out the requirements of this Order.
- (2) Approves or disapproves CMCRs to establish, change, or delete Level 2 milestones and associated MCNs.

- (3) Concurs with Level 1 milestones prior to their submittal to the Program Office and associated MCNs.

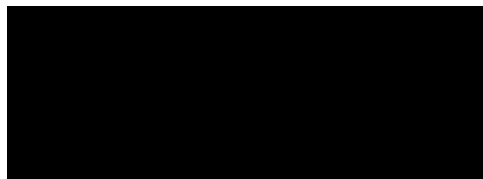
b. Configuration Management Officer (CMO).

- (1) Serves as SPRPMO CMO Representative within the PMO and with DOE Headquarters.
- (2) Develops basic milestone and scheduling policies, plans, and procedures for the SPRPMO.
- (3) Approves contractors milestone and scheduling procedures within the SPRPMO.
- (4) Provides SPRPMO compliance oversight and technical guidance and direction on implementation of all milestone and schedule related matters to ensure that the application of the milestone and schedule process is consistent with DOE direction.
- (5) Responsible for the implementation, interpretation, and clarification of this Order.
- (6) Oversees the daily management and control of the milestone process and supporting documentation for the SPR.
- (7) Defines milestone reporting requirements.
- (8) Reviews and processes CMCRs in accordance with the requirements of this Order.
- (9) Verifies that CMCRs are complete prior to their approval.
- (10) Prepares letters of transmittal to the appropriate contractor and forwards them to the Contracting Officer.

c. Assistant Project Manager (APM). Approves or disapproves Level 3 Milestones. Concurs or Non-concurs on Level 2 and 1 milestones.

d. Division Director: Concurs or Non-concurs on milestones.

- e. Contracting Officer. Transmits approved CMCR received from the CMO to the appropriate contractor.
- 6. REFERENCES. SPRPMO M 410.1-1A, Configuration Management Program Manual.
- 7. DEFINITIONS.
  - a. Control Milestones. Significant events reflected on project schedules, which are monitored, reported, and/or controlled by various elements of the project organization.
  - b. Control Milestone Change Request (CMCR). The authorizing document used to establish a new control milestone, delete, or request a change to an existing control milestone.
  - c. SPR Technical Baseline. The set of controlled documentation that defines the functional and actual physical configuration of the SPR; where changes, additions, or deletions are formally controlled by the DOE Configuration Management procedures.
- 8. CONTACT. Questions concerning this Order shall be addressed to the CMO, Office of Engineering Planning and Special Projects (FE-443).



Project Manager  
Strategic Petroleum Reserve

3 Attachments:

Attachment 1, Contractor Requirements Document, M&O Contractor  
Attachment 2, Contractor Requirements Document, Support Services Contractor  
Attachment 3, Control Milestone Change Request Form, Form Explanations and Milestone Dictionary

## **CONTRACTOR REQUIREMENTS DOCUMENT**

### **MANAGEMENT AND OPERATING (M&O) CONTRACTOR**

#### **SPRPMO O 210.1A, MILESTONE CONTROL, Dated 09-22-06**

1. **SPRPMO Project Master Schedule.** An SPRPMO Project Master Schedule shall be established and maintained as the sum total of the approved milestones, to include Level 1, 2, and 3 milestones.
2. **Establishing a Milestone (Baseline).** Milestone(s) can be established anytime prior to the proposed milestone dates. Milestone(s) shall be reflected on project schedules, monitored, reported, and/or controlled by various elements of the project organization. Milestone(s) shall consider constraints on other milestones, schedule baseline, and the SPR Technical Baseline. Milestone(s) shall be coordinated with the responsible DOE person.
  - a. **Control Milestone Change Request (CMCR) and Milestone Dictionary forms (Attachment 3)** shall be used to establish (baseline) a milestone.
    - (1) Milestone title shall be identical on the CMCR form and the Milestone Dictionary sheet. Milestone title and definition shall be consistent and accurate on all associated documents. Obtain official Design/Construction task title and task number from the SPRPMO Project Engineering Division Director or designee for Design/Construction task milestones.
    - (2) A single CMCR may be prepared and submitted for an individual effort.
    - (3) A single CMCR may include all related milestones for an effort, task or project. Related milestones may be prepared and submitted for approval for a specific program (e.g., Workover Program, Major Maintenance Program, etc.).
    - (4) A single CMCR may not contain milestones for more than one Division of an SPRPMO Assistant Project Manager (APM) organization.

- (5) The Milestone Dictionary shall clearly define the requirements to accomplish/meet the milestone. A milestone dictionary is required only when establishing a milestone or revising the definition of a milestone already baselined. Milestone definitions must reflect changes approved by the appropriate DOE authority.
    - b. Include schedules in as much detail as needed to clearly identify relationships, constraints, and impacts to other milestones or efforts. Bar charts are the minimum required schedules to justify milestone requests.
    - c. Forward CMCR to the SPRPMO Configuration Management Officer (CMO).
3. Changing a Milestone (Re-Baseline). Use a CMCR and Milestone Dictionary form to change (re-baseline) a milestone. A milestone change requires the same level of review as the original establishment of the milestone. The appropriate authority for the highest level milestone affected shall make the final disposition of the requested change.
  - a. A Level 1 or 2 milestone change is not acceptable when the existing baseline date is within 60 calendar days from the date of the request without prior DOE approval.
  - b. A Level 3 milestone change is not acceptable when the existing baseline date is within 30 calendar days from the date of the request without prior DOE approval.
  - c. A change to a milestone date when the existing baseline date or requested date has already past is not acceptable without prior DOE approval.
4. Deleting a Milestone. Use a CMCR form to delete a milestone.
5. Milestone Coordination. Each milestone completion date shall be coordinated with the SPRPMO.
6. SPRPMO Master Milestone Data Base. An electronic SPRPMO Master Milestone Data Base shall be maintained and contain all the information necessary for the reporting requirements.

7. Milestone & Schedule Status Report (MSSR). An electronic MSSR report updated monthly shall identify the status of all SPR Level 1, 2, 3, and 4 milestones. The MSSR shall graphically and tabularly reflect the baseline, actual, and forecast dates, and identify causes of delay, impacts associated with the delay, and possible workarounds to minimize or eliminate impacts to associated work effort. The updated MSSR shall be distributed to the SPR by the 5<sup>th</sup> workday of the month. The MSSR shall be electronically stored and available to all SPR users. An e-mail notice to all SPR users with a link to the location of the MSSR shall be sent at the time of the monthly update. The report shall include as a minimum the following information for each milestone:
  - a. APM Organization.
  - b. Project/Task Name.
  - c. Project/Task Number.
  - d. Milestone Title.
  - e. Milestone Level.
  - f. Contractor Responsible Person.
  - g. DOE Responsible Person
  - h. Baseline Date.
  - i. Forecast/Actual Date.
  - j. Percent Complete.
  - k. Concurrence by DOE.
  - l. Variance (Days).
  - m. Variance Analysis.
  - n. CMCR Number.
8. Variance Analysis. The Variance Analysis shall identify the cause of delays, impacts associated with delays, and possible workarounds to minimize or eliminate impacts to associated work effort. Variance Analysis shall be provided for the following conditions:
  - a. Level 1 and 2 milestones that have been missed.

- b Level 3 milestones that have been missed by 30 or more calendar days.
  - c Level 1, 2 and 3 milestones forecast 30 or more calendar days late from their baseline completion date.
9. Electronic Workflow: A CMCR electronic workflow shall be established and maintained for the review, edit, and approval by electronic signature, of SPR Milestones. The workflow process shall be coordinated with the DOE and the Support Services Contractor.

## **CONTRACTOR REQUIREMENTS DOCUMENT**

### **SUPPORT SERVICES CONTRACTOR (SSC)**

#### **SPRPMO O 210.1A, Milestone Control, Dated**

1. The SSC shall issue Control Milestone Change Request (CMCR) numbers and verify information on milestone requests for accuracy and completeness.
2. **STATUS REPORT.** On a weekly basis provide to the CMO, a status report on all CMCRs which are in the DOE review and approval phase. CMCRs that are in review for over 5 working days shall be highlighted. This report is intended to assist in expediting the review and approval of milestones. This report shall include:
  - a. Identification of the responsible SPRPMO organization.
  - b. CMCR number.
  - c. Summary description.
  - d. Date originated.
  - e. Number of days in process.
  - f. Current status.
3. **CMCR Log.** An electronic CMCR log by fiscal year shall be maintained with the following information as a minimum:
  - a. CMCR Number linked to a folder containing an electronic copy (PDF) of the CMCR and Milestone Closeout Notice(s).
  - b. APM.
  - c. Status Date.
  - d. Status.

4. CMCR and MCN Storage and Maintenance. Centra2000 shall be the repository for CMCRs and MCNs. CMCR(s) shall be stored and maintained as electronic copy in PDF format as the official record. MCN(s) shall be stored and maintained as e-mails in text format. CMCR(s) and associated MCN(s) shall be co-located in the CMCR folder. The folder label shall be the CMCR Number. CMCRs and MCNs shall be accessible through the Project Control Share Point web page.
5. CMCR Distribution. The final CMCR disposition shall be transmitted electronically to the appropriate contractor(s). The transmittal letter, signed by the SPRPMO Contracting Officer, shall identify the contractor's name, contract number, along with a copy of the CMCR and related milestone descriptions.

U.S. DEPARTMENT OF ENERGY STRATEGIC PETROLEUM RESERVE CONTROL MILESTONE CHANGE REQUEST			1. CMCR NO. _____			15. ORIGINATOR DOE/CONTRACTOR  _____ (SIGNATURE) DATE: _____	
2. OBJECTIVE OF CONTROL MILESTONE CHANGE REQUEST (CMCR)						_____ ESTABLISH _____ CHANGE _____ DELETE	
3. ORIGINATING ORGANIZATION: DOE/CONTRACTOR: _____ APM: _____ DIVISION: _____			4. PREVIOUS CMCR NUMBER(S): _____		5. WBS/CORRESPONDING ECP NUMBER: _____		16. CONTRACTOR MANAGEMENT  _____ (COMPANY NAME)  _____ (SIGNATURE) DATE: _____
6. REASON FOR REQUEST:						17. SPRPMO DIVISION DIRECTOR  (A) CONCURRENCE (B) NON-CONCURRENCE  _____ (SIGNATURE) DATE: _____	
7. L E V E L	8. MILESTONE TITLE	BASELINE DATE		11. FOR EACH MILESTONE, NAME & INITIALS OF RESPONSIBLE DOE PERSON	12. SUPPORTING DOCUMENTATION	(A) CONCURRENCE (B) NON-CONCURRENCE  _____ (SIGNATURE) DATE: _____	
		9. EXISTING	10. REQUESTED				
						18. SPRPMO ASSISTANT PROJECT MANAGER (LEVEL 3) (A) APPROVED (B) DISAPPROVED  _____ (SIGNATURE) DATE: _____	
						19. SPRPMO CONFIGURATION MANAGEMENT OFFICER  (A) CONCURRENCE (B) NON-CONCURRENCE  _____ (SIGNATURE) DATE: _____	
13. DISAPPROVAL COMMENTS						20. SPRPMO PROJECT MANAGER (LEVEL 2) (A) APPROVED (B) DISAPPROVED  _____ (SIGNATURE) DATE: _____	
14. SUGGESTED ALTERNATIVES (WORK-AROUND)						_____ (SIGNATURE) DATE: _____	

U.S. DEPARTMENT OF ENERGY  
STRATEGIC PETROLEUM RESERVE

CONTROL MILESTONE CHANGE REQUEST  
**CONTINUATION SHEET**

DOE/CONTRACTOR: \_\_\_\_\_

CMCR NUMBER: \_\_\_\_\_

APM: \_\_\_\_\_

DIVISION: \_\_\_\_\_

7. L E V E L	8. MILESTONE TITLE	BASELINE DATE		11. FOR EACH MILESTONE, NAME AND INITIALS OF RESPONSIBLE DOE PERSON	12. SUPPORTING DOCUMENTATION
		9. EXISTING BASELINE DATE	10. REQUESTED BASELINE DATE		

**CONTROL MILESTONE CHANGE REQUEST  
FORM EXPLANATIONS**

Blocks to be completed as explained below:

BLOCK	EXPLANATION
1. CMCR Number	A five-digit number consisting of the last two digits of the fiscal year and a sequential document control number, e.g., 05-123. (Provided by Support Services contractor (SSC).)
2. Objective of Control Milestone Change Request	To establish a new control milestone, delete, or request a change to an existing control milestone. (Provided by Originator.)
3. Originating Organization	Organization initiating the request (DOE or contractor), including APM and division. (Provided by Originator.)
4. Previous CMCR Number(s) (if applicable)	If there is a change to an existing milestone, the previous CMCR, which established the milestone(s) must be identified. This is required for traceability. (Provided by Originator.)
5. WBS and/or Corresponding ECP Number (if applicable)	The Work Breakdown Structure (WBS) number of the affected milestone.  Engineering Change Proposal (ECP) number is required if the ECP results in a schedule impact. (Provided by Originator.)
6. Reason for Request	Explanation for recommending the establishment, change, or deletion to the baseline SPR Project Master Schedule. (Provided by Originator.)
7. Level	Level of milestone identification; Level 1, 2, and 3. (Provided by Originator.)

**CONTROL MILESTONE CHANGE REQUEST  
FORM EXPLANATIONS  
(Continued)**

Blocks to be completed as explained below:

<u>BLOCK</u>	<u>EXPLANATION</u>
8. Milestone Title	Official and standardized title used on the Milestone Dictionary and all documents referencing or reporting this milestone. (Provided by Originator.)
9. Existing Baseline Date	Approved current baseline date of the milestone(s). (Provided by Originator.)
10. Requested Baseline Date	Requested date of the milestones or the word "Delete." (Provided by Originator.)
11. Initials of Counterpart at SPRPMO	Initials of responsible DOE person at SPRPMO confirming coordination with DOE has occurred. Initials are required for each milestone prior to submittal to DOE CMO. (Obtained by Originator.)
12. Supporting Documentation	Justification for altering the baseline SPR Project Schedule. Provide milestone specific reference documentation. (Provided by Originator.)
13. Disapproval Comments	Brief analysis and conclusion of impact of milestone change to justify non-concurrence or disapproval. (Provided by DOE with SSC assistance.)
14. Suggested Alternatives	Suggested alternatives or workaround plans. (Provided by DOE with SSC assistance.)

**CONTROL MILESTONE CHANGE REQUEST  
FORM EXPLANATIONS**  
(Continued)

Blocks to be completed as explained below:

BLOCK	EXPLANATION
15. Originator (DOE or Contractor)	Signature of initiator (hand written or a verifiable electronic indicator) for the request indicating prior coordination with DOE has occurred. (Provided by Originator.)
16. Contractor Management	Signature of authorized contractor management (hand written or a verifiable electronic indicator) confirming prior coordination with DOE has occurred. Required prior to submission to DOE. (Provided by Management of Contractor.)
17. SPRPMO Division Director	Signature of responsible Division Director (hand written or a verifiable electronic indicator) indicating concurrence/non-concurrence of the request. (Provided by DOE.)
18. SPRPMO Assistant Project Manager (Level 3)	Signature of the responsible APM (hand written or a verifiable electronic indicator) indicating approval/disapproval of the request. (Provided by DOE.)
19. SPRPMO Configuration Management Officer	Signature of CMO (hand written or a verifiable electronic indicator) verifying CMCR information. (Provided by DOE.)
20. SPRPMO Project Manager Signature (Level 2)	Signature of the Project Manager (hand written or a verifiable electronic indicator) indicating approval/disapproval of the request. (Provided by DOE.)

# DOE/SPR MILESTONE DICTIONARY

CMCR NUMBER:		LEVEL:		DOE ORGANIZATION:		CONTRACTOR ORGANIZATION:	
SITE:		CONTROLLING DOCUMENT TITLE (If Applicable):					
MILESTONE TITLE		DEFINITION				MILESTONE DATE	
PREPARED BY:		ACCEPTED BY DOE:		CONCURRENCE BY DOE:		APPROVED BY DOE:	
SIGNATURE      DATE		SIGNATURE      DATE		SIGNATURE      DATE		SIGNATURE      DATE	