



Ministry
of Defence



TORPEDOES REPAIR AND MAINTENANCE
TTHC/0017

ANNEX T

PROJECT CONTROLS REQUIREMENTS

AMENDMENT HISTORY

Issue	Date	Originator	Comments
1	October 2019	TTH Commercial	Final Version as at Contract Award

1. Project Control System Implementation

- 1.1. The Contractor shall develop, deliver and update as needed over the term of the contract, a Project Management Plan (PMP) that:
 - 1.1.1. Describes how tools, processes and Suitably Qualified and Experienced Personnel (SQEP) are available to support the implementation and use of a PC system throughout the contract duration. The Contractor shall conduct Project Management in accordance with the approved PMP until contract completion.
 - 1.1.2. Describes how the PC system is governed, lists the accountabilities and outlines the approval and timeframe for regular review and updating.
 - 1.1.3. Details how configuration control is applied to the PC system. Describes the Change Control Process (including but not limited to change to the PMP, engineering, technical, baseline, or contract changes).

2. Contract Work Breakdown Structure

- 2.1. The Contractor shall develop and maintain a Contract Work Breakdown Structure (CWBS) that meets both the Authority reporting requirements and can be aligned with the Defined Pricing Structure (DPS) where applicable.
- 2.2. The Contractor shall manage the Contract in accordance with the approved CWBS & CWBS Dictionary. The data from the CWBS will be traceable to the Payment Milestones in accordance with Annex F to the Contract, to support the Authority Contracting, Purchasing and Finance (CP&F) data requirements.
- 2.3. The Contractor shall maintain and update the CWBS Structure and Dictionary throughout the contract using configuration control as defined within the agreed Change Control Process. Proposed changes to the CWBS that may affect Authority or DPS requirements must be provided to the Authority, within one week of the change being proposed. No change that may affect Authority requirements may be implemented without prior approval by the Authority unless stipulated in accordance with paragraph 2.4 below.
- 2.4. The Contractor may amend the approved CWBS or CWBS Dictionary, without first obtaining the Authority's approval under clause 2.3 as long as changes are formally recorded as part of the agreed Change Control Process under delegated authority and:
 - 2.4.1. All elements affected by the amendment are below the reporting level;
 - 2.4.2. The amendments are consistent with the approved CWBS;
- 2.5. The CWBS implemented shall enable reconciliation of the PC System back to the Contract Price.

3. Contract Master Schedule (CMS)

- 3.1. The Contractor shall develop and maintain a Contract Master Schedule (CMS). This will include the Baseline, a current forecast schedule with the updated performance against the Baseline, and a high-level summary schedule.
- 3.2. The Contractor shall use the approved CMS as the primary schedule for managing the Contract.
- 3.3. The Contractor shall conduct schedule health checks to assure the schedule meets the required corporate standards and endeavour to comply with DE&S standards consistent with the [Defence Contract Management Agency \(DCMA\) Fourteen Point Schedule Health Checks](#).
- 3.4. The Contractor shall ensure that the CMS fully incorporates all of the defined scope (in accordance with Annex A Service Definitions Document) within the CWBS and will be used as the basis of the Baseline.
- 3.5. Rolling wave planning may be used when establishing the baseline schedule to set the detail at an appropriate level in relation to the understanding of the work to be delivered. Typically, the planning horizon between detailed work packages and outline planning packages would be approximately 12-18 months or at natural project break points. Where planning packages are used they are expected to have a defined scope, duration and associated budget.
- 3.6. The Contractor shall ensure that the CMS is created in a format that allows an Export file compatible with scheduling software as defined by the Authority, e.g. Primavera P6 XER or XML file. The output of any alternative software systems must be compatible with being translated to an alternative file format as agreed by the Authority.
- 3.7. The Baseline shall be under configuration control with any approved changes implemented in accordance with the standards defined in the Project Control System Plan (PCSP). The Baseline change log shall describe the changes to time and budget to Control Account level on the change request.
- 3.8. The Contractor shall preserve a record of historical Planned cost and not implement retroactive changes, including but not limited to re-baselining the Baseline.
- 3.9. The Contractor may amend the agreed CMS, without first obtaining the Authority's Approval under clause 3.7 as long as:
 - 3.9.1. payments under the Contract are not affected;
 - 3.9.2. the Baseline dates for Contract Milestones are not affected;
 - 3.9.3. the ability of the Authority to meet its obligations under the Contract is not affected; and,
 - 3.9.4. it does not impact any Authority dependent activities.
- 3.10. If the Contractor becomes aware that the baseline is no longer achievable the authority shall be updated through the planned reporting processes.

4. Risk and Opportunity Management

- 4.1. The Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a risk process to be jointly managed with the Authority.
- 4.2. The Contractor shall make it possible for the Authority to engage with the regular risk update process via regular risk reviews and formal risk reporting.

5. Change Control

- 5.1. The Contractor shall identify a process that ensures the Baseline is not changed without appropriate analysis, communication, and approval. The change control process shall:
 - 5.1.1 Document, track and communicate changes to the Baseline
 - 5.1.2 Reconcile current budgets to prior budgets in terms of changes to the authorised work in the detail needed by management for effective control
 - 5.1.3 Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs or budgets. Adjustments should be made only for correction of errors, routine accounting adjustments, effects of customer or management directed changes, or to improve the baseline integrity and accuracy of performance measurement data
 - 5.1.4 Prevent revisions to the program budget except for authorised changes
- 5.2 Change control shall be managed in accordance with the process outlined in the contractor PCSP.

6. Subcontractor Management – Project Control

- 6.1. The Contractor shall ensure the subcontracts are managed against subcontract processes and procedures tailored for scale and complexity of the activity
- 6.2. Contract elements delivered by Major Subcontractor(s) shall be listed in the Contractor PMP or Subcontractor Management/Procurement Plan (as appropriate) with the value and scope of the subcontract. Major Subcontractors must have separate Control Accounts within the Contractors Baseline.

7. Deliverable Data Formats

- 7.1. The Contractor shall ensure that project/programme data can be exchanged using the Authority preferred software tools. These include:
 - 7.1.1. Microsoft Office tools for narrative documents;
 - 7.1.2. Primavera P6 for schedules; or outputs that can be translated to a XER or XML file as agreed by the Authority e.g Microsoft Project.
 - 7.1.3. Microsoft Excel compatible for numerical reports
 - 7.1.4. Risk Register from Active Risk Manager (ARM) or similar (Predict!)
- 7.2. The output of an alternative software system must be compatible with being translated to a XER or XML format file or alternative file as agreed by the Authority. The Contractor shall ensure that the CMS is created in a format that allows an export file compatible with scheduling software defined above or as approved by the Authority.