1.0 purpose

This procedure defines how project work is properly and formally authorized. The Control Account Plan/Work Authorization defines the authorized scope, budget and schedule for the control account and confirms the agreement between the Project Manager and the Control Account Manager (CAM) to accomplish this plan and provides authorization to proceed with this work. The Project Manager uses the Control Account Plan/Work Authorization form first to provide planning guidance to the CAMs, and then when planning is completed, to document and delegate work to the CAMs.

2.0 SCOPE

A Control Account Plan/Work Authorization will be prepared for all control accounts on projects using the PPPL Project Management System Description (PMSD).

3.0 REFERENCES

**3.1** DOE Order 413.3B, “Program and Project Management for the Acquisition of Capital Assets”

**3.2** PPPL Project Management System Description (PMSD)

**3.3** PM Procedure 1.2, Project Work Breakdown Structure (WBS)

**3.4** PM Procedure 1.4, Control Accounts, Work Packages & Planning Packages

4.0 Responsibilities

4.1 Project Manager (PM). Authorizes all project work prior to its commencement. Authorizes work in accordance with the authorized scope, schedule and cost baselines. Approves Control Accounts (CA) and Work Packages (WP) plans/documents. Reviews CA’s and work packages WP’s for completion and directs CA/WP closure as appropriate. Appoints CAMs.

4.2 Control Account Managers (CAMs). Prepares and submits the Control Account Plan and the Work Packages to the PM for approval. Ensure that work is initiated and performed in accordance with the CA’s and WP’s. Designates the WP Managers for the CA.

5.0 PROCEDURE

The project work authorization process and documents should provide reasonable assurance that the work that is included in the project baseline, and only that work, is initiated as provided for in the project baseline. This project framework will at a minimum consist of:

**5.1 Development and Assignment**

The Project Manager will identify key control points at the intersections of the Work Breakdown Structure (WBS) and Organizational Breakdown Structure (OBS) through the use of the Responsibility Assignment Matrix (RAM). Control accounts will then be established at these key control points. The Project Manager will identify potential CAMs who could be assigned to one or more of these control accounts. The Project Manager will discuss assignment of the CAMs with their functional manager(s), who will be responsible for assigning the CAMs to the project team. A single CAM is assigned to each Control Account. The Project Manager, supported by Project Controls, develops planning guidance for each control account, which may include key scope, schedule and resource parameters. The Project Manager documents this information on the Control Account Plan/Work Authorization form, and reviews planning guidance with the CAM.

**5.2 Work Authorization**

The first step is the DOE Project Authorization. This authorizes the Project Manager to begin work.

Upon direction of the PM, the CAM develops scope, detailed schedules and resource/cost estimates for his/her assigned Work Packages and Planning Packages. The CAMs forward these cost estimates to Project Controls for validation using the Control Account Plan (CAP)/Work Authorization form for each control account. The CAP includes the relationship to the WBS element or elements, responsible organization identification, control account task description, schedule, and time-phased budget in dollars. The Control Account Plan/Work Authorization is reviewed by the Project Controls manager and approved by the Project Manager and the CAM to document the delegation of work to the CAM.

Work Packages are authorized to begin upon signature of the PM and the CAM. All work scheduled to start in a current month shall have a detailed plan for the applicable work package. Completed and signed Work Packages shall be in place before beginning work.

The approved control account and work package can only be changed with appropriate change control.

6.0 APPENDIX

6.1 PM-1.5A: Appendix A: Control Account and Project Planning/Approval

6.2 PM-1.5B: Appendix B: Control Account Plan/Work Authorization Form - Sample



Appendix B