EVMS & Project Controls Fellowship Program Update

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Director, Office of Project Management Policy and Systems (PM-30)
DOE Office of Project Management Oversight and Assessments (PM)
Do EIA-748 compliant EVM Systems provide data to make management decisions and forecasts?

Yes 93%

No 7%

Feds: 44%
Contractors: 49%

1% 6%
It is all good news until it isn’t . . .

Pressure to avoid reporting 'bad news' driven by Contractor or DOE Management?

- Yes, Contractor Management: 49%
- Yes, DOE Management: 51%

Pressure to avoid reporting 'bad news'

- Feds: 35%
- Contractors: 37%

Yes (72%) No (28%)
Major Survey Result Themes

• Inconsistent Interpretation and Conflicting Direction
  • No Single Voice

• Fear of Bringing Bad News Forward
  • Starts with overly optimistic Budget/Schedule Targets
  • Then Shoot the Messenger when targets exceeded
  • Lack of Trust-Based Management Relationships

• Inconsistent Contractual Requirements
  • Not Always Enforced
  • Faulty Incentive Structures
Survey Result Actions

• The primary message is clear (and no coincidence):
  **CONSISTENCY**

• Increase consistency, enhance clarity, reduce complexity regardless of who is assessing compliance
  • Consistent implementation and application
  • Consistent execution and results

• Working with EFCOG/contractor community via
  • Collaboration
  • Communication
EVMSIH Considerations

• Provide necessary levels of interpretation to establish consistent and clear definition of EIA-748 EVMS compliance
  • Based on understanding of historical precedence and present day needs of project management that when fully implemented can successfully pass DOE EVMS compliance review

• EVMSIH based on authoritative sources such as:
  • Bowman Guide
  • DCMA EVMIG and DCMA DIG
  • NDIA Intent Guide
  • DOD EVMSIG
  • NDIA IPMD PASEG
  • GAO Schedule Guide
Benefits of the EVMSIH Solution

• Serves as a consistent, automated review standard
  • Minimizes differing opinions of reviewer
  • Transparent assessments (not behind closed doors)

• Release History
  • September 2015: V1.0 Release
  • August 2016: V2.0 Release
  • January 2016: V1.1 Release (DRAFT)
  • 2017 – V3.0 Agile, Incremental Release

• Based on minimum expectations
  • Qualifying Expectation Lines of Inquiry (QE LOI)
  • Expect Continuous Improvement and EVMS Excellence
  • Excellent basis for self-governance
  • Revisions do not change purpose and interpretation
  • Testing protocols change to help realize operating efficiencies.
QELOI Test Stats

<table>
<thead>
<tr>
<th></th>
<th>IH 2.0</th>
<th>Pilot</th>
<th>% Reduction</th>
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</thead>
<tbody>
<tr>
<td>LOI</td>
<td>134</td>
<td>95</td>
<td>29%</td>
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<tr>
<td>Test Steps</td>
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<td>168</td>
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<tr>
<td>Test Metrics</td>
<td>597</td>
<td>271</td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Automated</td>
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<tr>
<td>Percent Automated</td>
<td>19%</td>
<td>87%</td>
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Updated 1.25.17

Programming is 96% Completed

Percent Automated

Manual

Automated

Revision & Data Maint

Accounting

Indirect
What Does Automation Replace?

- Charge Number open and close documentation/verification for at least 3 months. Please also include a list of all open charge numbers.
- DOE Contract and project level modifications affecting project CBB for last 12 months. Identify increases to scope and application of fee to new scope.
- CAM agreement with other organizations – if not directly responsible for the resource requirements.
- Contractor Monthly Reports for last 12 months and Internal Surveillance Reports for past two years.
- Corrective Action Logs for 3 months.
- Cost tool percent complete documentation for 2 months.
- CPRS at Control Account Level for 3 months in Excel or .csv to include formats 1 thru 5, as applicable.
- Contract (or project-level as appropriate) Work Breakdown Structure (WBS), original CD-2 and current.
- Contractor forecast of funding requirements and government provided funding for the last 6 months.
- Estimate at Complete Documentation ***
  - Kickoff package from last comprehensive EAC.
  - Last comprehensive date of completion.
  - Comprehensive EAC justification and basis of estimate.
  - Comprehensive EAC approval.
  - Monthly EAC process and metrics.
- EVM System Description (Latest Version) that demonstrates EIA-748 consistency, including the mapping of the processes to the 32 EVMS guidelines. Additionally, please provide all supporting policies, work instructions, or guidance supporting the System Description including schedules, cost, material, and subcontract aspects.
- Explanation/procedures for material performance determination to include usage and price variance. Include monthly progressing methodology and EAC determination.
- High Dollar Value material identified, if any.
- OBS – if not in RAM.
- Organization Chart (include location of subcontractors).
- Reports
  - MMAS reports with material price/usage information (Material System).
  - Labor name reports in hours for 2 months.
- Project Statement of Work, or Project Execution Plan (PEPs), and Project Datasheet for each project being reviewed (unless already in PARS II) and contract if applicable.
- Quantifiable basis of measurement to support percent completion earned value technique claimed for past 3 months, where applicable.

30* Subcontractor EAC Procedures and Supporting Documentation, if applicable*
31* If there is subcontractor effort, provide subcontractor schedules and documentation for determination of subcontractor progress.
32a Subcontractor monthly reports for last 3 months.
33* Subcontractor Scope of Work and WBS, if applicable*.
34 Technical Percent Complete if not a field within the schedule file.
35 Time phased ETC spread at Control Account level, provide supporting CAPS last 3 months, may be met electronically with #3.
36 Variance Analysis Reports at the Control Account level for 3 months.
37 Variance Analysis Correction Action Log previous 3 months.
38* WBS Definitions.
PARS - Big Data Technology Solution

- Collaboration
- Documents
- Process OA Data
- Normalize for Reporting
- Information
- Knowledge
- Analysis

Upload File(s)

Process CPP Data

XML Web Service

Flat Files

XML

PARS CPP MDB
Self-Governance

- EVMSIHIH and Automated Testing Opens Door for true and effective Self-Governance
  - Reduced Government Oversight
  - Puts contractual EVMS compliance oversight back on Contractor
- Transparency of Data Analysis via Monthly PARS II (Central Data Repository) provides ability for continual surveillance from afar
  - Visible to Individual Contractors
  - We see what they see...and...They see what we see!
  - Allows contractors to take the initiative to course correct before DOE steps in
Cultural Consciousness

- Of What are You Conscious?
  - Safety
  - Security

- What do you do when you see a violation?
  - Call it out
  - Immediately correct the issue
  - Train the individual(s)

MESSAGE: Be Compliance Conscious

Learn It, Do It, Share It. Live Your Culture
Project Controls Fellowship Program (PCFP)

- Call for Candidates Initiated (12/16/17)
- Candidates complete PCFP application (01/20/17)
  - 14 applications received
- Candidates to be vetted by PCFP Review Board and approved by Certification Review Board (CRB)
PCFP Applicants’ Site Representation

Applicants:
- Richland/Hanford/ORP
- SRS
- Idaho
- WAPA
- NNSA HQ
- EM HQ

No Applicants:
- Y12 / Pantex
- Los Alamos
- SPRO
- WIPP
- West Valley
- Portsmouth
- Office of Science
PCFP Applicant Vetting Process

1. Receive Application
2. Individually Assess Against Candidate Evaluation Form Criteria
   - Team meets to attain consensus on candidate evaluation form recommendation
3. Further Clarification Needed (TBD)
   - CONSENSUS?
   - No
   - Yes: Rating Consensus with Recommendation
     - Accept
     - Reject
     - Notify Applicant
4. Assemble Package for CRB Consideration
5. CRB Action
   - Accept
   - Reject
   - Notify Applicant

PCFP Review Board
- Assign Level
- Notify Supervisor
- Notify Applicant (Certificate)
 QUESTIONS?