

THE PRACTITIONER



A monthly newsletter of the Energy Facility Contractors Group's Project Delivery Working Group



Issue 70

May 2025

Greetings Practitioners! In last month's issue, we spoke of progress discipline and constant change. This month's issue looks at additional change coming our way with the EIA 748 guideline platform that provides the fundamental earned value certification review compliance structure for much of our industry and others. Specifically, we look at the status of the EIA 748 Rev E update provided in March of 2025, compliments of Russell W Rodewald, RTX Earned Value Sr Director, EVMS Tier I. Also, in our "It's Not One World" article, we look at sobering reminders of why it is so important to look out for each other's safety both on and off the job.

Proposed EIA748 Rev E Update Reduces the 32 Guidelines to 27

Deleted Guidelines

- Identify Overhead Management
- Summarize Direct Cost by WBS Elements
- Summarize Direct Cost by Organizational Structure Elements
- Identify Unit and Lot Costs

Option selected for releasing EIA-748-E

Publish Rev E with Section 2 changes, maintain Section 3 consistent with Rev D except for minor updates

- a. Since the GLs were already agreed to, this is an easier path
- b. Allows NDIA to retain use of the guidelines and publish the Intent Guide to the revised guidelines
- c. Requires the government to develop an EVMSIG update

Current Status

- Section 2 (Guidelines) completed and adjudicated with the joint Government and Industry Team – 27 Guidelines in total
- Agreement reached between NDIA and SAE – Industry & Government able to use the GLs as defined in Section 2 for use in the NDIA Intent Guide & EVMSIG
- Document submitted to SAE for comment and adjudication

Path Forward: EIA-748E

1. EIA748 Rev E draft published to SAE Standard Works for comment
 - a. G47 Systems Engineering Committee posted document to Standard Works for review

748D to 748E Guideline Mapping

NDIA

Area	Description	EIA 748-D GL			EIA 748-E GL	Description	Area
		748D	748E	748E			
Organizational Structure	Define the Authorized Work Elements for the Program	001	2.1a	001	001	2.1a	Organizational Structure
	Define the Program Organizational Structure	002	2.1b	002	002	2.1b	
	Integrate the Subcontract Management Processes	003	2.1c	004	003	2.1c	
	Identify Overhead Management	004	2.1d	X	003	2.1d	
	Integrate WBS/CBS to Create General Accounts	005	2.1e	003	004	2.1e	
Performance, Monitoring, and Reporting	Schedule Work	006	2.2a	006	006	2.2a	Performance, Monitoring, and Reporting
	Identify Products and Milestones for Progress Assessment	007	2.2b	005	007	2.2b	
	Establish the Performance Measurement Baseline	008	2.2c	007	008	2.2c	
	Authorize and Budget by Cost Elements	009	2.2d	008	009	2.2d	
	Determine Discrete Work and Objective Measures	010	2.2e	010	009	2.2e	
Financial Management	Plan WIP Budgets to Control Account Budgets	011	2.2f	009	010	2.2f	Financial Management
	Identify Unit and Lot Costs	012	2.2g	011	011	2.2g	
	Identify Unit and Lot Costs	013	2.2h	012	012	2.2h	
	Identify Unit and Lot Costs	014	2.2i	013	013	2.2i	
	Reconcile to Target Cost	015	2.2j	014	014	2.2j	
Cost Control and Management	Record Direct Costs	016	2.3a	015	015	2.3a	Cost Control and Management
	Summarize Direct Cost by WBS Elements	017	2.3b	X	016	2.3b	
	Summarize Direct Cost by Organizational Structure Elements	018	2.3c	X	017	2.3c	
	Record Indirect Costs	019	2.3d	016	018	2.3d	
	Identify Unit and Lot Costs	020	2.3e	X	019	2.3e	
Performance, Monitoring, and Reporting	Track and Report Material Cost Variances	021	2.3f	017	020	2.3f	Performance, Monitoring, and Reporting
	Calculate Schedule Variance and Cost Variance	022	2.4a	017	021	2.4a	
	Analyze Significant Variances	023	2.4b	018	022	2.4b	
	Calculate Indirect Cost Variances	024	2.4c	019	023	2.4c	
	Summarize Performance Data and Variances	025	2.4d	021	024	2.4d	
Performance, Monitoring, and Reporting	Implement Control Actions	026	2.4e	022	025	2.4e	Performance, Monitoring, and Reporting
	Calculate Estimates at Completion	027	2.4f	023	026	2.4f	
	Implement Changes in a Timely Manner	028	2.5a	024	027	2.5a	
	Reconcile Baseline and Revised Budgets	029	2.5b	025	028	2.5b	
	Control Interim Changes	030	2.5c	026	029	2.5c	
Performance, Monitoring, and Reporting	Reconcile Unaudited Revisions	031	2.5d	027	030	2.5d	Performance, Monitoring, and Reporting
	Document PRB Changes	032	2.5e	028	031	2.5e	

New

Deleted

Minimal/No Impact

Merged

Modified

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- b. Both Industry and government can register for access to Standard Works to provide comments in the system
- 2. Comment period closed April 30**
 - a. Both Industry and government can comment on document in Standard Works
 - b. Comments to be adjudicated and document finalized through SAE G47 committee in coordination with NDIA by May 31
- 3. EIA748E adjudicated by May 31 and finalized for publication**
 - a. EIA748E finalized and posted to SAE in June
- 4. NDIA Intent Guide to be updated in concert with EIA finalization**
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27 Guidelines Section 2

2.1 Organization

- a. (1) Define the authorized work elements for the program. A product-oriented work breakdown structure, tailored for effective internal management control, is commonly used in this process.
- b. (2) Identify the program organizational structure, including the major subcontractors, responsible for accomplishing the authorized work, and define the organizational elements where work will be planned and controlled.
- c. (3) Integrate the program work breakdown structure and organizational structure to identify management control points where responsibility is assigned to specific work scope.
- d. (4) Provide for the integration of the scheduling, budgeting, work authorization, and cost accumulation processes with each other, and, as appropriate, the program work breakdown structure and organizational structure to enable cost and performance measurement by elements of either or both structures.

2.2 Planning, Scheduling, and Budgeting

- a. (5) Schedule the authorized work in a manner that describes the sequence of work and identifies task interdependencies required to meet the requirements of the program.
- b. (6) Identify in the schedule the physical products, milestones, technical performance goals, or other objective indicators that will be used to measure progress.
- c. (7) Establish and maintain a time-phased budget baseline comprised of scope, schedule and budget at the control account level. Budget for far-term efforts may be held in higher-level accounts until an appropriate time for allocation at the control account level. Initial budgets established for performance measurement are based on either internal management goals or the external customer negotiated target cost including estimates for authorized but undefinitized work.
- d. (8) Authorize control account scope, schedule and budget comprised of elements of cost (labor, material, subcontractors, etc.) required to complete the effort.
- e. (9) Plan the authorized scope, schedule and budget into work packages and/or planning packages.

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Determine budgets in terms of dollars, hours, or other measurable units such that the sum of all work package and planning package budgets equal the control account budget.

- f. (10) Establish objective performance measurement criteria for each work package consistent with the way work is expected to be accomplished. Only that effort which is not measurable is identified as level of effort.
- g. (11) Apply indirect rates, developed by the responsible organizations, to the program's direct resource budgets, at the applicable level, to determine the indirect budgets that support the establishment of the performance measurement baseline.
- h. (12) Identify any undistributed budget or management reserve.
- i. (13) Provide that the program target cost is reconciled with the sum of all internal program budgets and management reserve.

2.3 Progress Assessment and Data Collection

- a. (14) Using predefined performance measurement criteria, status the schedule and assess physical progress to determine budget earned. Earned value for material items may not be credited earlier than the actual receipt of the material nor later than the consumption of the item.
- b. (15) Collect actual costs (direct and indirect), by elements of cost, from a formal system controlled by the general books of account for comparison to corresponding budgets in the EVMS. Where actual costs are not available for comparison, estimated costs will be entered into the EVMS.
- c. (16) Account for all purchased material, for which earned value has been calculated, including material residual to the program.

2.4 Analysis and Management Reports

- a. (17) At least on a monthly basis, generate the following information for the control account and higher levels, as necessary for management control, using actual cost data from or reconcilable with the accounting system:
 - 1. Comparison of the amount of planned budget and the amount of budget earned for work accomplished. This comparison provides the schedule variance.
 - 2. Comparison of the amount of the budget earned and the actual (applied where appropriate) direct costs for the same work. This comparison provides the cost variance.
- b. (18) Identify and evaluate, at least monthly for each control account, the significant differences between both planned and actual schedule performance and planned and actual cost performance, analyze and provide the reasons for the variances in the detail needed by program management.
- c. (19) Evaluate indirect cost variances and the impact of indirect cost performance on individual program performance.
- d. (20) Using the results of control account variance analysis and indirect performance evaluations, update the control account estimates at completion to reflect future resource requirements to complete the remaining authorized work and, by comparing to budgets, calculate the variance at completion.
- e. (21) Summarize, review and evaluate the data elements and associated variances through the program work breakdown structure and/or organizational structure to support management needs and any customer reporting specified in the contract.
- f. (22) Implement managerial actions taken as the result of earned value information.
- g. (23) Develop a revised estimate of cost at completion for all authorized work based on performance to date, estimates of future resource requirements, and an evaluation of program risks and opportunities. Compare this estimate with the contract budget base to identify variances at completion to support internal management needs, applicable customer reporting, and funding requirements.

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2.5 Revisions and Data Maintenance

- a. (24) Incorporate customer directed changes in a timely manner, documenting and reconciling the effects of such changes in scope, schedule and budget. When incorporating a customer directed change prior to negotiation, plan the work based on the estimated value of the scope.
- b. (25) Document and reconcile changes to current scope, schedule and budgets as a result of internal replanning.
- c. (26) Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs, earned value, or budgets. Adjustments are made only for correction of errors, routine accounting adjustments, effects of customer or management directed changes, including implementation of a single point adjustment.
- d. (27) When necessary, propose, document, and establish a total program budget greater than the contract budget base (over target budget) and/or a total program schedule exceeding the contractual period of performance (over target schedule), to support management of the remaining authorized work. Advance notification must be provided to the customer prior to implementation.

What's Next?

If the current schedule is maintained, the EIA748 E could be posted by early June.

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Stay tuned and we will keep you posted and developments as they occur.

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Accurate, Complete, Repeatable,
Auditable and Compliant®?**

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It Is Not One World

This month's "one world" article provides all of us with a reminder of the importance of work related impacts to our professional lives, personal safety, and our families. While the dates of the events are all in the past, these DOE OPEXShare articles hit our email inboxes on April 22, 2025. These events range from "severe injuries" to "fatal fall". We can all agree there is no acceptable level of risk and injury, let alone loss of life. There may be no greater opportunity for teamwork in looking out for each of our team members as we perform our day-to-day work. Many times, another set of eyes from our co-workers can see potentially dangerous conditions that may escape our own performer based blind spots. Please be vigilant in watching out for each other. (Click on the article title to go to the original OPEXShare article.)

[OES 2025-03 Electrocution Hazard: A Near Fatal Reminder of Electrical Safety](#)

On December 27, 2022, a high-voltage electrician at SLAC made hand contact with an exposed, energized circuit part inside a 12.47 kV switchgear cubicle and sustained severe injuries. The Office of Science Deputy Director for Operations directed a DOE Accident Investigation Board (AIB) be assembled to identify the causes related to the accident. This Operating Experience Summary (OES) provides a synopsis of the AIB report and, through the lens of Integrated Safety Management (ISM), converts the outcomes into actionable and practical steps that can help an organization prevent similar serious events from impacting our workforce and mission in the future.

[OES 2025-04 Ironworker Near Fatal Fall: A Preventable Tragedy](#)

On May 25, 2023, at Fermi National Accelerator Laboratory, an ironworker fell approximately 23 feet from a concrete wall form, sustaining serious injuries, including head trauma. The Office of Science Deputy Director for Operations directed a DOE Accident Investigation Board (AIB) be assembled to identify the causes related to the accident. This Operating Experience Summary (OES) provides a synopsis of the AIB report and, through the lens of Integrated Safety Management (ISM), converts the outcomes into actionable and practical steps that can help an organization prevent similar serious events from impacting our workforce and mission in the future.

[OES 2025-05 A Preventable Tragedy: Tree Trimming Requires Rigorous Planning and Hazard Mitigation](#)

On August 11, 2023, a subcontractor cutting down a large tree limb on the Oak Ridge Reservation was struck on the head by a 10-foot section, ultimately resulting in a tragic fatality. The Office of Science Deputy Director for Operations directed a DOE Accident Investigation Board (AIB) be assembled to identify the causes related to the accident. This Operating Experience Summary (OES) provides a synopsis of the AIB report and, through the lens of Integrated Safety Management (ISM), converts the outcomes into actionable and practical steps that can help an organization prevent similar serious events from impacting our workforce and mission in the future.



The key to successful leadership today is influence not authority.

– Kenneth Blanchard



ProjectManager

Just for Fun: May's Notable Events and Famous Birthdays

Notable Events

- 1 — New York City's Empire State Building was dedicated (1931), Cheerios were first sold (1941), Mr. Potato Head was introduced (1952), and an American U-2 spy plane was shot down over the Soviet Union (1960).
- 2 — *Good Housekeeping* was first published (1885), General Motors bought Chevrolet (1918), the Loch Ness Monster was first photographed (1934), and Al Qaeda leader Osama bin Laden was killed (2011).
- 3 — The first spam e-mails were sent (1978).
- 4 — The phonograph was first demonstrated (1878), the U.S. took over construction of the Panama Canal (1904), the first Grammy Awards were presented (1959), the Kent State massacre took place (1970), and Margaret Thatcher became Great Britain's first female prime minister (1979).
- 5 — Cinco de Mayo! Mexico won the Battle of Puebla (1862), Cy Young pitched Major League Baseball's first perfect game (1904), six people in Oregon were killed by a Japanese balloon bomb (1945), Alan Shepard became the first American in space (1961), and the first Ben & Jerry's ice cream shop opened (1978).
- 6 — The Eiffel Tower was completed (1889), the Works Progress Administration was created (1935), the *Hindenburg* airship exploded (1937), Roger Bannister ran the first four-minute mile (1954), **the English Channel tunnel opened** (1994), and the final episode of *Friends* aired (2004).
- 7 — A German submarine sank the *Lusitania* ocean liner (1915), Germany surrendered to the Allies (1945), and the Beatles released their final album (1970).
- 8 — The U.S. Post Office was established (1794), Coca-Cola was first served (1886), and *Mad Magazine* debuted (1952).
- 9 — Mother's Day became a national holiday (1914), and the FDA approved the birth control pill (1960).
- 10 — The transcontinental railroad was completed (1869), Winston Churchill became Prime Minister of Great Britain (1940), Nelson Mandela was inaugurated as South Africa's first Black president (1994), and eight climbers perished on Mount Everest (1996).
- 11 — Minnesota became a state (1858), Einstein presented his Theory of Relativity (1916), the first tubeless tires were manufactured (1947), and reggae star Bob Marley died (1980).
- 12 — The flush toilet was patented (1792), and the Soviet Union's 11-month blockade of West Berlin ended (1949).
- 13 — The butter knife was developed (1610), the Mexican-American War began (1846), and **Pope John Paul II survived an assassination attempt** (1981).
- 14 — The first permanent English settlement in the New World was established at Jamestown, Virginia (1607), the Lewis and Clark expedition began (1804), Vaseline was first sold (1878), the first Olympics held in the U.S. opened in St. Louis (1904), the State of Israel was established (1948), and *Seinfeld* aired for the last time and singer Frank Sinatra died (1998).
- 15 — The U.S. Department of Ag was established (1862), and nylons were first sold (1940).
- 16 — Root beer was invented (1866), and the first Academy Awards ceremony was held (1929).
- 17 — The first Kentucky Derby was held (1875), a college baseball game was the first American sports event broadcast on television (1939).
- 18 — The Selective Service Act was passed by Congress (1917), Mount St. Helens erupted (1980).
- 19 — The first Ringling Brothers circus was held (1884).
- 20 — **Blue jeans were patented** (1873), and the Hubble Space Telescope transmitted its first photos (1990).
- 21 — The American Red Cross was formed (1881), the first speed-limit law was enacted in Connecticut (1901), and Charles Lindbergh completed the first solo nonstop flight across the Atlantic Ocean (1927), Amelia Earhart became the first woman to do the same (1932), and the final episode of *Cheers* aired (1993).
- 22 — The Great Train Robbery occurred (1868), the "flying machine" was patented (1906), *Mr. Rogers' Neighborhood* debuted (1967), and a suicide bomber killed 22 people at an Ariana Grande concert in London (2017).
- 23 — Outlaws Bonnie and Clyde met their demise (1934).
- 24 — The telegraph was first demonstrated (1844), and Major League Baseball's first night game was played in Cincinnati (1935).
- 25 — The first *Star Wars* movie was released (1978), and George Floyd was killed by a police officer, sparking nationwide protests (2020).
- 26 — The first copies of *Dracula* went on sale (1897), and **the last Ford Model T was built** (1927).
- 27 — The first Salem "witch trial" execution was held (1647), and the pop-up toaster was patented (1919).
- 28 — The Golden Gate Bridge opened (1937), and Barry Bonds broke the Major League Baseball career home run record with his 715th (2006).
- 29 — Wisconsin became a state (1848), and Sir Edmund Hillary became the first person to reach the top of Mount Everest (1953).
- 30 — The bra was invented (1889), and the first Indianapolis 500 race was held (1911).
- 31 — The Tulsa Race Massacre began (1921), the trans-Alaska oil pipeline was completed (1977), and the TV reality series *Survivor* premiered (2000).



Birthdays

- 1 — Singer Kate Smith (1909), actor Glenn Ford (1916), singer/songwriter Judy Collins (1939), and singers Rita Coolidge (1945) and Tim McGraw (1967)
- 2 — Pediatrician Dr. Spock (1903), singer Bing Crosby (1904), wrestler/actor Dwayne "The Rock" Johnson (1972), and soccer legend David Beckham (1975)
- 3 — Philosopher Niccolò Machiavelli (1469), boxing champ Sugar Ray Robinson (1921), and singers Pete Seeger (1919), James Brown (1933), Frankie Valli (1937), Christopher Cross (1951) and Jewel (1974)
- 4 — **Actress Audrey Hepburn** (1929) and singer Randy Travis (1959)
- 5 — Socialist Karl Marx (1818), and singers Tammy Wynette (1942) and Adele (1988)
- 6 — Psychiatrist Sigmund Freud (1856), actor/director Orson Welles (1919), baseball Hall of Famer Willie Mays (1931), singer Bob Seger (1945), and actor George Clooney (1961)
- 7 — Composers Johannes Brahms (1833) and Peter Tchaikovsky (1840), actor Gary Cooper (1901), and football Hall of Famer Johnny Unitas (1933)
- 8 — Red Cross founder Henry Dunant (1828), 33rd U.S. President Harry Truman (1884), funnyman Don Rickles (1926), boxing champ Sonny Liston (1928), singers Ricky Nelson (1940) and Toni Tennille (1943), actress Melissa Gilbert (1964), and singer Enrique Iglesias (1975)
- 9 — Actress Candice Bergen (1946), singer Billy Joel (1949), and actress Rosario Dawson (1979)
- 10 — Lincoln assassin John Wilkes Booth (1938), dancer Fred Astaire (1899), **singer Bono** (1960), and actor/comedian Keenan Thompson (1978)
- 11 — Songwriter Irving Berlin (1888), artist Salvador Dali (1904), Muslim leader Louis Farrakhan (1933), and pop singer Sabrina Carpenter (1999)
- 12 — Nursing pioneer Florence Nightingale (1820), actress Katherine Hepburn (1907), baseball Hall of Famer Yogi Berra (1925), songwriter Burt Bacharach (1928), comedian George Carlin (1937), musician Steve Winwood (1948), actors Emilio Estevez (1962) and Stephen Baldwin (1966), and skateboarding phenom Tony Hawk (1968)
- 13 — Boxing champ Joe Louis (1914), actress Bea Arthur (1922), singer Stevie Wonder (1950), basketball star Dennis Rodman (1961), and talk show host Stephen Colbert (1964)
- 14 — Filmmaker George Lucas (1944), musician David Byrne (1952), actress Cate Blanchett (1969), and social media mogul Mark Zuckerberg (1984)
- 15 — **Baseball Hall of Famer George Brett** (1953) and football Hall of Famer Emmitt Smith (1969)
- 16 — Actor Henry Fonda (1905), pianist Liberace (1919), actor Danny Trejo (1944), singer Janet Jackson (1966), and actress Tori Spelling (1973)
- 17 — Actor Dennis Hopper (1936), boxing champ Sugar Ray Leonard (1956), and singer Enya (1961)
- 18 — Director Frank Capra (1897), singer Perry Como (1912), baseball Hall of Famers Brooks Robinson (1937) and Reggie Jackson (1946), singer George Strait (1952), and actress Tina Fey (1970)
- 19 — Civil rights activist Malcolm X (1925) and musician Pete Dinklage (1945)
- 20 — Actor Jimmy Stewart (1908), singers Joe Cocker (1944) and Cher (1946), and rapper Busta Rhymes (1972)
- 21 — Actor Raymond Burr (1917), pro wrestler/actor Mr. T (1952), actor Judge Reinhold (1956), rapper Biggie Smalls (1972), and actress Da'Vine Joy Randolph (1986)
- 22 — Actor Laurence Olivier (1907)
- 23 — Singer Rosemary Clooney (1928), actress Joan Collins (1933), boxing champ Marvelous Marvin Hagler (1954), actor/comedian Drew Carey (1958), and *Jeopardy!* champ and host Ken Jennings (1974)
- 24 — Queen Victoria (1819), singers Bob Dylan (1941) and Patti LaBelle (1944), and actors Alfred Molina (1953) and John C. Reilly (1965)
- 25 — Poet Ralph Waldo Emerson (1803), **helicopter developer Igor Sikorsky** (1889), boxing champ Gene Tunney (1898), and actresses Connie Sellecca (1955) and Anne Heche (1969)
- 26 — Entertainer Al Jolson (1886), actor John Wayne (1907), singer Peggy Lee (1920), actor James Arness (1923), legendary jazz musician Miles Davis (1926), sportscaster Brent Musburger (1939), singers Stevie Nicks (1948) and Hank Williams Jr. (1949), and astronaut Sally Ride (1951)
- 27 — Actor Vincent Price (1911), golf legend Sam Snead (1912), politician Henry Kissinger (1923), actor Louis Gossett Jr. (1936), and rapper Andre 3000 (1975)
- 28 — Athlete Jim Thorpe (1888), and singers Gladys Knight (1944) and John Fogerty (1945)
- 29 — Patriot Patrick Henry (1736), entertainer Bob Hope (1903), 35th U.S. President John F. Kennedy (1917), and singers LaToya Jackson (1956) and Melissa Etheridge (1961)
- 30 — Bandleader Benny Goodman (1909), football Hall of Famer Gale Sayers (1943), actress Lisa Kudrow (1963) and singer Wynonna Judd (1964)
- 31 — Poet Walt Whitman (1819), actors Don Ameche (1908) and Clint Eastwood (1930), football Hall of Famer Joe Namath (1943), actor Tom Berenger (1950), **model/actress Brooke Shields** (1965), and actor Colin Ferrell (1976)

