



Earned Value Management Practitioners Forum 2018

# How to prepare for a DOE EVMS Certification

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# Learning Objectives

## DOE EVMS Certification Requirements

- Review PM-30 EVMS Certification Requirements
- Discuss PM-30 EVMS Certification Practices e.g., Data Driven Model

## Contractor EVMS Roadmap

- Discovery & Planning Phase
- Contactor Readiness Phase
- On-site Review & Closeout Phase

## Best Practices & Final Thoughts

- Contactor Best Readiness Practices
- Future of EVMS Reviews e.g., Beyond the Data Driven Model

# Founder & Principal Consultant



- Samos Advisors LLC is a leading provider of Project Management and EVM system consulting services serving the U.S. Government and industry clients dedicated to project management excellence
- 30+ years of Project Management and Earned Value Management System design, development, and implementation
- Held various leadership positions in industry and government assuring the implementation and use of Project Management and EVMS as part of effective program management process and reporting tool
- Recognized EVMS SME by the U.S. Department of Defense (DoD), DOE, U.S. Intelligence Community, HHS/CMS and Bio-Pharmaceutical industry
- Trained over 4,500+ acquisition professionals in EVMS basic and advance concepts, variance analysis reporting, & CAM training
- Prepared, trained, and facilitated more than 75+ Government / Industry EVMS reviews (e.g., Contract Implementation Review (CIR), EVMS Post Award Conferences, Integrated Baseline Review (IBR), EVMS Surveillance and EVMS Certification Reviews

# DOE PM-30 EVMS Certification

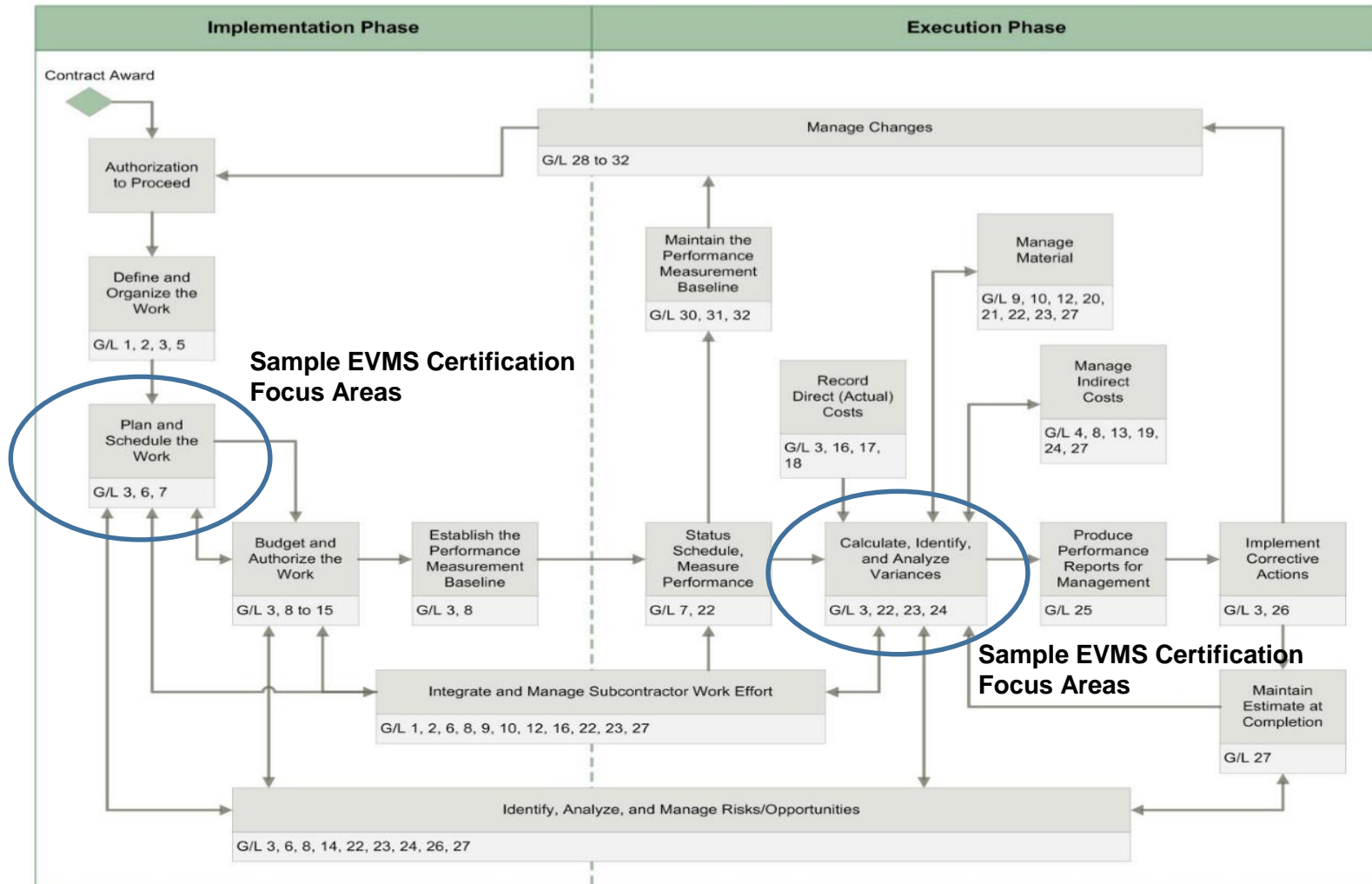
## (Background)

- Policy
  - ✓ “DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets (in excess of \$100Mil)”
- Purpose
  - ✓ “Verify if an integrated and compliant EVMS has been defined, implemented and is being maintained by the contractor for use on a capital asset acquisition projects”
- Objective
  - ✓ “DOE PM-30 will determine if compliance with the EIA-748 Standard as defined by the NDIA EVMS Intent Guide (see next slide), PASEG and GAO Guide”
- Typically, PM-30 requires a 15 month EVMS certification review cycle

Data Source: Contractor EVMS Certification Plan

# DOE PM-30 EVMS Certification

(Data Source: NDIA EVMS Intent Guide)



# DOE PM-30 Review Process

(Background)

- Determine Scope of Review & Agenda
- Weekly Contractor & PM-30 Conference Calls
- Use of NDIA EVMS Intent Guide and EVMS Attributes for each 32 EVMS guidelines as the basis for compliance
- Manual and Automated Data Driven Model
  - ✓ Complete Compliance Review Check List (CRC)
  - ✓ Established Testing Protocols & Reporting Thresholds
  - ✓ Submission of 3 Contractor “Data Calls”
  - ✓ Isolates [identify] Systemic Issues
  - ✓ Determine EVMS compliance with EIA-748

# DOE PM-30 Review Process

(Background)

- PM-30 Area Team Leads document preliminary & final recommendations to the PM-30 Review Chief
  - ✓ Prepare IFF (Interview Finding Forms)
- PM-30 On-Site Review Process
  - ✓ Conduct Contractor / PM-30 In-briefs
  - ✓ Review EVMS Documentation & Story Boards
  - ✓ Conduct Interviews
    - ✓ Follow “Data Driven” Review Approach / Complete IFFs
  - ✓ Conduct Interviews / Daily Meetings
  - ✓ PM-30 Interview & Summarization
  - ✓ Review Director reviews preliminary PM-30 Outbrief with Contractor Site Project Director

# Example Contractor EVMS Certification Readiness Roadmap

1

## Discovery & Planning Phase

- Independent Cost Estimate (ICE)
- External Independent Review (EIR)

PM-30 Road Side Assist Visit (RSAV)

Contractor Certification Readiness Meetings

Roles and Resp.

- Project EVMS Sponsor/Owner
- Certification Lead / Admin. Support
- Corporate / EVMS SMEs
- Develop "Plan for the Plan"

EVMS Process

- Policies/ EVM System Description
- Procedures
- Process Flow Charts
- Job Aids / White Papers

Tools & Training

- E-CAM Notebook
- On-line EVMS Training & Quiz
- Data Analytics
- Data Analysis Tools
- Data Call Submissions 1-2-3

2

## Contractor Readiness Phase

Contractor / DOE Weekly Meetings (e.g., Data Call Concerns)

- Round Tables
- Grey Hats
- Black Hats

- Interview Notes
- Action Item Data Base
- Lessons Learned

- Final Prep Meeting
- Develop In-Briefs
- Logistics / Security
- Data Access
- Central Repository

3

## EVMS Certification Review & Closure Phase

On-site Review

Prelim / Final PM-30 Report (CARs, DRs and CIOs)

Contractor CAPs & PM-30 Approval

PM-30 Issues EVMS Credentials

Contractor Begins EVMS Self-Governance



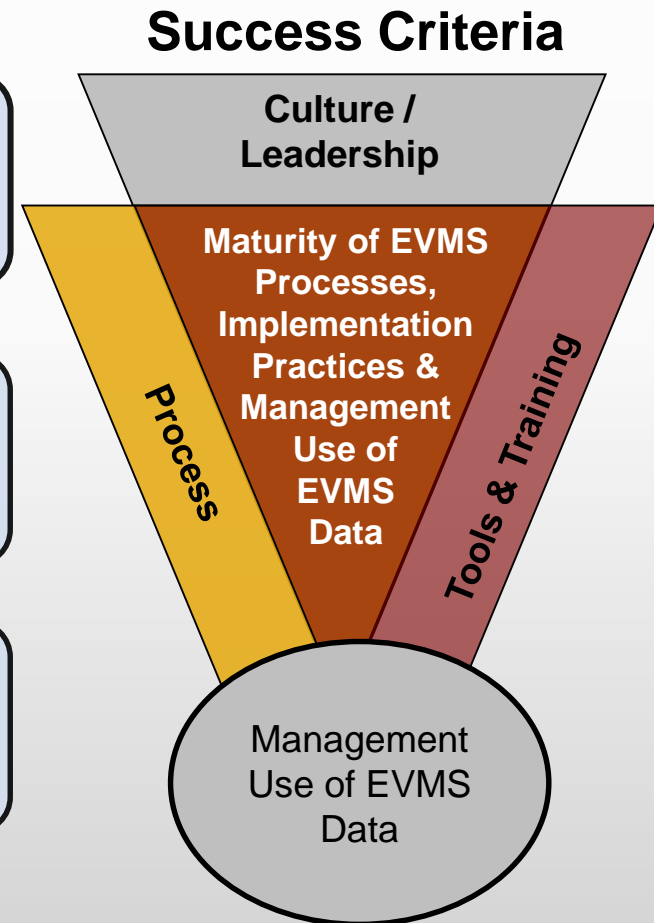
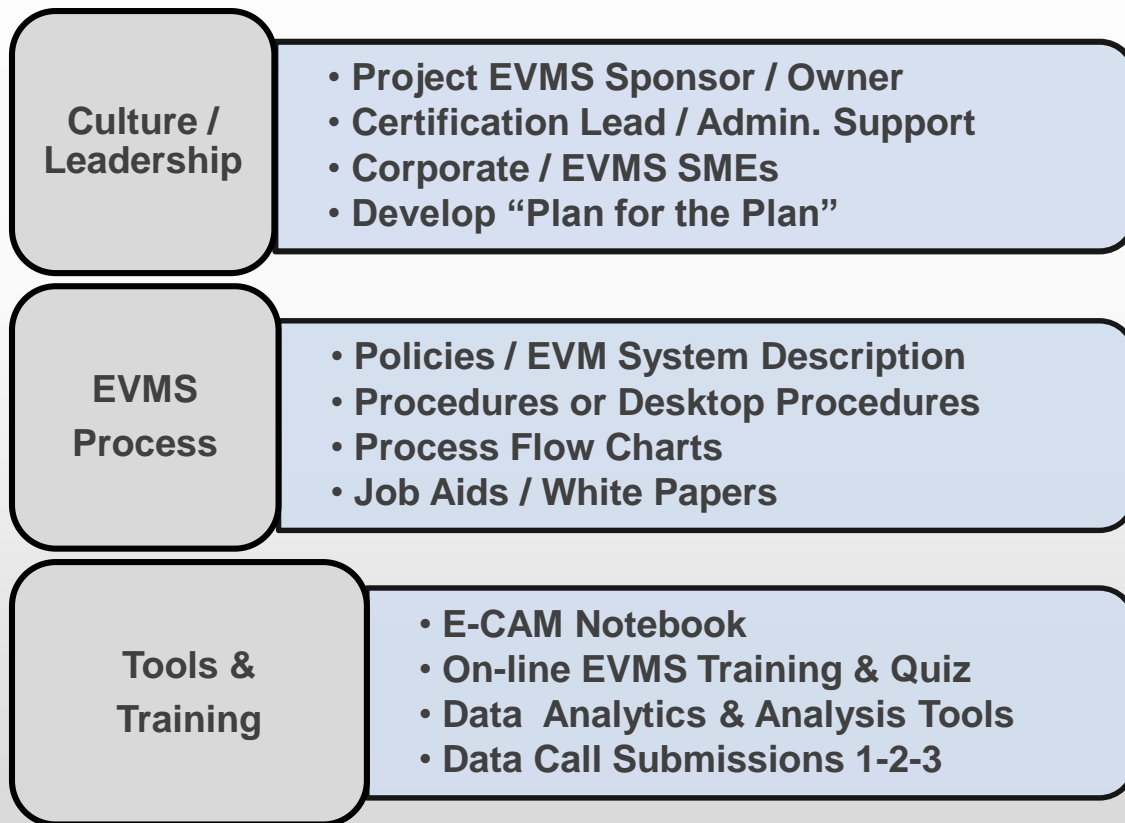
# Discovery and Planning Phase

## DOE EVMS Certification Entry Criteria

- Independent Cost Estimate (ICE)
- External Independent Review (EIR)
- Achieve Critical Decision 2/3
  - ✓ (Start Construction)
- ✓ PM-30 selects Review Director and Team Members to conduct EVMS Certification Review
  - ✓ Selection of PM-30 review team members may come from another DOE facilities

# Discovery and Planning Phase

## Series of Contractor Kick-off Meetings



# Contractor Readiness Phase

- Conduct “Joint” Leadership Teleconference Calls
- Contractor Interview Strategy
  - ✓ Develop Certification Schedule & Strategy
    - 1 Page Cartoon Summary and Detail Schedule
    - e.g., Project Stakeholders, Project Director, Project Controls, CAMs
  - ✓ Roundtable: Open Discussion Forum
    - Focus on critical project management and EVMS issues
    - Record & distribute action items, issues and/or concerns
  - ✓ Grey Hats: Some Coaching / Simulate PM-30 Interviews
    - Review process and implementation practices (data traces)
    - Identify and resolve systemic issues
  - ✓ Black Hats: No Coaching / Simulate PM-30 Interviews
    - Compliance Review Check List
    - Review Data Driven Results
    - Conduct Control Account Data traces

# Sample PM-30 CRC Check List

## DOE Attribute and Testing Protocols

## Sample Contractor Responses

Attribute	Test Method	X-Value	Y - Value	Artifact 1	Artifact 2	Threshold	Sample PM/CAM Response
1. Does the IMS reflect all authorized, time-phased discrete work to be accomplished, including details for any significant subcontracted effort and High Dollar Value (HDV)/ critical materials that could affect the critical path (CP) of the IMS?	Manual	X = # of High Dollar Value/Critical Item (HDV/CI) materials listed in the HDV/CI material items list that are not found in the IMS	Y= Total # of HDV/CI material items	HDV/CI Material Items List	IMS Flat File	>0%	Demonstrate and discuss your HDV/CI material list. Do you understand why this list is important to critical path analysis?  Are these items in the IMS? If they are not in the IMS explain why. Answer: Demonstrates traceability and integration of the EVMS system.
	Automated	X = Count of incomplete discrete WPs, PPs, and SLPPs found in the EVMS cost tool code that are not found in the IMS code	Y = Total count of all incomplete discrete WPs, PPs, and SLPPs found in the EVMS cost tool	Cost Tool	IMS Flat File	>0%	Demonstrate that incomplete WPs, PPs, and SLPPs found in Cobra are also found in the IMS.  If the two do not agree explain why. Answer: Demonstrates traceability and integration of the EVMS system.

**EVMS Attributes Maps back to NDIA EVMS Guide**

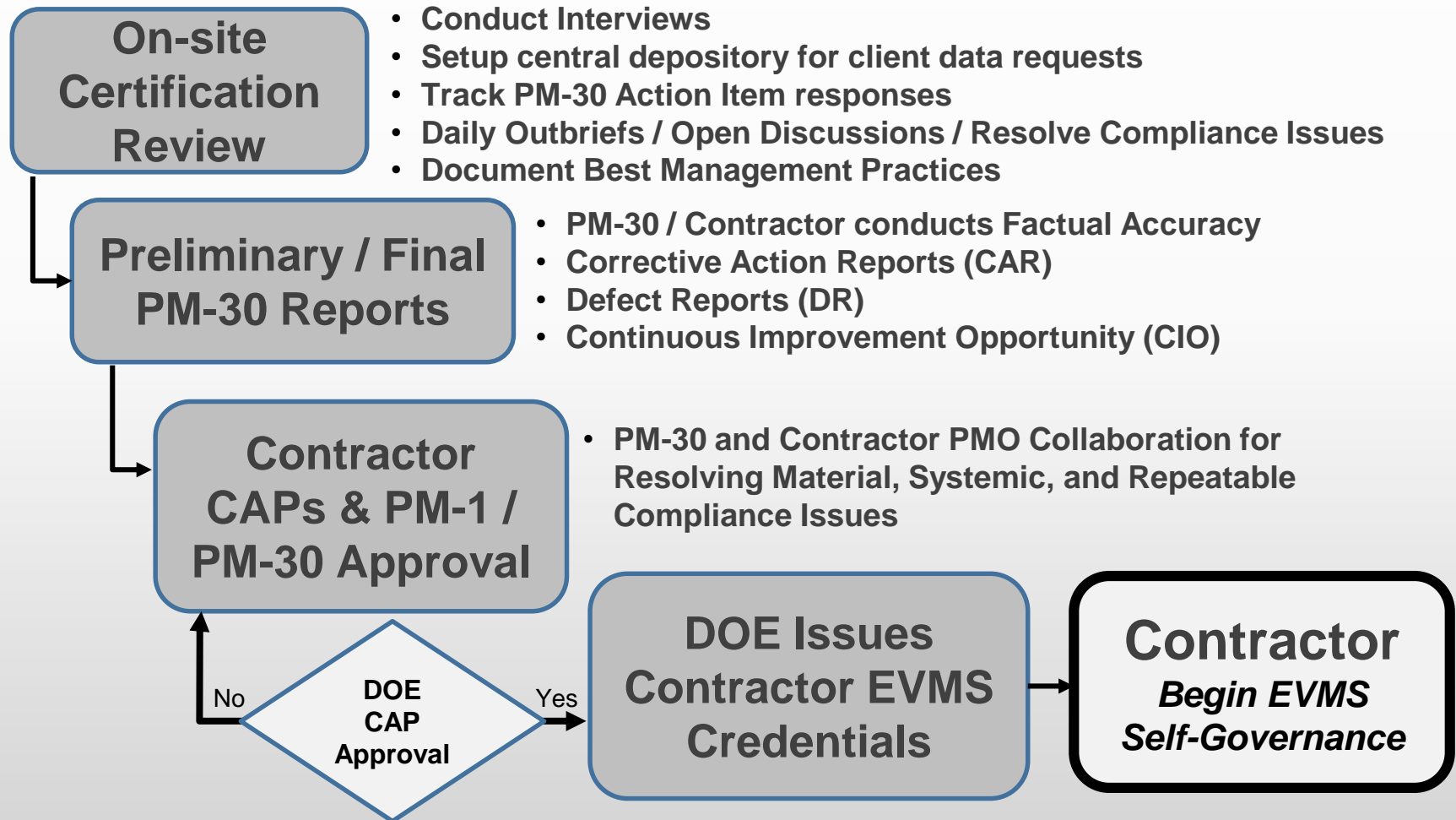




# Contractor Readiness Phase

- Conduct Contractor EVMS Self Assessment
  - ✓ “Self-disclosures” vs. “Avoidance”
- Final Contractor Prep Meeting
  - ✓ Consistency in contractor responses to client
- Develop In-Brief
  - ✓ Reference contractor EVMS compliance plan
  - ✓ Provide CAMs with support / information regarding systemic and/or project-wide issues
- Other Items
  - ✓ Meeting Space / Security [Building Access] / Internet Connectivity / Logistics [transportation and lunch]
  - ✓ Data Access / Avoid Paper Copies / Scribes
  - ✓ Central Data Repository

# EVMS Onsite Review / Post Certification Closure Cycle





# Key Takeaways

- **Best Practices**

- ✓ **Overall Contractor Readiness:** Schedule all certification readiness activities well in advance and no longer than 1 hour in duration
  - ❑ Conduct readiness activities along side of EVMS business rhythms calendar (e.g., Schedule Status, CAM ETC/ EAC Reviews, Management VAR Reviews)
  - ❑ Let the Program Manager, Project Controls, and CAMs de-conflict their work schedules in support of EVMS certification readiness activities
  - ❑ Assign Central POC for scheduling all Round Table, Grey and/or Black Hat Interviews
  - ❑ Provide Immediate “Feedback” to project stakeholders

# Key Takeaways

- **Tips & Tricks**

- ✓ **EVMS Certification Interviews:** Must demonstrate use of EVMS processes, management implementation practices, tools and use of EVMS data to make timely, accurate and predictable management decisions.

- Listen! Ask Auditors to Repeat Question!

- Tell Me! Show Me! Demonstrate EVM System Integration!

- Use of Job Aids and Process Flow Charts!

- Be Organized! E-CAM Notebook! File Management!

- PM and CAM Data Traces

- Show CAM “Fast Fact Sheet”

- Demonstrate integration of PMO and EVMS Calendars

- Perform forward and backward control account data traces

- Resolve concerns and issues from Data Driven Results

# Presenter Final Thoughts!

## EVMS Certification Reviews

- **First Stage:**
  - ✓ C/SCSC (Cost/Schedule Control system Criteria)
  - ✓ “Cumbersome Reviews”
- **Second Stage:**
  - ✓ ANSI-748 / EIA-748 EVMS Standard
  - ✓ Lack of “Review Standards”
- **Third Stage**
  - ✓ Alliances between Government and Industry to form EVMS Standardization Practices; e.g., NDIA, CPM, EFCOG: GAO, Working Groups, etc.,
- **Fourth Stage (Current State)**
  - ✓ DCMA / DOE Data Driven Reviews (Standardization of Reviews)
  - ✓ Review Focus: Isolate and discuss “EVMS Systemic Issues”
- **Fifth Stage (Future State)**
  - Improve upon data collection process and Data Driven Model “Techniques”
  - Government moves toward “Team Focus” reviews versus solely “CAM Focus”
  - e.g., Conduct “Joint EVMS Team Reviews” involving the contractor CAM as well as applicable Government and Contractor project stakeholders