

# **EVMS Training Snippet Library: PARSII Analysis: OAPM Red Yellow Report**



Office of Acquisition and Project Management (OAPM) MA-60  
U. S. Department of Energy  
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*Achieving Management and Operational Excellence*

This EVMS Training Snippet, sponsored by the Office of Acquisition and Project Management (OAPM) is one in a series regarding PARS II Analysis reports. PARS II offers direct insight into EVM project data from the contractor's internal systems. The reports were developed with the users in mind, organized and presented in an easy to follow manner, with analysis results and key information to determine the status and health of the project. This particular snippet focuses on the content of the Acquisition and Project Management (APM) Monthly Report for the Deputy Secretary.

# Analysis Reports – Project Analysis SOP



Page 2

The screenshot displays the PARS II SSS Reports interface. On the left, a navigation menu includes 'OVERSIGHT & ASSESSMENT', 'PROJECT PERFORMANCE', 'ALL REPORTS', and 'SSS Reports'. The main content area shows a folder tree under 'Shared Reports' with the following items:

- Analysis Reports
  - Data Validity Check
  - Schedule Health Assessment
  - Variance Analysis
  - Trend Analysis
  - EAC Reasonableness
  - Predictive Analysis
  - APM DepSec Monthly Reports

Reports that are used to prepare the information are located in the PARS II SSS Reports under the APM DepSec Monthly Reports folder, Verification Reports (Project) Subfolder.



- **APM DepSec Monthly Reports**

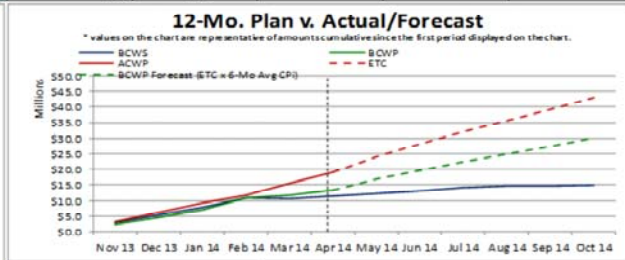
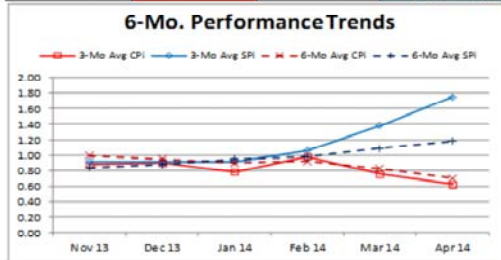
- Verification Reports (Project)
  - APM Red/Yellow Detail 1 – 6 Month Trend
  - APM Red/Yellow Detail 2 – 12 Month Plan v Actual
  - APM Red/Yellow Detail 3 – Contractor Completion Forecast
  - APM Red/Yellow Detail 4 – TPC To-Go
  - APM Red/Yellow Project Report
  - Assessments by Project – Current & Prior Periods
  - Project Quick View Management Report
  - Project Quick View Report

The primary report is the APM Red Yellow Project Report. The Detail Reports 1 through 4 support the content for the APM Red/Yellow Project Report.

# APM Red Yellow Project Report



<b>APM Analyst:</b> John Smith			<b>FPD:</b> Jane Doe		<b>Level 3</b>	<b>Contractor:</b> Acme		<b>Not Certified</b>
<b>Current APM Assessment</b>	<b>Prior APM Assessment</b>	<b># of Months At No Assessment</b>	<b>TPC (\$M)</b>	<b>CD-4 Date</b>	<b>Project % Complete</b>	<b>Program</b>	<b>Site</b>	
No Assessment	Red	1	Approved: \$414.2 APM Forecast: TBD	8/31/2015 TBD	95.0%	NA	Kendalucky	



DOE Performance Baseline - Reporting Period June 2014						Key Performance Indicators		
COST			SCHEDULE			KPI	Current	Prior
<b>DOE Cost Contingency (\$M)</b>			<b>DOE Schedule Contingency (days)</b>			Cum CPI	1.02	1.05
Approved	Remaining	% of TPC To-Go	Approved	Remaining	% of To-Go Duration	Cum SPI	1.45	1.44
\$55.0	\$48.9	57.3%		364		Cum Start Date	12/17/12	12/17/12
Contractor PMB - Performance Period April 2014								
Performance Measurement Baseline (\$M)			Management Reserve (\$M)			Independent Estimates At Complete		
Approved (PMB)	Forecast (EAC)	To-Go (ETC)	Approved	Remaining	% of ETC	TCPI to EAC	CPI x SPI	3 Mo. Avg CPI
\$341.3	\$361.5	\$37.9	\$17.5	\$9.4	24.8%	0.45	\$341.4	\$351.0
<b>APM Assessment</b>						Contractor Completion Date Forecast: 8/23/2015		

Red Yellow Project Performance Reports are included for all projects assessed Red or Yellow in the current reporting period. This is an example of the monthly APM Red Yellow Project Report. It provides valuable project related information at a glance and is available for the Deputy Secretary's review. The sections will be discussed in more detail in the following slides.

# Red/Yellow Project Report Header



Report Date: 6/2/2014 OA Status Date: 6/26/2014 CPP Data As-Of Date: 4/27/2014			Red - Yellow Project Status Report June 2014					
APM Analyst: John Smith			FPD: Jane Doe	Level 3	Contractor: Acme	Not Certified		
Current APM Assessment	Prior APM Assessment	# of Months At No Assessment		TPC (\$M)	CD-4 Date	Project % Complete	Program	Site
No Assessment	Red	1	Approved:	\$414.2	8/31/2015	95.0%	NA	Kendaltucky
			APM Forecast:	TBD	TBD			

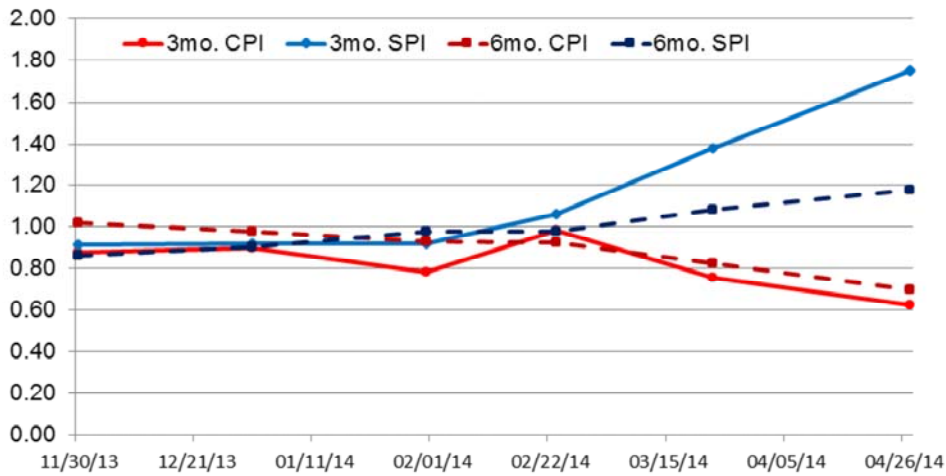
- **High-Level Project Information**
- **All of the Data Resides in PARS II**
- **Note:**
  - **FPD Certification Level** is highlighted **RED** if current approved project TPC is above the top range of TPC allowed to be managed by the current FPD certification level.
  - **Contractor Certification** is highlighted in **RED** if contractor EVMS is Not Certified
  - **Project % Complete** is calculated by PARS II from contractor-reported data
    - % Complete =  $BCWP_{cum} / PMB$
    - $PMB = BAC + UB$

The header of the report contains much of the same information that was available in previous versions of the Monthly Report and consists of high-level project information such as key contacts (OAPM, FPD, Contractor), Location (Site), Ownership (Program). In addition, the report highlights current and prior period OAPM overall project assessments and indicators of the number of months the project was assessed at the current color. The FPD and Contractor certification fields will be highlighted Red if certification is not at the appropriate level.

The TPC and CD4 Date Approved values are those approved by the last approved baseline; that is either the CD2 baseline if the project never had a BCP approval on it, or the latest approved BCP. Note that only BCPs that affect the DOE Performance Baseline are considered here.

Finally, the Project % Complete values calculated by PARS II are based on the contractor uploaded project performance data. The calculation does not take into consideration whether the BAC reported by the contractor includes pre-CD2 items. The entire contractor-reported BAC and cumulative BCWP are used for the calculation.

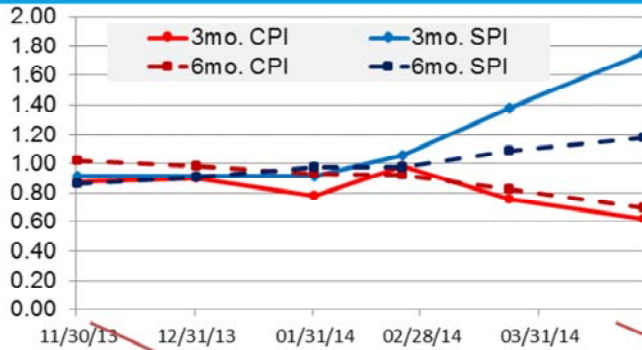
# 6 Month Performance Trends



- Provides 3 and 6 Month Rolling Average CPI and SPI Trends
- Based on Incremental CPI and SPI

The next section of the report contains two charts. The first chart is the Rolling Average CPI and SPI trend chart over the last 6 months. The report uses the contractor-uploaded incremental CPI and SPI to calculate 3 and 6 month rolling averages. To accomplish this successfully, contractor time phased data is used.

# 6 Month Performance Trends



- Provides 3 and 6 Month Rolling Average CPI and SPI Trends
- Based on Incremental CPI and SPI
- Calculated from Contractor Timephased SPA Data

APM Red/Yellow Detail 1 - 6 Month Trend

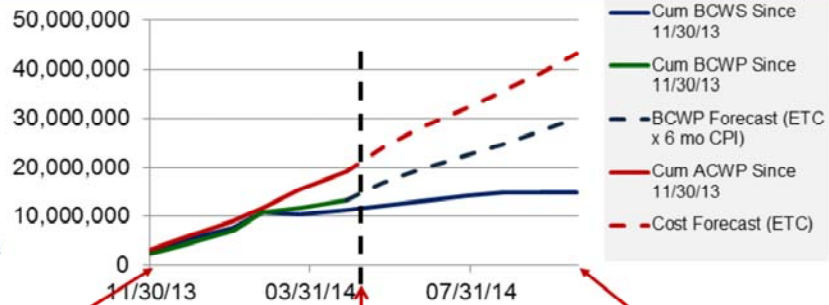
TYPE	06/30/13	07/31/13	08/31/13	09/30/13	10/31/13	11/30/13	12/31/13	01/31/14	02/23/14	03/23/14	04/27/14	
Inc BCWS	5,323,088	6,051,202	4,451,319	3,515,505	3,434,083	2,926,603	2,520,060	2,306,862	3,143,709	-382,833	799,012	
Inc BCWP	3,638,868	4,410,678	5,000,000	3,158,329	3,460,448	2,395,948	2,286,500	2,432,765	3,725,764	828,247	1,681,395	
Inc ACWP	3,534,360	3,905,223	3,936,963	4,233,687	2,854,031	3,221,512	2,998,707	2,892,075	2,714,898	3,685,745	3,630,347	
Inc CPI	1.03	1.13	1.27	0.75	1.21	0.74	0.76	0.84	1.37	0.23	0.46	
Inc SPI	0.68	0.73	1.12	0.90	1.01	0.82	0.91	1.05	1.19	-2.16	2.10	
3mo. CPI				1.15	1.04	1.05	<b>0.87</b>	<b>0.90</b>	<b>0.78</b>	<b>0.98</b>	<b>0.76</b>	<b>0.62</b>
3mo. SPI			0.82	0.90	1.02	<b>0.91</b>	<b>0.92</b>	<b>0.92</b>	<b>1.06</b>	<b>1.38</b>	<b>1.75</b>	
6mo. CPI						<b>1.02</b>	<b>0.98</b>	<b>0.93</b>	<b>0.92</b>	<b>0.83</b>	<b>0.70</b>	
6mo. SPI						<b>0.86</b>	<b>0.90</b>	<b>0.98</b>	<b>0.98</b>	<b>1.08</b>	<b>1.18</b>	

Because time phased data is used, the report will only be able to produce this chart on projects where the completed full CPP Upload includes time phased EV data. If there are questions or concerns regarding the validity of the chart, a supporting report was created called the OAPM Red Yellow Project Report Detail 1 – that allows users to see the data that was used to display this chart on the report. As demonstrated, the last 11 periods of contractor-reported incremental S, P, and A data are used to arrive at the 3 and 6 month averages. Values highlighted in blue are those used by the report to display the Performance Trends Chart. The supporting report also contains detailed information to help understand the report and chart.

# 12 Month Plan vs. Actual/Forecast



- 12 Month Performance Snapshot
- Based on Contractor Timephased SPA and ETC



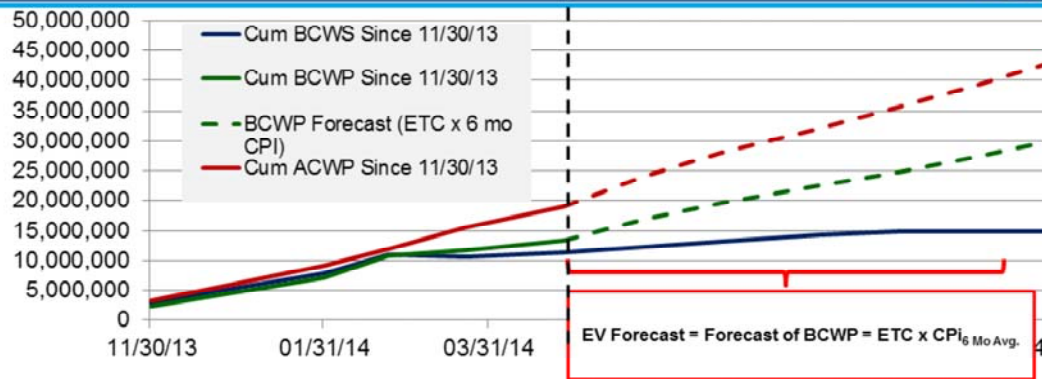
APM Red/Yellow Detail 2 - 12 Month Plan v. Actual										
TYPE	11/30/13	12/31/13	01/31/14	02/23/14	03/23/14	04/27/14	05/25/14	06/22/14	07/27/14	08/24/14
Inc BCWS	2,926,603	2,520,060	2,306,862	3,143,709	-382,833	799,012	893,090	916,987	1,132,344	535,127
Inc BCWP	2,395,948	2,286,500	2,432,765	3,725,704	828,247	1,681,395				
Inc ACWP	3,221,512	2,998,707	2,892,075	2,714,898	3,635,745	3,630,347				
Inc ETC							4,997,548	3,997,843	4,029,057	3,387,388
Cum BCWS Since 11/30/13	2,926,603	5,446,663	7,753,525	10,897,234	10,514,401	11,313,414	12,206,504	13,123,491	14,255,835	14,790,962
Cum BCWP Since 11/30/13	2,395,948	4,682,448	7,115,213	10,840,916	11,669,163	13,350,558				
BCWP Forecast (ETC x 6 mo CPI)						13,350,558	16,844,983	19,640,386	22,457,616	24,826,172
Cum ACWP Since 11/30/13	3,221,512	6,220,218	9,112,293	11,827,191	15,462,936	19,093,284				
Cost Forecast (ETC)						19,093,284	24,090,831	28,088,674	32,117,731	35,505,119

The second chart presented on the report is the 12-month plan vs. actuals and forecast. The chart provides information on contractor performance against the 12-month plan. While the report cumulates values over the 12 months displayed on the chart, it does not take into consideration any cumulative values prior to the first period displayed on the chart.

Similar to the Trends chart, this chart uses contractor-reported time phased data and will only be available on projects that upload full performance data including time phased data. Once again, a supporting report for those needing to validate the accuracy of the data presented on the chart was created and is called the OAPM Red Yellow Project Report Detail 2. The supporting report also contains detailed information that helps to understand the report and chart.



# 12 Month Plan vs. Actual/Forecast



- **EV Forecast Expects ETC to Turn into ACWP in Future Periods**
- **Current Period 6-Month Average CPI Is Used for Calculation**
  - 6-Month Average CPI for current period can be found in the data from 6 Month Performance Trend Chart

One data element on the report that is calculated by PARS II using contractor-reported data is the EV Forecast. When calculating the EV Forecast, or projected BCWP, the report makes two assumptions:

1. Contractor-reported incremental time phased ETCs are an accurate representation of the contractor's estimate of work to be performed and ETCs will become actuals (ACWP).
2. 6-month Rolling Average CPI is the cost performance that will be sustained for the next 6 months.

If either of these assumptions is inaccurate or there is other qualitative information available that will impact project performance, it should be noted in the assessment narrative.

# DOE Performance Baseline



DOE Performance Baseline - Reporting Period June 2014					
COST			SCHEDULE		
DOE Cost Contingency (\$M)			DOE Schedule Contingency (days)		
Approved	Remaining	% of TPC To-Go	Approved	Remaining	% of To-Go Duration
\$55.0	\$48.9	57.3%	364		

- **Cost and Schedule Color Assessment by OAPM Analyst**
  - Cannot be worse than Overall Assessment
  - Cost and Schedule Assessment can be different
- **Approved: Amount Approved by Current Baseline (CD-2 or BCP)**
- **Remaining: Product of FPD Usage Reporting**
  - Remaining = Approved – Used Since Baseline

The next section of the report examines the DOE Performance Baseline as it relates to Cost, Schedule, and contingency usage on the project.

OAPM Analysts are now able to assign performance color not only to the overall project, but to individual components of the Performance Baseline – specifically Cost and Schedule. This provides additional information to senior management regarding issues encountered by the project. Some obvious rules are that cost and schedule color assessments can be different, but cannot be worse than the overall assessment.

Approved amounts reported for cost and schedule contingency are those established by the latest approved baseline (CD2 or latest BCP). Remaining amounts are a product of FPD usage reporting. On a monthly basis, the FPD reports usage of contingency through the Monthly Assessment screen in PARS II. Those usages are being subtracted from the amount approved by the latest baseline to arrive at the remaining amount. These two key elements highlight the importance of:

1. Accuracy of the approved amounts in PARS II
2. Accuracy and completeness of the FPD usage reporting
3. Reporting Contingency used for the contractor performance period that is being assessed

The percent of To-Go amounts are calculated by PARS II. In order to understand the calculation, we first must understand what To-Go means and how To-Go amounts are being calculated.

# DOE Performance Baseline - Cost



DOE Performance Baseline - Reporting Period June 2014					
COST			SCHEDULE		
DOE Cost Contingency (\$M)			DOE Schedule Contingency (days)		
Approved	Remaining	% of TPC To-Go	Approved	Remaining	% of To-Go Duration
\$55.0	→ \$48.9	57.3% ←	364		

From APM Red/Yellow Detail 4 - TPC To-Go Report		
Current Approved TPC (BCP-01):	414,150,000	MINUS
Total TPC Used:	328,777,729	
<b>TPC To-Go:</b>	<b>85,372,271</b>	←

## • Calculations Used

- % of TPC To-Go =  $\text{Contingency}_{\text{remaining}} / \text{TPC To-Go} = 48,900,000 / 85,372,271 = 57.3\%$
- $\text{TPC To-Go} = \text{TPC}_{\text{approved}} - (\text{FEE}_{\text{paid}} + \text{ODC}_{\text{used}} + \text{Sunk Cost} + \text{ACWP}_{\text{cum}})$

The To-Go TPC is simply a difference between the currently approved TPC (approved by latest baseline) and TPC Used. TPC can be used by DOE and by the contractor. The contractor uses TPC in a form of reporting actuals, or ACWP. The DOE uses TPC in a form of Fee payments, ODCs used (in other words actuals reported by support contractor(s) outside of the prime contractor’s PMB), and Sunk (or unrecoverable) costs reported at the latest baseline that are not part of the prime contractor reporting. The sum of the two usages gives us the total TPC Used and the To-Go TPC can be calculated.

A Supporting report called the OAPM Red Yellow Project Report Detail 4 was created to demonstrate the data used by the report to calculate TPC To-Go. The Remaining Cost Contingency is expressed as a percent of the calculated TPC To-Go.

# Key Performance Indicators – CPI & SPI



- **Cumulative Cost and Schedule Performance Indices**

<b>Key Performance Indicators</b>		
<b>KPI</b>	<b>Current</b>	<b>Prior</b>
Cum CPI	1.02	1.05
Cum SPI	1.45	1.44
Cum Start Date	12/17/12	12/17/12

- **Current Reporting Period Compared to Previous Reporting Period**
- **Uses Sum of Incremental BCWS, BCWP, and ACWP since the Date Indicated as Cum Start Date**
- **Cum Start Date Currently Indicates Latest Approved Baseline; CD-2 or BCP**
- **Calculated from Contractor Time-phased Data**
- **Displays Total Project CPI and SPI if Cum Start Date Is Not Set or Time-phased Data Not Available**

The Key Performance Indicators section of the report provides current and prior period values for cumulative CPI and SPI. CPI and SPI are calculated based on Cum Start Date. Currently, each project in PARS II was set up to have Cum Start Date as the latest approved baseline, that is, the CD2 Approval Date or Latest BCP Approval Date. What this means is that cumulative amounts seen on the report are those accumulated since the last approved baseline, or in other words the sum of incremental S, P, and A values for periods ending after the approval date of the latest approved baseline.

This calculation, similar to the charts, is also made possible with contractor-reported time phased data. Projects that provide time phased data as part of the upload and have a Cum Start Date configured in PARS II will have this information available. Projects without time phased data or those without a properly configured Cum Start Date will display Cum CPI and SPI for the entire project. Also important to note: if the contractor's incremental data for S, P, and A are not properly time phased (i.e. pre-baseline incremental values are summed in the first post-baseline performance period), these values may be skewed.

The Cumulative Start Date can be changed by the system administrator and does not have to reflect the latest approved baseline. Some other appropriate uses of this are:

1. Date when project was transitioned from one contractor to another
2. Date when major internal re-baseline was done that did not impact the DOE Performance Baseline, but significantly changed planned work
3. Date when contingency was used to significantly increase the Contract Budget Base with additional scope

# Contractor Performance Measurement Baseline



Contractor PMB - Performance Period April 2014								
PMB (\$M)			Management Reserve (\$M)			Independent Estimates At Complete		
Approved (PMB)	Forecast (EAC)	To-Go (ETC)	Approved	Remaining	% of ETC	TCPI to EAC	CPI x SPI	3 Mo. Avg CPI
\$341.3	\$361.5	\$37.9	\$17.5	\$9.4	24.8%	0.45	\$341.4	\$351.0
						Contractor Completion Date Forecast:	8/23/2015	

- **Approved MR = Amount Approved by Current Baseline (CD-2 or BCP)**
- **Approved PMB = Current BAC + UB Amounts Reported by Contractor in CPP Upload**
- **Calculations Used:**
  - $TCPI\ to\ EAC = (BAC - BCWP_{cum}) / (EAC - ACWP_{cum})$
  - $MR\ as\ \%\ of\ ETC = MR_{remaining} / ETC$
  - **Independent Estimate At Complete (IEAC)**
    - $IEAC_{CPI\ x\ SPI} = ACWP_{cum} + (BCWR / (CPI_{cum} \times SPI_{cum}))$
    - $IEAC_{3\ Mo\ Avg.\ CPI} = ACWP_{cum} + (BCWR / CPI_{3-mo\ Avg.})$
- **All Other Elements Contractor-Reported via CPP Upload**

Data in the Contractor PMB section in its entirety, with the exception of the Approved Management Reserve amount, is either reported directly by the contractor or is calculated by PARS II based on the data reported by the contractor. The approved MR is the MR amount approved by the latest approved baseline, either from the original Critical Decision 2 or the latest BCP.

The Performance Measurement Baseline, Estimate At Completion, Estimate To Complete, and Remaining Management Reserve are all data elements reported by the contractor through the CPP Upload. Remaining MR is expressed as a percentage of the Estimate to Complete; that is how much MR is remaining compared to the estimated cost of work remaining. The Independent Estimates At Completion section provides a measure of reasonableness of the contractor-reported EAC based on three industry-standard formulas displayed in the slide.

# Contractor Performance Measurement Baseline



Contractor PMB - Performance Period April 2014								
PMB (\$M)			Management Reserve (\$M)			Independent Estimates At Complete		
Approved (PMB)	Forecast (EAC)	To-Go (ETC)	Approved	Remaining	% of ETC	TCPI to EAC	CPI x SPI	3 Mo. Avg CPI
\$341.3	\$361.5	\$37.9	\$17.5	\$9.4	24.8%	0.45	\$341.4	\$351.0
							Contractor Completion Date Forecast:	8/23/2015

- Contractor Completion Date Forecast**
  - Based on contractor-reported time phased Estimate To Complete (ETC)
  - Last Period with ETC > 0
- Identifies Scheduled Completion**
  - Last Period with
    - BCWS > 0

APM Red/Yellow Detail 3 - Contractor Completion Date Forecast

Period Finish Date	Inc BCWS	Inc ETC
09/20/15	\$ -	\$ -
08/23/15	\$ -	\$ 86,546
07/26/15	\$ -	\$ 86,546
06/21/15	\$ -	\$ 491,085
05/24/15	\$ -	\$ 625,425
04/26/15	\$ -	\$ 1,327,410
03/22/15	\$ -	\$ 2,289,741
02/22/15	\$ -	\$ 1,772,727
01/18/15	\$ 61,106	\$ 2,086,821
12/14/14	\$ 103,995	\$ 2,788,304
11/16/14	\$ 134,490	\$ 2,339,487
10/19/14	\$ 59,705	\$ 3,923,827
09/21/14	\$ 14,942	\$ 3,647,756
08/24/14	\$ 535,127	\$ 3,387,388
07/27/14	\$ 1,132,344	\$ 4,029,057
06/22/14	\$ 916,987	\$ 3,997,843
05/25/14	\$ 893,090	\$ 4,997,548
04/27/14	\$ 799,012	\$ -

A data element on the report that is being reviewed is the Contractor Completion Date Forecast. As many other data elements on the report, this forecast is based on contractor-reported time-phased data. Currently, the performance period end date of the last period in the contractor time phased data, where the Estimate To Complete (ETC) is greater than zero, is the date displayed on the report. To verify that this is what was reported by the contractor, a supporting report called the – OAPM Red Yellow Project Report Detail 3 was created to demonstrate contractor-reported time phased BCWS and ETC.

Management realized that on some projects, post-CD4 activities managed by the contractor are also included in the contractor baseline (PMB). As such, they will drive the Completion Forecast Date to go beyond the Approved CD4 date, creating an impression that the project is expecting to complete behind schedule. While the data element is currently on the report, everybody understands that there are projects where this date may not be valid and treats this piece of information accordingly.



- **Detailed APM Narrative on the Project**
- **Provides APM Perspective on Project Performance**
- **Explains Data Anomalies**
- **Identifies Major Milestones**

The OAPM Analyst composes the APM Assessment narrative. The narrative is OAPM's perspective of project performance indicators and includes both qualitative and quantitative analysis completed by the analyst. Any significant issues or anomalies are explained. Just like all other assessments, the purpose of the OAPM assessment is to be forward looking, add value to the data displayed on the report, and provide insight into issues, concerns, and risks (not just restate the data).



- **High level decisions are based on the data in the APM Monthly DepSec report**
- **To ensure that the data provided is as accurate as possible, everyone must do their part**
- **If the data is not accurate or if the full story is not represented by the data, narrative comments can tell the rest of the story**

In summary, it is important to remember that high level decisions are based on the data in the APM Monthly Deputy Secretary report. Not only do the contractors have a responsibility to ensure the data is timely, accurate, and reliable, but the FPD, PMSO, and OAPM have oversight roles to verify the data. If the data is not accurate or if the full story is not represented by the data, narrative comments can tell the rest of the story, such as what actions are being taken to ensure the data is more meaningful as well as what are the future projections of project performance.



# DOE OAPM EVM Home Page



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## EARNED VALUE MANAGEMENT

- Aviation Management
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- Financial Assistance
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- Earned Value**
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- Validations
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- RCA and CAP

Earned Value Management (EVM) is a systematic approach to the integration and measurement of cost, schedule, and technical (scope) accomplishments on a project or task. It provides both the government and contractors the ability to examine detailed schedule information, critical program and technical milestones, and cost data.

- EVMS Surveillance Standard Operating Procedure (ESSOP) - 26 Sep 2011 (pdf)
- EV Guideline Assessment Templates - (MS Word)
- DOE EVMS Cross Reference Checklist - (pdf)
- DOE EVMS Risk Assessment Matrix - (MS Word)
- Formulas and Terminology "Gold Card" - Sep 2011 (pdf)
- Slides from the OECM Road Show: Earned Value (EV) Analysis and Project Assessment & Reporting System (PARS II) - May 2012 (pdf)
- DOE EVM Guidance

### EVM TUTORIALS

Module 1 - Introduction to Earned Value (pdf 446.86 kb) July 17, 2003

This module is the introduction to a series of online tutorials designed to enhance your understanding of Earned Value Management. This module's objective is to introduce you to Earned Value and outline the blueprint for the succeeding modules. This module defines Earned Value management. It looks at the differences between Traditional management and Earned Value management, examines how Earned Value management fits into a program and project environment, and defines the framework necessary for proper Earned Value management implementation.

<http://energy.gov/management/office-management/operational-management/project-management/earned-value-management>

- Career Development
- Program
- Real Estate
- History

For information relative to EVMS procedures, templates, helpful references, and training materials, please refer to OAPM's EVM Home page. Check back periodically for updated or new information.