

LESSONS LEARNED IMPLEMENTING EVM ON GOVERNMENT-LED DELIVERY EFFORTS

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AGENDA

- Project Controls Government Led Delivery Effort Overview
- What We Do What Works and What Doesn't
- Challenges
- Lessons Learned

NIWC PACIFIC PROJECT CONTROLS

- NIWC PAC is implementing an Integrated Project Controls System to coordinate the planning and management of technical work in a joint system.
 - Initial Summary of Requirements and Plan of Action are shown below
- The ANSI/EIA 32 Guidelines were used as the basis of the Integrated Project Controls processes developed or in process of being implemented.
 - At this time, NIWC PAC is under no EVM requirement. NIWC PAC's Integrated Project Controls are considered "EVM-Lite"

Requirement	Summary of Tasking/Work Efforts	Program Office Objective	NIWC Pacific Requirement
Schedule	Integrate the all Authorized Work, Products, Milestones, Subcontracting efforts and Tech Performance into a logic driven activity level schedule	x	X
Cost Projection	Develop methodology, process, and tools to produce an overall Program Estimates at Completion (EAC)	x	x
Performance Management	Determines the performance tracking methodologies and works with program/project managers and technical personnel to ensure uniform application of procedures		X
Subcontract Management	Incorporate the contractors schedule, cost, performance, and risks into the programs schedule and estimates		x
Organization Reporting	Supports Major Program Events and data calls by providing analysis, cordinating activities, supporting the event, and monitoring the close-out of all action items. Bi-weekly reporting		X
Change Control	Implements and documents timely Authorized Changes to the Scope of Work, Schedule, and Cost Elements		x
Risk Management	Analyzes and monitors emerging risks root causes, assess the potential impact to the organization, monitors the stratus of the action plan, and articulate corrective actions		X
Accounting	Guarantees all Indirect and Direct Costs are recorded correctly and consistent with Work Execution		X
Managerial Analysis	Generates Monthly Metrics for variance analysis/narratives, projections, and to incorporated into total execution projections		X

INTERNAL ASSESSMENT: ANSI 32 GUIDELINES

z	Guideline 1: Define Work Scope (WBS)		Guideline 16: Record Direct Costs
LIO	Guideline 2: Define Project Organization (OBS)	ING	Guideline 17: Direct Costs by WBS Elements
IZA	Guideline 3: Integrate Processes	INT	Guideline 18: Direct Costs by OBS Elements
AN	Guideline 4: Identify Overhead Management	<u>lo</u>	Guideline 19: Record/Allocate Indirect Costs
oRG	Guidenne 4. Identity Overnead Management	ACC	Guideline 20: Identify Unit and Lot Costs
0	Guideline 5: Integrate WBS/OBS to Create Control Accounts		Guideline 21: Report Material Costs and Quantities
Ŀ	Guideline 6: Schedule with Network Logic		Guideline 22: Calculate Schedule Variance and Cost Variance
DG	Guideline 7: Set Measurement Indicators	ß	Guideline 23: Identify Significant Variances for Analysis
BG	Guideline 8: Establish Budgets for Authorized Work	ISX'	Guideline 24: Analyze Indirect Cost Variances
E, &	Guideline 9: Budget by Cost Elements	NAI	Guideline 25: Summarize Information for Management
Б	Guideline 10: Create Work Packages, Planning Packages	A	Guideline 26: Implement Corrective Actions
	Guideline 11: Sum Detail Budgets to Control Account		Guideline 27: Revise Estimate at Completion (EAC)
SCI	Guideline 12: LOE Planning and Control	o	Guideline 28: Incorporate Changes in a Timely Manner
NG,	Cuideline 12: Establish Overhead Budgete	ON	Guideline 29: Reconcile Current to Prior Budgets
N		ISI	Guideline 30: Control Retroactive Changes
ILA	Guideline 14: Identify MR and UB	REV	Guideline 31: Prevent Unauthorized Revisions
-	Guideline 15: Reconcile to Target Cost Goal		Guideline 32: Document PMB Changes

SELECTED "EVM-LITE" GUIDELINES



MANAGEMENT PROCESS OVERVIEW



PROGRAM ARTIFACT TRACEABILITY



PLANNING & BASELINE DEVELOPMENT



PLANNING & BASELINE DEVELOPMENT



Baseline / Planning efforts are re-evaluated at every rolling wave (or major requirement change)

ROLLING WAVE TIMELINE



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SCHEDULE STATUS & MAINTENANCE



The Schedule is actively managed / reviewed throughout the month

C2P NAVY ERP TIMEKEEPING



NAVY ERP TIME AUTHORIZATION

WBS

CW/DC Code	TOC Date					NERP WBS L	EVEL (CJZON)		
CWB3 COUE	irs raia	1	2	3	4	5	6		
	BE	- SP	AWAR HQ Title (PK)						
	_		F2T Network Head	er Cover					
1			Software Developr	NDEVD Such	SWUEVP)				
111			J	NULVE Syst	SWDEVP ENG	Mananement			
					L-R19 SAS EN	G MGMT			
	1.2				O-R19 SAS EN	G MGMT			
		In	itegrated I	Maste	er Sch	edule			
5	SSC PAC								- 9
١	NBS		Task Name						4
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2	.5.1.0		Comp	lete FRN	1C Termir	al Date EC	Р		74
2	.5.1.0		Comp	lete Nav	y SW K9.8	3 ECP			
2	.5.1.0		Comp	lete GIA	WE 4.3 W	ar Diary EC	CP		
2	.5.1.1			l Termin	al Date			-	1
2	.5.1.1		AAF C	ode& Ui	nit Test of	Port Term	inal Date		_
2	.5.1.1		CDLM	S HMI C	ode& Uni	t Test of Po	ort Termin		_
2	.5.1.1		▲ DIMS						
2	.5.1.1		Code	& Unit T	est DIMS	ECP AAF Cł	nanges		-
2	.5.1.1		Code	& Unit T	est DIMS	ECP HMI C	hanges		
2	.5.1.1		Code	New X-G	ien Parms	for DIMS			





File	Gov	2	SW DEV FY WEEK 21				
Resource	Project	Charge Number	 Charge Number Descrip 	▼ Task	 Start 	Finish 🚽	
🖃 Doe, Jon 21	🗆 v3.22	100001xxxxxx 0050	🖃 Charge Number 21	SW Development 21	= 1/22/20	= 3/31/20	
🖃 Doe, Jon 22	□ v3.21	100001xxxxxx 0051	🗆 Charge Number 22	SW Development 22	= 1/22/20	3/31/20	
🗆 Doe, Jon 25	□ v3.2	= 100001xxxxxx 0054	😑 Charge Number 25	SW Development 25	= 1/22/20	⊟ 3/31/20	
🖃 Doe, Jon 30	⊡ v3.21	□ 100001xxxxxx 0059	🗆 Charge Number 30	SW Development 30	= 2/3/20	= 3/26/20	
🖃 Doe, Jon 31	🗆 v3.2	🖃 100001xxxxxx 0060	🖃 Charge Number 31	SW Development 31	= 2/3/20	= 3/26/20	
🖃 Doe, Jon 34	□ v3.22	🖃 100001xxxxxx 0063	🖃 Charge Number 34	SW Development 34	= 2/3/20	3/26/20	
🖃 Doe, Jon 39	□ v3.2	🖃 100001xxxxxx 0068	🖃 Charge Number 39	SW Development 39	= 2/16/20	= 2/23/20	
🖃 Doe, Jon 40	□ v3.22	🖃 100001xxxxxx 0069	🖃 Charge Number 40	SW Development 40	= 2/16/20	= 2/23/20	
🖃 Doe, Jon 41	⊂ v3.21	100001xxxxxx 0070	🖃 Charge Number 41	SW Development 41	= 2/16/20	= 2/23/20	
🖃 Doe, Jon 42	= v3.2	100001xxxxxx 0071	😑 Charge Number 42	SW Development 42	= 2/16/20	□ 2/23/20	
🖃 Doe, Jon 43	⊂ v3.22	🖃 100001xxxxxx 0072	😑 Charge Number 43	SW Development 43	= 2/16/20	= 2/23/20	
🖃 Doe, Jon 44	⊂ v3.21	100001xxxxxx 0073	🖃 Charge Number 44	SW Development 44	= 2/16/20	= 2/23/20	

Time Authorization are reconsidered to make any resource alterations

TIME APPROVAL AUDIT



SSA time cards are checked prior to approval (weekly) to safeguard against mischarging

C2P ACTUAL COLLECTIONS



C2P ACTUAL COLLECTIONS



Prior Weekly Name Runs / Actuals are checked to validated team members charging

C2P PERFORMANCE METRICS & FUNDING



C2P PERFORMANCE METRICS & FUNDING



Following the collection IMS status on a bi-weekly basis, results are shared with the leadership and team

PERFORMANCE METRICS & FUNDING



EVM Metrics, EAC, & Funding are calculated monthly

PERFORMANCE METRICS & FUNDING

Integrated Master Schedule

10 -	Name		Th Complete w	Duration .	Mart .	rinth .	Actual .	Actual Finish	
9182	4 Software Development		89%	400 days	4/8/12	3/12/25	4/8/29	NA	
91.46	Software Start		100%	© days	4/6/10	4/8/19	4/4/3/9	4/8/19	
9147	Software linish		0%	O days	1/12/21	1/12/21	Pub.	74.0	
9304	Margin to Software Finish		0%	20 diays	12/11/20	1/12/21	Ploft	74.5.	
9148	# Software Pre-Regs		100%	94 days	4/8/29	9/4/29	4/8/29	9/4/29	1
9150	Complete DIMS-ECP		100%	20 days	4/6/19	5/7/19	4/6/19	5/7/19	
9155	Complete NMCS DCP		100%	20 diays	4/8/19	5/7/12/9	4/16/29	5/7/19	
9183	Complete FRMC Terminal Date ECP		100%	20 days	4/6/19	5/7/19	4/6/19	5/7/19	
9184	Complete Nevy SW K9-8 ECP		100%	20 dieys	4/6/19	5/7/19	4/6/19	5/7/19	
9185	Complete GARWE 4.3 War Diary ECP		100%	94 days	4/6/19	8/4/19	4/8/19	9/4/19	
9154	# Port CM Terminal Date		100%	95-days	5/8/29	36/7/39	5/6/29	10/7/19	
9155	AAF Code& Unit Test of Port Terminal Date		100%	43 days	5/6/19	7/16/29	5/6/39	2)'26/19	1
9156	CDLMS HMI Codels Unit Test of Port Terminal Date		100%	95 days	5/16/19	10/7/29	5/8/19	20/7/19	4
9157	4 DIMS		LODN-	94 days	5/6/29	34/4/39	5/6/29	10/4/19	
9158	Code & Unit Test DIMS ECP ANF Changes		100%	72 days	5/8/19	8/31/29	5/8/19	8/31/19	
9159	Code & Unit Test DIMS ECP HMI Changes		100%	76 days	5/0/19	9/9/19	5/W19	9/6/19	
9272	Code New X-Gen Parms for DRMS		100%	18 days	3/5/19	10/4/19	5/5/22	30/4/19	£
9266	# NIMES		100%	357 days	5/5/29	1/21/20	5/5/29	1/21/20	
9268	Code NMCS TXX & RSCP Update		100%	90 days	5/6/19	9/30/39	5/6/39	\$/30/19	
9160	AMI Code & Unit Test of MMC5	100% 0-days 5/W19 5/W19			5/0/29	5/8/19			
9383	Code Reading of new INL for NMCS		100%	86 days	5/0/19	9/23/29	5/0/19	\$/23/19	8
9376	Code Sending New NMCS Data to NMCS-Capable Terminal		100%	11 days	9/24/19	10/8/19	9/24/19	30/9/19	

Leadership Review

EVM Integration

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WD3#	Z.J.1.1	Task Leau							
WBS Sum	mary: 2.5.1.1 - SW DEV CUT								
		Net Factored Working Hours per Month		14	4 16	0	165	140	13
			FY14	May-19	Jun-19	Ju	-19	Aug-19	Sep-19
Budget	Current Period	Hours		97	6 1,23	5	1,358	795	79.
		FTEs		6	8 7	7	8.2	5.7	5.
		Cost		\$ 121,38	5 \$ 152,03	8\$	164,930	\$ 97,727	\$ 98,15
	Cumulative	Hours		97	6 2,21	1	3,569	4,364	5,15
		FTEs		6	8 14	5	22.7	28.4	34.3
		Cost		\$ 121,38	5 \$ 273,42	3\$	438,353	\$ 536,080	\$ 634,23
Earned	Current Period	Hours		1,05	8 1,47	1	1,373	1,183	69
Value		FTEs		1	39	2	8.3	8.5	5.
		Cost		\$ 118,31	6 \$ 167,17	8\$	160,148	\$ 135,452	\$ 64,02
	Cumulative	Hours		1,05	8 2,52	9	3,901	5,085	5,78
		FTEs		7	3 16	5	24.9	33.3	38,
		Cost		\$ 118,31	6 \$ 285,49	4\$	445,642	\$ 581,093	\$ 645,12

*Hours & FTEs include SSC-PAC employees only

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MIDC #

Earned Value

	•										
Unique ID	Task Name	Weight \$	Weight Hrs	BL Start	BL Finish	EVM prior % comp	May-19	Jun-19	Jul-19	Aug-19	Sep-19
To CDR		610,752	5,191	5/8/2019	1/21/2020						
9155	SW Dev Task 1	12,001	103	5/8/2019	5/21/2019	PC	75%	78%	100%	100%	100
9156	SW Dev Task 2	185,348	1,673	5/8/2019	9/30/2019	PC	16%	50%	75%	95%	95
9158	SW Dev Task 3	92,817	780	5/8/2019	12/10/2019	PC	5%	40%	60%	100%	100



EVM Metrics, EAC, & Funding are calculated monthly

C2P RISK / OPPORTUNITY MANAGEMENT



C2P RISK MANAGEMENT TIMELINE

Holiday / 9/80 IMS Month End

	_	_	_			
	Ja	nu	ary	20	16	ļ
Su	М	Tu	W	Th	F	Sa
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3	4	5	6	7	8	9
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24	25	26	27	28	29	30
31						
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Su	М	Tu	w	Th	F	Sa
						2
3	4	5	6	7	8	9
10	XX	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
		Jul	y 2	016	6	
Su	M	Jul Tu	y 2 W	016 Th	S F	Sa
Su	M	Jul Tu	y 2 W	016 Th	F	Sa 2
Su 3	M 4	Jul Tu 5	y 2 W	016 Th 7	F 8	Sa 2 9
Su 3 10	M 4	Jul Tu 5 12	y 2 W 6 13	016 Th 7 14	F 8 15	Sa 2 9 16
Su 3 10	M 4 11	Jul Tu 5 12 19	y 2 W 6 13 20	016 Th 7 14 21	F 8 15 22	Sa 2 9 16 23
Su 3 10 17 24	M 4 13	Jul Tu 5 12 19 26	y 2 W 6 13 20 27	016 Th 7 14 21 28	F 8 15 22	Sa 2 9 16 23 30
Su 3 10 17 24 31	M 4 11 18	Jul Tu 5 12 19 26	y 2 W 6 13 20 27	016 Th 7 14 21 28	F 1 15 22	Sa 2 9 16 23 30
Su 3 10 17 24 31	M 4 18	Jul Tu 5 12 19 26	y 2 W 6 13 20 27	016 Th 7 14 21 28	F 8 15 22	Sa 2 9 16 23 30
Su 3 10 17 24 31	M 4 18	Jul Tu 5 12 19 26	y 2 W 13 20 27	016 Th 7 14 21 28	F 8 15 22 29	Sa 2 9 16 23 30
Su 3 10 17 24 31 Su	M 4 11 18 00 M	Jul Tu 5 12 19 26 tol	y 2 W 6 13 20 27 0er W	016 Th 7 14 21 28 20 Th	F 8 15 22 29 16 F	Sa 2 9 16 23 30 Sa
Su 3 10 17 24 31 Su	M 4 11 18 00 M	Jul Tu 5 12 19 26 tol Tu	y 2 W 6 13 20 27 Der W	016 Th 7 14 21 28 20 Th	F 8 15 22 22	Sa 2 9 16 23 30 Sa 1
Su 3 10 17 24 31 Su 2	M 4 18 00 M	Jul Tu 5 12 19 26 to Tu 4	y 2 W 6 13 20 27 0er W 5	016 Th 7 14 21 28 20 Th 6	F 8 15 22 22 16 F 7	Sa 2 9 16 23 30 30 Sa 1 8
Su 3 10 17 24 31 Su 8 9	M 4 18 18 00 M 3 10	Jul Tu 5 12 19 26 Tu Tu 4	y 2 W 6 13 20 27 V 0 er W 5 12	016 Th 7 14 21 28 20 Th 6 13	F 8 15 22 22 16 F 7 14	Sa 2 9 16 23 30 30 Sa 1 8 15
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September 2016												
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11	12	13	14	15	16	17						
18	19	20	21	22	23	24						
25	26	27	28	29	30							

December 2016

Tu

6 7 8 9 10

13 14

18 19 20 21 22 23 24 25 28 27 28 29 30 31

Su M

11 22

5

Monthly C2P Risk/ Opps Drumbeat

Two (2) Risk Meetings are held each month to discuss Risks and Opportunities

Risk/Opps Meeting Overview

1st Meeting:

- New Opps/Risks are reviewed by Risk Board for incorporation in Risk Register
- Status of existing Opps/Risks Actions, Mitigations, Contingencies are reviewed

> 2nd Meeting:

- Any Impact Analysis conducted for New **Risk/Opps is reviewed**
- Status of existing Opps/Risks Actions, Mitigations, Contingencies are reviewed

Risk Meetings

Risk Board Consist of PM and Tech. Leads from Performers

3

15 16 17

RISK / OPPORTUNITY MANAGEMENT PROCESS



Risk management meetings and processes are at this time continually evolving

C2P REPORTING

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C2P REPORTING

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IMS / Critical Path Analysis – Bi-Weekly



Schedule Risk Assessment – Semi-Annually



Estimate-At-Completion – Monthly



C2P REPORTING

EVM Metrics - Monthly



Risk Management – Monthly



NERP Actuals (Hrs & \$) – Monthly

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Funding Analysis- Monthly



C2P OTHER ANALYSIS & REPORTING



C2P OTHER ANALYSIS & REPORTING

• CTR IPMR Analysis:

- NIWC PAC Independent Analysis of EVM and IMS metrics submitted by CTR prior to incorporation in NIWC PAC artifacts
- CTR SW Development / SPRINT Analysis:
 - > Examination of the SPRINT Backlogs to determine CTR completion of software development

Ad-hoc Schedule and Cost Impact Analysis:

- Performing "What-ifs" and Impact Analysis based on requirement adjustments to the program or project (i.e. DTS protest)
- Project Controls Implemented on Other NIWC PAC efforts

Technical Team Reporting

Providing the technical and functional team leads distinct reports or schedules to support their separate efforts

Business Finance Management (BFM) Support

As new Project Control processes have been implemented, the NIWC PAC BFM efforts have evolved which has required new tools or training on these processes and methods.

Tableau Dashboards

In recent months, Tableau dashboards for EVM metrics, funding analysis, IMS metrics, and financial forecasts have been developed for the program manager. They are updated on a bi-weekly/monthly basis

KNOWN SHORTCOMINGS, DIFFICULTIES, & CHALLENGES

NIWC PAC Processes

- 1. Inconsistencies between Different NIWC PAC PM Processes & Expectations
 - Due to the complexities and management preferences of the NIWC PAC team leads, not all EVM processes can be fully adopted.

2. Departure from NERP and BFM Historical Methods and Processes

To migrate from the customary DR Structure to a IMS Aligned DR Structure, requires addition effort on the technical and financial communities

3. New Time-Charging Standards & Requirements

Additional oversight necessary for new time charging standards & requirements

Program Office HQ Processes

1. Program Office Budget Structure Process and Benchmark Expenditures

- NAVWAR HQ processes traditionally require a new NERP structures to be built every fiscal year, separating the collection of actuals into multiple pieces. Furthermore, the need to meet benchmark expenditures can possibly cause problems with EV on a project.
- 2. Support Contractor Access to NERPPolicies limit contractor access to NERP. Good Project Controls Standards require more oversight and coordination between technical and financial communities

3. Vendor Contractor Contractual Performance Reporting

Current Contractual Requirements for contractors, with no EVM Req, lack providing any meaningful PM reporting

SUMMARY

- At this time, SSC PAC is under no EVM requirement. SSC PAC's Integrated Project Controls are considered "EVM-Lite"
- Project Controls adheres to 23 steps (1-3, 5-12, 15-17, 22, 23, 25-31) of the 32 ANSI/EIA Guidelines
- There are 8 steps in the management process with varying time frames, ranging from weekly to semi-annually.
- Challenges exist, but progress is tangible, and the process evolves.

THANK YOU

• For more information, please contact:



