



EVM WORLD 2013

Techniques to Tailor the IPMR for any Program and/or Contract Type Workshop

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PARCA EVM

Agenda

- ▶ Objectives
- ▶ PARCA DEVM Description
- ▶ Framing the Workshop
- ▶ Description of the Integrated Program Management Report (IPMR)
- ▶ Applying Integrated Program Management (IPM) to Variety of Program Types
- ▶ Take Aways



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Objectives

- ▶ Establish understanding of how Integrated Program Management (IPM) can be used for any program
- ▶ Apply the understanding to techniques for tailoring the Integrated Program Management Report (IPMR) for any program



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PARCA EVM Description



PARCA EVM

PARCA EVM Vision

- ▶ Advocate the use of integrated program management to support proactive decision making and accountability at all levels across the acquisition community through the creation and communication of policy, guidance, and tools in optimizing the use of EVM techniques.

- ▶ *Guiding Principles*
 - Increase the quality and utility of EVM data
 - Increase the use of EVM across the acquisition chain
 - Improve acquisition professionals ability to utilize EVM
 - Reduce Contractor's administrative burden of inefficient use of EVM
 - Ensure constructive 2-way communication between DoD and Industry
 - EVMS is perceived by all stakeholders to be cost effective



**PARCA
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PARCA Organization

Director, Performance Assessments and Root Cause Analysis (PARCA)

Mr. Gary R. Bliss

**Deputy Director for
Earned Value
Management**

Mr. Gordon M. Kranz

**Senior Advisor for
Root Cause Analysis**

Dr. Mark Husband

**Deputy Director for
Performance
Assessments**

Mr. James P. Woolsey

**Deputy Director for
Acquisition Policy
Analysis Cell**

Dr. Philip S. Anton

**OSD EVM Policy
Holder**

**Nunn McCurdy
Breach Analysis**

**Program
Assessments and
DAES Selection**

Analysis Team

PARCA was brought into existence via the reforms called for by the Weapon Systems Acquisition Reform Act (WSARA) of 2009

As the central office for major defense authorization performance assessment, root cause analysis, and earned value management (EVM), PARCA advises AT&L on program execution status; and issues policies, procedures, and guidance to the Military Departments and the Defense Agencies to improve program management practices



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PARCA EVM Organization

PARCA Earned Value Management Division Authorities

**Policy and
Guidance**

Develop, publish, and maintain DOD policy and guidance on EVM

**EVM
Competency**

Serve as DoD EVM Functional Lead to influence EV competency requirements; Coordinate with Defense Acquisition University (DAU)

**EVM Data
Requirements**

Review and approve EVM data requirements for MDAP programs in coordination with Services and Defense Agencies

**EVM Central
Repository**

Be responsible for the Earned Value Central Repository (CR) for the Department and maintain CR data alignment with the Acquisition Visibility framework; Report EVM data compliance, integrity, and quality to AT&L

**Communications
and Outreach**

Resolve interpretive differences in EVM policy, practice, and requirements; Maintain communications with industry on EVM policy

PARCA is responsible and accountable for EVM performance, oversight, and governance across the Department





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Framing the Workshop



Framing the Workshop

▶ *Topics:*

- Does every Program/Contract require (deserve) Program Management?
- What are the essential elements of Integrated Program Management?
- What are the Government requirements for Program Management?



Formal EVM Requirements

► *Policy*

■ **Earned Value Management System (EVMS); DFARS 234.201**

- Cost and Incentive Contracts \$20,000,000 or more, the EVMS shall comply with the guidelines in ANSI/EIA-748 (no validated system required)
- Cost and Incentive Contracts \$50,000,000 or more, the contractor shall have an EVMS that has been determined by the cognizant Federal agency to be in compliance with the guidelines in ANSI/EIA-748 (validated system required or system ready to be validated by DCMA required)

■ **To apply the DFARS policy on contract, include the following clauses**

- *DFARS 252.234-7001 Notice of Earned Value Management System*
 - Requirement to have EVM/EVMS
- *DFARS 252.234-7002 Earned Value Management System*
 - Specific requirements for the EVM System



Does Every Program Require Program Management?

- ▶ Program Characteristics should be examined to determine the level of rigor for program management and reporting

Type of Work Scope

Resource Requirements

Complexity

Risk

Knowledge of Requirements

Technology Maturity

Time Constraints

Other?



Does Every Program Require Program Management? **YES**

▶ Program Characteristics

Type of Work Scope	<ul style="list-style-type: none">• Development, sustainment, services, off-the-shelf, R&D
Resource Requirements	<ul style="list-style-type: none">• Labor, subcontracts, material, equipment, GFE/GFI, ODC's
Complexity	<ul style="list-style-type: none">• System/subsystem integration, COTS, development
Risk	<ul style="list-style-type: none">• External dependencies, unknowns, environment• Mitigation actions and costs
Knowledge of Requirements	<ul style="list-style-type: none">• Well defined, unknowns, impact of external factors
Technology Maturity	<ul style="list-style-type: none">• Established technology, new, upgrade
Time Constraints	<ul style="list-style-type: none">• Event driven, future capability, life expectancy of technology/materials
Other?	<ul style="list-style-type: none">• As discussed



Essential Elements of IPM

- Essential elements of Integrated Program Management that every program manager should consider.

Understand
Work Scope

Resource Work
Scope

Create Time-
phased
Execution Plan

Perform Risk
Management

Measure Status

Make
Adjustments

Other?



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Essential Elements of IPM

Understand Work Scope	<ul style="list-style-type: none">• Customer and execution team share common understanding of the work to be performed
Resource Work Scope	<ul style="list-style-type: none">• Resources (labor, material, travel, equipment, other direct costs, etc.) have been identified and are available to perform the planned work
Create Time-phased Execution Plan	<ul style="list-style-type: none">• Work scope has been broken down into discrete tasks that are sequenced (time-phased) and resource loaded, and interdependencies between tasks have been identified• Budgets are established
Perform Risk Management	<ul style="list-style-type: none">• Proactive identification of risks and mitigation
Measure Status	<ul style="list-style-type: none">• Milestones, technical performance measures, products, costs, or other factors have been identified and tracked to measure progress
Make Adjustments	<ul style="list-style-type: none">• Evaluate performance and course correct as needed to obtain efficiencies• Authorized changes are incorporated
Other?	<ul style="list-style-type: none">• As discussed



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Sample Project Types

1. Development
2. Services
3. Research and Development



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Government Projects - Development

Type of Work Scope	<ul style="list-style-type: none">• Design, build, test, and deliver system
Resource Requirements	<ul style="list-style-type: none">• Multiple teams/ functions (program management, systems engineering, software design, software development, test and integration, logistics, etc)• Materials, subcontractors, travel
Complexity	<ul style="list-style-type: none">• Generally complex in nature, system integration, components
Risk	<ul style="list-style-type: none">• Dependencies on subcontractors, GFE• Medium to high risk, shared risk between Government and Contractor
Knowledge of Requirements	<ul style="list-style-type: none">• Desired functionality and capabilities known, but not well-defined• End product not known
Technology Maturity	<ul style="list-style-type: none">• Generally new, could be re-use
Time Constraints	<ul style="list-style-type: none">• Generally short to mid-term need
Other?	<ul style="list-style-type: none">• As discussed



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Essential Elements of IPM – Development Work Products

Understand Work Scope	<ul style="list-style-type: none">•WBS and WBS Dictionary•IMP•Budget
Resource Work Scope	<ul style="list-style-type: none">•Responsibility Assignment Matrix•Staffing Plan•Work Authorizations
Create Time-phased Execution Plan	<ul style="list-style-type: none">•IMS/Network diagram (task interdependencies)•MRP/ERP Requirements Planning Operational Schedules
Perform Risk Management	<ul style="list-style-type: none">•Risk Matrix
Measure Status	<ul style="list-style-type: none">•Format 1 and 2 (BCWS, BCWP, ACWP, EAC by WBS/OBS)•Format 3 (Baseline – CBB, TAB, MR, UB)•Format 4 (Staffing forecasts)•Format 5 (Cost and schedule variance analysis and corrective actions)•Format 6 (IMS and Schedule Risk Assessment)•Format 7 (Time-phased historical and forecast cost data)•Technical Performance Metrics
Make Adjustments	<ul style="list-style-type: none">•Change Orders•PMB Changes•Risk Register•Program Change Control Logs (MR, UB, PMB, CBB)
Other?	<ul style="list-style-type: none">•As discussed



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Government Projects - Services

Type of Work Scope

- Provide labor to perform specific service (i.e. operations, help desk, security)

Resource Requirements

- Specialized labor based on service being provided
- Generally minimal materials, subcontractors, travel

Complexity

- Generally not complex in nature, level of effort

Risk

- Generally low risk to Government and Contractor

Knowledge of Requirements

- Desired functionality and capabilities known
- End product known

Technology Maturity

- Generally mature, processes in place

Time Constraints

- Generally short to mid-term needs

Other?

- As discussed



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Essential Elements of IPM – Services Work Products

Understand Work Scope	<ul style="list-style-type: none">•WBS and WBS Dictionary•IMP?•Budget
Resource Work Scope	<ul style="list-style-type: none">•Responsibility Assignment Matrix•Staffing Plan•Work Authorizations
Create Time-phased Execution Plan	<ul style="list-style-type: none">•Labor Plan by task/service
Perform Risk Management	<ul style="list-style-type: none">•Risk Matrix?
Measure Status	<ul style="list-style-type: none">•Format 1 and 2 (BCWS=BCWP, ACWP, EAC by task/service/OBS)•Format 3 (Baseline – CBB, TAB, MR, UB)•Format 4 (Staffing forecasts)•Format 5 (Cost and schedule variance analysis and corrective actions)•Format 6 (IMS and Schedule Risk Assessment)•Format 7 (Time-phased historical and forecast cost data)•Technical Performance Metrics
Make Adjustments	<ul style="list-style-type: none">•Change Orders•PMB Changes•Risk Register•Program Change Control Logs (MR, UB, PMB, CBB)
Other?	<ul style="list-style-type: none">•As discussed



Essential Elements of IPM – Services Work Products

Work Scope

- WBS and WBS Dictionary (Task/service break-out)
- Format 3 (Baseline – CBB, TAB, MR, UB)
- IMP

Resources

- Format 4 (Staffing forecasts)
- Responsibility Assignment Matrix
- Work Authorizations

Schedule

- Labor Plan by task/service

Status

- Format 1 & 2 (BCWS, BCWP, ACWP, EAC by WBS)
- Format 7 (Time-phased historical and forecast cost data)
- Technical Performance Metrics

Adjustments

- Format 3 (Baseline) variance analysis
- Format 5 (Cost & schedule VAR analysis & corrective actions)
- Risk Register & Program Change Control Logs (MR, UB, etc.)

Other?

- As discussed



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Government Projects – Research & Development

Type of Work Scope	<ul style="list-style-type: none">• Research possible solutions, perform studies
Resource Requirements	<ul style="list-style-type: none">• Highly educated labor and technical in nature• Lab equipment, GFE/GFI
Complexity	<ul style="list-style-type: none">• Generally complex in nature and intellectual
Risk	<ul style="list-style-type: none">• Dependencies on subcontractors, GFE, evolving technology• High risk shared between Government and Contractor
Knowledge of Requirements	<ul style="list-style-type: none">• Desired functionality and capabilities not likely known• End product not known, intangible (study, model) or may not exist
Technology Maturity	<ul style="list-style-type: none">• Generally new/cutting edge
Time Constraints	<ul style="list-style-type: none">• Generally long-term, future need
Other?	<ul style="list-style-type: none">• As discussed



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Essential Elements of IPM – Research & Development Work Products

Understand Work Scope	<ul style="list-style-type: none">•WBS and WBS Dictionary•IMP•Budget
Resource Work Scope	<ul style="list-style-type: none">•Responsibility Assignment Matrix•Staffing Plan•Work Authorizations
Create Time-phased Execution Plan	<ul style="list-style-type: none">•IMS/Network diagram (task interdependencies)•MRP/ERP Requirements Planning Operational Schedules
Perform Risk Management	<ul style="list-style-type: none">•Risk Matrix
Measure Status	<ul style="list-style-type: none">•Format 1 and 2 (BCWS, BCWP, ACWP, EAC by WBS/OBS) –tailor measurement of progress•Format 3 (Baseline – CBB, TAB, MR, UB)•Format 4 (Staffing forecasts)•Format 5 (Cost and schedule variance analysis and corrective actions)•Format 6 (IMS and Schedule Risk Assessment) –tailor level of detail, use of planning package•Format 7 (Time-phased historical and forecast cost data)•Technical Performance Metrics
Make Adjustments	<ul style="list-style-type: none">•Change Orders•PMB Changes•Risk Register•Program Change Control Logs (MR, UB, PMB, CBB)
Other?	<ul style="list-style-type: none">•As discussed



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Information on the IPMR



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Putting the "Integrated" in IPMR

Cost
Reporting
(CPR)

DATA ITEM DESCRIPTION

TITLE: CONTRACT PERFORMANCE REPORT (CPR)
NUMBER: DI-MGMT-81466A
AMSC NUMBER: D7549
DTIC APPLICABLE:
PREPARING ACTIVITY: OUSD(AT&L)ARA/AM(50)

APPROVAL DATE: 20050330
LIMITATION:
GIDEP APPLICABLE:

APPLICABLE FORMS: ID Forms are available and shall be used to submit required formats as follows:

CPR Format	ID Form Number	Sample Format No.
Work Breakdown Structure	2734/1	1
Organizational Categories	2734/2	2
Baseline	2734/3	3
Staffing	2734/4	4
Explanations and Problem Analyses	2734/5	5



DATA ITEM DESCRIPTION

TITLE: INTEGRATED MASTER SCHEDULE (IMS)
NUMBER: DI-MGMT-81650
AMSC NUMBER: D7544
DTIC APPLICABLE:
PREPARING ACTIVITY: OUSD(AT&L)ARA/AM(50)

APPROVAL DATE: 20050330
LIMITATION:
GIDEP APPLICABLE:

APPLICABLE FORMS: None

USE/RELATIONSHIP: The Integrated Master Schedule (IMS) is an integrated schedule containing the networked, detailed tasks necessary to ensure successful program execution. The IMS is vertically traceable to the Integrated Master Plan (IMP) (if applicable), the Contract Work Breakdown Structure (CWS), and the Statement of Work (SOW). The IMS shall be used to verify attainability of contract objectives, to evaluate progress toward meeting program objectives, and to integrate the program schedule activities with all related components. This DID is applicable to development, major modification, and low rate initial production efforts; it is not typically

Schedule
Reporting
(IMS)

DATA ITEM DESCRIPTION

Title: Integrated Program Management Report (IPMR)
Number: DI-MGMT-81861
AMSC Number: D7549
DTIC Applicable: No
Preparing Activity: OUSD (AT&L) PARCA
Applicable Forms: Forms are available to be used to submit required formats as follows:

Approval Date: 20120620
Limitation:
GIDEP Applicable: No

<u>IPMR Format</u>	<u>Form Number</u>	<u>Format No.</u>
Work Breakdown Structure	2734/1	1
Organizational Categories	2734/2	2
Baseline	2734/3	3
Staffing	2734/4	4
Explanations and Problem Analyses	N/A	5
Integrated Master Schedule	N/A	6
Electronic History and Forecast File	N/A	7

Officially released 19 June 2012

Effective date of 01 July 2012



IPMR Data Item Description (DID)

- ▶ The IPMR contains data for measuring cost and schedule performance on Department of Defense (DoD) acquisition contracts. Its primary value is in reflecting current contract status and projecting future contract performance.
 - **Format 1**
 - Defines cost and schedule performance data by product-oriented Work Breakdown Structure (WBS)
 - **Benefit:** Provides a snapshot of EVM performance at the detail and summary level
 - **Format 2**
 - Defines cost and schedule performance data by the contractor's organizational structure (e.g., Functional or Integrated Product Team (IPT))
 - **Benefit:** Enables analysis of EVM performance at organizational elements
 - **Format 3**
 - Defines time phased changes to the Performance Measurement Baseline (PMB)
 - Also provides estimated and original contract completion dates
 - **Benefit:** Enables analysis to track shifts in PMB



IPMR Data Item Description (DID) cont.

- **Format 4**
 - Defines staffing forecasts through program lifecycle
 - **Benefit:** Enables tracking and analysis to determine accuracy of labor estimates
- **Format 5**
 - Narrative report used to provide variance analysis of data contained in Formats 1-4 and 6 and corrective actions
 - Links information in the schedule to the cost status
 - **Benefit:** Analysis provides PM with information to make informed decisions
- **Format 6**
 - Defines and contains the contractor's Integrated Master Schedule (IMS)
 - Previously was in a separate DID
 - **Benefit:** Enables analysis to predict milestone and program completion dates
- **Format 7**
 - Defines the annual reporting of time-phased historical and forecast cost submission
 - **Benefit:** Enhances Government analysis beyond information in Format 5



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IPMR Value to Government

- ▶ The IPMR's primary value to the Government is its utility in reflecting current contract status and projecting future contract performance
- ▶ Allows flexibility in tailoring to provide the right type and volume of information for the various contract types and situations
- ▶ It will be used by the DoD component staff, including program managers, engineers, cost estimators, and financial management personnel, as a basis for communicating performance status with the contractor
- ▶ DoD will also use the IPMR data for the following purposes:
 - Integrate cost and schedule performance data with objective technical measures of performance
 - Identify the magnitude and impact of realized and potential performance problem areas that may cause significant cost and schedule variances and perform root cause analysis
 - Provide valid, timely, and accurate contract status information to Government leadership
 - Use estimate at completion data for Government independent assessment and analysis



IPMR Tailoring

- ▶ The risk inherent to the program should be the prime consideration for tailoring of the IPMR

- ▶ *Other factors to consider are:*
 - Work scope and size and type of the contract
 - Resource requirements including reliance on Government Furnished Equipment/Government Furnished Property (GFE/GFP)
 - Requirements and complexity of integration with other contract efforts
 - Technology maturity
 - Time constraints



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IPMR Tailoring if EVM applies

- ▶ The full IPMR is required when formal EVM requirements are required
- ▶ Tailoring options are available for each of the formats in the IPMR as follows
 - Format 1 and 2
 - May roll-up reporting to higher WBS Level of detail
 - Formats 3 and 4
 - Time periods for projections
 - Threshold level for reporting changes (definition of “significant”)
 - Format 5
 - Variance thresholds
 - Targeted variance analysis
 - Format 6
 - Level of detail (dependent on work scope)
 - Format 7
 - Same as Format 1
 - General Guidance Areas
 - Subcontractor reporting
 - Hours reporting
 - Frequency of reporting



IPMR Tailoring if EVM does not apply

- ▶ IPMR can be tailored to meet any needs of desired reporting
 - Formats 1 and 2
 - May report at a high level of WBS
 - Redefine collection of performance/progress (i.e. actual cost vs. budget (burn rates), technical performance metrics, completion of milestones)
 - Formats 3 and 4
 - May report at a high level of WBS
 - Establish a staffing plan to ensure resources are available when needed (helpful in a matrix organization)
 - Format 5
 - Redefine collection of performance/progress
 - Limit variance analysis to new definition of performance/progress (i.e. explain why burn rate is higher than planned and provide corrective actions, if any, going forward)
 - Format 6
 - Is applicable to almost all work that has measurable items/deliverables, even on fixed-price contracts
 - Level of detail dependent on work scope
 - Format 7
 - Generally would not apply



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Applying IPM (Scenarios)



Tailoring Factor Checklist

- ▶ Items to Consider for EVM Application and Tailoring of IPMR
 1. Scope of Work / Type of Work
 2. Programmatic Status and Structure
 - Acquisition Milestone
 - Contract Type
 - Contract Structure (Hybrid)
 - Contract Value
 - Subcontractors Value
 - Period of Performance of Contract
 - Integration into Top Level Program
 - Programmatic Risk
 3. PMO Reporting and Oversight Requirements



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Scenario 1 Cost Plus Support Contract Background

- ▶ Contract Type and Value: Cost Plus, \$2.5B
- ▶ Scope: Provide services necessary to perform Base Operations and Security Support Services. Functional areas include Forms & Publications, Official Mail and Reproductive Services, Postal Operations, Information Management Engineering Services, Medical Support Services, and Security, Fire & Emergency Services (F&ES).
- ▶ POP: Base year plus 4 one-year options



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Tailoring Factor Checklist Scenario 1

1. Scope of Work / Type of Work
 - Nature of the work is support services
2. Programmatic Status and Structure
 - Acquisition Milestone – unknown
 - Contract Type – cost plus
 - Contract Structure (Hybrid) – regular CP
 - Contract Value – \$2.5B
 - Subcontractors Value – unknown
 - Period of Performance of Contract – base year plus 4 one-year options
 - Integration into Top Level Program – none
 - Programmatic Risk – low risk
3. PMO Reporting and Oversight Requirements
 - Requires oversight over various functional areas, ability to shift resources (inferred from description of scope)

- **Does EVM Apply (Y/N)?** No, not full EVM; program would benefit from program management supported by the use of the IPMR
- **Tailored Use of IPMR**
 - Recommend tailored use of Formats 1, 3, 5, 6, and 7; redefine progress/performance
 - Formats 2 and 4 are not recommended due to composition of the team and the work being performed; however staffing plan might be helpful to manage resources



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Scenario 2 R&D Contract Background

- ▶ Contract Type and Value: IDIQ, \$50M
- ▶ Scope: Research laboratory services. The objectives are to consolidate and secure dangerous pathogens, enhance capacity to detect, diagnose, and report impacts, and ensure the developed capabilities are sustainable.
- ▶ POP: Four year contract



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Tailoring Factor Checklist Scenario 2

1. Scope of Work / Type of Work
 - Nature of the work is research laboratory services
2. Programmatic Status and Structure
 - Acquisition Milestone – unknown
 - Contract Type – IDIQ
 - Contract Structure (Hybrid) – unknown
 - Contract Value – \$50M
 - Subcontractors Value – unknown
 - Period of Performance of Contract – four year contract
 - Integration into Top Level Program – none
 - Programmatic Risk – high risk, unknowns
3. PMO Reporting and Oversight Requirements
 - Requires oversight over various lab activities and results

- **Does EVM Apply (Y/N)?** No, not full EVM since no end deliverable; program would benefit from program management supported by the use of the IPMR
- **Tailored Use of IPMR**
 - Recommend tailored use of Formats 1, 5, 6, and 7; redefine progress/performance and consider level of detail and baseline management rigor
 - Formats 2 through 4 are optional based on PMO needs on a going forward basis; however staffing plan might be helpful to manage resources



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Scenario 3 FFP/CPFF Hybrid Sustainment with Development Contract Background

- ▶ Contract Type and Value: FFP/CPFF Hybrid, \$2.8B
- ▶ Scope: Contractor logistics sustainment and support (CLSS) services for the maintenance, repair and supply support for surface vehicles. Provides manpower, material and logistics support services and upgrade development to maintain a quality maintenance and sustainment program. The primary function is to inspect, repair and/or restore battle damaged equipment to fully mission capable status.
- ▶ POP: 14 month base period, plus 4 one-year options



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Tailoring Factor Checklist Scenario 3

1. Scope of Work / Type of Work
 - Nature of the work is support services and sustainment, upgrade development
2. Programmatic Status and Structure
 - Acquisition Milestone – unknown
 - Contract Type – FFP/CPFF
 - Contract Structure (Hybrid) – hybrid
 - Contract Value – \$2.8B
 - Subcontractors Value – unknown
 - Period of Performance of Contract – 14 month base, plus 4 one-year options
 - Integration into Top Level Program – none
 - Programmatic Risk – low risk for services, medium risk for development
3. PMO Reporting and Oversight Requirements
 - Requires oversight for services and ability to track and plan development activities

- **Does EVM Apply (Y/N)?** The application of EVM should coincide with the development efforts greater than \$20M contained within the scope of the contract; program would benefit from program management supported by the use of the IPMR
- **Tailored Use of IPMR**
 - Recommend full use of IPMR for the development work
 - For services and sustainment recommend tailored use of Formats 1, 3, 5, 6, and 7; redefine progress/performance



Scenario 4 FPIF Contract Background

- ▶ **Contract Type and Value:** FPIF, \$4B
- ▶ **Scope:** The program will develop a system for high data rate satellite communications services. As the spaceborne element of the Global Information Grid (GIG), it will extend the GIG to the users without terrestrial connections providing improved connectivity and data transfer capability. The program consists of a five satellite constellation.
- ▶ **POP:** One year base period, plus 6 one-year options



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Tailoring Factor Checklist Scenario 4

1. Scope of Work / Type of Work
 - Nature of the work is development
2. Programmatic Status and Structure
 - Acquisition Milestone – unknown
 - Contract Type – FPIF
 - Contract Structure (Hybrid) – regular
 - Contract Value – \$4B
 - Subcontractors Value – unknown
 - Period of Performance of Contract – one year base, plus 6 one-year options
 - Integration into Top Level Program – none
 - Programmatic Risk – high risk for development and integration
3. PMO Reporting and Oversight Requirements
 - Requires oversight and ability to track and plan development activities

- **Does EVM Apply (Y/N)?** Yes, full EVM is applicable to FPIF contracts
- **Tailored Use of IPMR**
 - All Formats of IPMR required
 - If the program transitions to FFP, Format 6 would be recommended for schedule



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Take Aways

- ▶ For all programs, Integrated Program Management should be tailored to the specifics of the program rather than deviated
- ▶ IPMR can be used on all programs for Integrated Program Management Reporting, including schedule reporting on fixed price contracts
- ▶ PARCA and the OSD Service/Agency EVM Focal Points are available to help with tailoring needs