



Project Management Advisory Boards (PMAB) Charter

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CHARTER

LBNL Senior Management recognizes that the successful planning and execution of mission critical projects is essential to achieve the strategic objectives of LBNL's scientific mission. The LBNL Director's Stewardship Statement commits that LBNL "*will prioritize, plan, manage and deliver on all projects, whether they involve scientific research, facilities construction, or systems development, to the highest standards of performance*". In support of this commitment, LBNL has established the Project Management Office, with a specific objective of assisting and assuring that Lab Projects are conducted and delivered consistent with the Stewardship Statement. The Project Management Advisory Boards (PMAB) have been created as the LBNL assurance mechanism to ensure that projects are managed and completed successfully by observing and advising concerning project progress and performance. The PMAB are constituted to address both science and engineering projects (PMAB-SE) and construction and infrastructure projects (PMAB-CP).

The LBNL Deputy Directors are the senior laboratory executives regarding PMAB functions including the selection of projects under its purview. The PMAB operate both as an assurance body to Lab Management as well as advisory and assistance bodies to the projects themselves. The Partnership can be clearly expressed as Line Management is responsible to execute the project to the highest standard of performance and the PMAB provide assurance of the expected level of execution. The PMAB are not line management; rather PMAB members provide an added perspective to line management and project managers based on relevant experience with projects in national laboratory and university environments.

The PMAB will provide observations, advice, assistance and recommendations related to successful project execution and completion to both line and project managers. The PMAB will proactively identify, pursue and provide advice concerning all project elements, to minimally include: scope, schedule, budget, risks and mitigation, safety in execution, key performance indicators and trends, governance, performance of key organizations, the perspectives of project stakeholders, plans to ensure meeting project goals, and lessons learned.

The PMAB are expected to participate across the complete timeline of specified projects. This cradle-to-grave purview could include pre-project vetting as well as the transition of expected project outcomes into actual operations/service. In this manner, the PMAB help ensure that project deliverables are clear beginning at project commencement and that the anticipated operations/services/facilities are delivered at project conclusion.

PMAB committee membership consists of experienced project managers and functional experts from within and outside the Laboratory, tailored to meet the needs of the specific types of projects.

PMAB-related responsibilities fall into the following general categories:

Project Management Observations, Advice and Assistance

- PMAB conduct regular status reviews of all major projects under its purview as identified by the LBNL Deputy Directors. The determination of projects and frequency of reviews is based on criticality of the Project to the LBNL Mission influenced by project performance and status. (See appendix for discussion of criteria)

- As a result of such reviews, the PMAB provide regular status reports to relevant members of LBNL line and project management including observations, risks, advice including risk mitigation, and other insights related to overall performance. The PMAB will also identify project risks having an institutional component and report these through the LBNL institutional assurance process.
- Upon request the PMAB will provide related assistance to LBNL management (e.g. helping prepare for major formal external reviews). In general, the PMAB will refer such requests to the PMO.
- PMAB members will solicit advice from other experts when necessary and will consider findings and proceedings to be exclusive to LBNL.
- The PMAB will provide advice and assurance consistent with the project management methodologies specified by the LBNL PMO. The PMAB are also expected to provide input regarding PMO methodology. In general, the PMAB will use PMO guidance and applicable DOE orders to assess project management methodology.
- PMAB agendas will be informed by the state of projects under its purview, including factors such as project criticality to the LBNL mission, the performance of the project in terms of timeline and risk, and the routineness/ complexity of the project. Thus some PMAB agendas will cover multiple projects while others might include a focus on one specific project. PMAB agendas may also include updates from key personnel on cross-cutting issues, process improvements, and other initiatives of the PMO and other Departments.
- Additionally, the PMAB will provide independent assessment of the PMO as requested by LBNL Senior Management.

Roles and Responsibilities

- PMAB Members will proactively provide assurance and advice on all aspects of project performance via interfacing with project managers, sponsors and critical stakeholders typically through periodic formal meetings that may be supplemented by off-line interactions.
- Project Managers: Provide project reports consistent with PMO/PMAB requirements. Reporting is to be transparent and timely providing a full executive view of project performance including a self-assessment of project performance. Projects are expected to respond to PMAB recommendations, whether accepted or rejected (the PMAB are not line management).
- Line Managers: Retain responsibility for successful project execution and maintain primary project oversight of designated projects, provide resources as planned/needed, and act on requested assistance, be informed by relevant PMAB recommendations. Line management are expected to respond to PMAB concerns.
- Project Stakeholders: Provide advice and consent to the Project Managers regarding the suitability of the intended design and implementation to meet the intended requirements.
- Laboratory Project Management Officer (LPMO): Provides oversight of PMAB processes and membership.
- PMAB Chairs: Participates in the PMAB and ensures that meetings and briefings of line management, project management and Laboratory are addressing their needs.
- PMO: Will schedule PMAB meetings and issue meeting agendas as finalized by the PMAB Chair, will provide guidance to the projects in regard to content/organization of presentations to the PMAB, and will maintain records of meeting actions for follow-up. In

consultation with Project Managers and the PMAB, establish standard performance information/metrics for presentation to the PMAB.






APPENDIX: Criteria Influencing Project Selection for PMAB

The selection of projects to be under the purview of PMAB is determined by the Deputy Directors with input from the Laboratory Project Management Officer and the PMAB. In general, projects that are critical to LBNL mission accomplishment will be included. The LBNL Project Management Office has provided these criteria to help inform project selection:

- Falls under requirements of DOE Order 413.3
- Total cost exceeds \$50M
- Deemed of strategic importance to either the Laboratory, UC, or Agency
- Multiple funding source complexity
- Multiple collaborating institution complexity
- Laboratory Director, Laboratory Deputy Director, or Associate Laboratory Director designation
- Project portfolios critical to Laboratory mission support

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