

THE PRACTITIONER



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Past and Present Earned Value Review Experiences

Greeting Practitioners! This month's *Practitioner* newsletter brings you timely, interesting, and valuable firsthand insight into past and present PM-30 earned value (EV) reviews from the perspective of your EFCOG peers. The firsthand encounters captured in this article look at a legacy EFCOG PDWG Annual Work Plan (AWP) initiative requested by the Office of Project Management, U.S. Department of Energy (DOE) Director, Office of Project Controls and Policy. The initiative, recently completed, requested feedback from the EFCOG PDWG on the EV review process.

In addressing challenges identified with the review process (below) and leveraging current practices, the DOE and contractors can enhance compliance review outcomes, minimize burdens, and improve project management by implementing efficient, effective, and value-added practices.

The current review experience, also shown below, reflects a significant improvement in addressing the challenges identified in past reviews, focusing on collaboration, structured processes, and proactive communication.

This article contains these basic components:

1. Past EV Review Experiences (up to but not including the most recent review)
2. Current Earned Value Review Experiences (reflects the most current review)
3. How Current Experiences Address Past EV Review "Challenges"
4. [EFCOG PPC Working Group - Compliance Reviews White Paper 5-9-25 - Appendix 1](#) - Item #4 is the full-detailed report of past EV review experiences created by the PDWG Project Controls Subgroup led by Pam Brooker (EFCOG) and Daniel Goldsmith (PM-30)
5. [Insights from a Recent EVMS Certification Review.docx - Appendix 2](#) - Item #5 is the full-detailed report of the most recent review and was provided by Staci Martin and Nicole Acevedo

This summary provides an overview of the challenges, recommendations, and best practices identified in the Department of Energy (DOE) past PM-30 EV Compliance Review experiences.

Past Challenges:

- **Overly Subjective Reviews:** Contractors are often cited for noncompliance despite alignment with approved EVMS Description documents.
- **Metrics Analysis Overemphasis:** Excessive reliance on metrics without context leads to non-value-added findings.
- **Data Call Inefficiencies:** Extensive and redundant data requirements create unnecessary burdens.
- **Root-Cause Analysis:** Excessive expectations for analysis on all corrective actions are time-consuming.
- **Reliance on Automated Tools:** Decisions based on unverified automated tool findings lead to inefficiencies.
- **Communication Gaps:** Lack of pre-review communication causes misalignment.
- **Adversarial Review Approaches:** Perceived adversarial reviews diminish collaboration.
- **Inconsistent Expectations:** Contradictory compliance expectations create frustration.
- **Training Deficiencies:** Inadequate training for local DOE personnel leads to inefficiencies.
- **Documentation Overload:** Excessive focus on documentation rather than actionable insights.
- **Timing of Reviews:** Reviews during major re-planning phases result in false findings.

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Past and Present EV Review Experiences

Past Recommendations:

- **Early Approval:** Review and approve EVMS descriptions early to mitigate subjective findings.
- **Metrics Contextualization:** Use metrics to inform, not dictate, compliance decisions.
- **Streamlined Data Processes:** Limit data calls to necessary datasets and avoid redundancy.
- **Focused Root-Cause Analysis:** Concentrate on significant issues for value-added analysis.
- **Tool Verification:** Validate findings from automated tools before issuing corrective actions.
- **Enhanced Communication:** Foster proactive communication to align expectations.
- **Collaborative Environment:** Promote a collaborative review atmosphere to maintain EVMS certifications.
- **Consistent Ground Rules:** Establish and adhere to clear compliance expectations.
- **Comprehensive Training:** Provide extensive training on EVMS procedures and metrics.
- **Concise Documentation:** Streamline documentation to focus on material issues.
- **Appropriate Review Timing:** Schedule reviews to avoid major project re-planning phases.

Best Practices:

- **External Review Integration:** Involve external reviewers for diverse perspectives.
- **Effective Use of DIQs:** Utilize Data Integrity and Quality Checks for compliance insights.
- **Real-Time Accuracy Reviews:** Allow contractors to discuss findings in real-time.
- **Frequent Dialogue:** Maintain open communication between PM-30 and contractors.
- **Self-Surveillance Encouragement:** Encourage contractors to conduct regular self-surveillance.

Note: for the source document, see Appendix 1

Current Earned Value Review Experiences:

This summary reflects recent participation in a PM-30 Earned Value Management System (EVMS) Certification Review provided valuable insights into the certification process. This experience was framed by the Integrated Program Project Management (IP2M) Maturity and Environment Total Risk Rating (METRR) framework, offering a comprehensive understanding of the EVMS certification.

Key Insights and Takeaways:

Collaborative Environment: The review was conducted in a welcoming and transparent atmosphere, promoting open communication. This environment allowed for early identification and resolution of discrepancies, reducing the number of findings during the review.

Structured Review Timeline: The certification process extended beyond the onsite review, involving pre-review data analysis and post-review assessments. This structured timeline emphasized the importance of early engagement and thorough preparation.

Utilization of IP2M METRR Framework: The framework facilitated structured assessments, focusing on organizational culture and the maturity of EVMS processes. Key sessions included environment assessments, maturity assessments, and reconciliation meetings to ensure alignment and resolve discrepancies.

Lessons Learned: The review highlighted the significance of pre-review meetings, effective use of timelines, and the role of document requests in clarifying processes. It also emphasized the importance of understanding beyond metrics to align with EVMS standards.

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Published monthly for the EFCOG's
Project Delivery Working Group by:

Craig Hewitt
(writer/editor)
(509) 308-2277

Craig_T.Hewitt@rl.gov

Adam Russell
(writer/publisher)
(509) 376-5742

Adam.Russell@rl.gov

Tony Spillman
(managing editor)
(509) 372-9986

Anthony_W.Spillman@rl.gov

For questions, comments,
story ideas or other
correspondence, call or
e-mail Craig Hewitt.

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Application to Future Reviews:

Reflecting on this experience, the authors plan to implement the lessons learned within their organization to enhance readiness for future EVMS certification reviews. This includes leveraging automation for test metrics and improving interview preparations for Control Account Managers (CAMs).

Conclusion:

The EVMS Certification Review underscored the importance of sustaining effective management systems for informed decision-making and proactive risk management. The experience was invaluable, providing enhanced understanding and readiness for future reviews, and offering networking opportunities with EVMS practitioners. The authors advocate for participation in such reviews to contribute to organizational success and continuous improvement.

Note: for the source document, see Appendix 2

How Current Experiences Address Past Challenges:

Collaborative Environment:

- Current reviews are conducted in a more collaborative and transparent environment, reducing subjectivity.

Structured Review Timeline:

- The use of the IP2M METRR framework provides structured assessments, addressing the overemphasis on metrics by contextualizing them.

Streamlined Processes:

- Improved data collection processes and early identification of discrepancies streamline efforts and reduce redundancy.

Focused Analysis:

- Current reviews focus on significant issues, reducing the burden of excessive root-cause analysis.

Validated Tools:

- Emphasis on validating automated tools before use to ensure efficiency.

Enhanced Communication:

- Pre-review meetings and ongoing dialogue improve communication and alignment.

Collaborative Tone:

- The tone of reviews is more collaborative, fostering better cooperation between DOE and contractors.

Clear Compliance Expectations:

- Consistent and clear compliance expectations are established, reducing frustration.

Comprehensive Training:

- Training efforts are enhanced to improve review efficiency and understanding.

Actionable Insights:

- Focus on providing actionable insights rather than just documentation.

Appropriate Timing:

- Reviews are scheduled at more suitable times to avoid misleading findings.

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It Is Not One World

In this issue of the *Practitioner*, we continue our ongoing series of catastrophic construction failures to raise awareness of the relationship between critical thinking and identification of potential technical, policy, procedural, process, and execution weaknesses that if recognized early, could avert disaster. This month we look at "Sampoong Department Store Collapse (1995, South Korea)".

The Sampoong Department Store collapse is one of the deadliest building collapses in modern history. Here's a detailed account of the incident:

Overview

Location: Seoul, South Korea

Date: June 29, 1995

Casualties: 502 people killed, 937 injured

Cause of Collapse: The collapse was primarily due to a series of construction and design flaws, compounded by poor maintenance and management decisions.

Design Changes: The original design was altered to include a fifth floor, intended to house a skating rink. This added significant weight that the structure was not designed to support.

Structural Modifications: Load-bearing columns were reduced in size to accommodate escalators. This weakened the building's structural integrity.

Poor Construction Practices: Substandard materials and construction practices were used, compromising the building's stability.

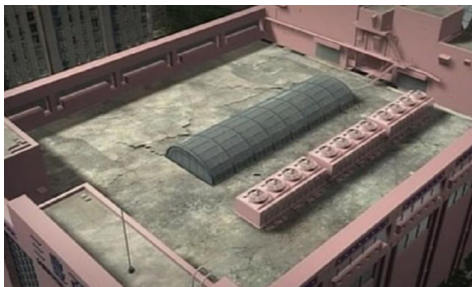
Lack of Maintenance: Cracks and other warning signs were ignored by the management, who prioritized business continuity over safety.

Collapse

On the day of the collapse, the building's fifth floor began to show signs of distress, with loud cracking noises heard throughout the structure. Despite these warnings, the store remained open. Eventually, the roof gave way, leading to the catastrophic collapse of the entire building.

Aftermath

The disaster led to a national outcry and significant changes in South Korea's building regulations and safety standards. The incident highlighted the critical importance of adhering to engineering standards and prioritizing safety over economic considerations.



Large cracks, created by vibrations from oversized AC units, are visible on the roof



The entire middle section of the building collapsed when the AC units fell through the roof.



Rescue efforts lasted more than two weeks, with the final survivor being pulled out after 17 days.

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

Notable Events

- 1 — World War 1 began (1914), the first Six Flags amusement park opened in Texas (1961), MTV made its debut (1981), and the World Wide Web was launched (1990).
- 2 — The Declaration of Independence was signed (1776), President Warren G. Harding died (1923), the Vietnam War began (1964), and Iraq invaded Kuwait (1990).
- 3 — Christopher Columbus set sail from Spain (1492), Calvin Coolidge became president (1923), and the **NBA was founded** (1949).
- 4 — Champagne was invented (1693), the Mexican Farm Labor Agreement was signed between the U.S. and Mexico (1942), *Talladega Nights* was released in theaters (2006), and Oscar Pistorius became the first amputee runner to compete at the Olympics (2012).
- 5 — The first federal income tax was imposed (1861), the first traffic light went into service in (1914), actress Marilyn Monroe was found dead (1962), and the NBA and ABA merged (1976).
- 6 — The first execution by electric chair was carried out (1890), the first atomic bomb was dropped on Japan (1945), and African-Americans were guaranteed the right to vote (1965).
- 7 — The Purple Heart was created (1782), Earth was first photographed from space (1959), Congress passed the Gulf of Tonkin Resolution (1964), President George H.W. Bush ordered Operation Desert Shield (1990), and seven crew members of a trapped Russian submarine were rescued (2005).
- 8 — The "invincible" Spanish Armada was defeated by the English navy (1588), President Richard Nixon announced his resignation from office (1974), and the term "global warming" appeared for the first time (1975).
- 9 — Cartoon character Betty Boop debuted (1930), the second atomic bomb was dropped on Japan (1945), and Gerald Ford became president (1974).
- 10 — Missouri became the first state west of the Mississippi River (1821), the electric guitar was patented (1937), and *Red Dawn* premiered as the first movie with a PG-13 rating (1984).
- 11 — Hip-hop was created (1973), the longest major league baseball strike began (1994), and actor Robin Williams died (2014).
- 12 — The Spanish-American War ended (1898), and the largest ever T-rex skeleton was discovered (1990).
- 13 — The Aztec empire fell to the Spaniards (1521), construction began on the Berlin Wall (1961), *Fast Times at Ridgemont High* debuted (1982), baseball legend Mickey Mantle died (1995).
- 14 — The Social Security Act was signed (1935), and the Whiffle Ball was patented (1953).
- 15 — The Panama Canal opened (1914), and the Woodstock Music Festival opened (1969).
- 16 — The Klondike Gold Rush began (1896), baseball legend Babe Ruth died (1948), the punk rock revolution began (1974), and singer Elvis Presley died (1977).
- 17 — The electric automobile self-starter was patented (1891), the Pulitzer Prizes were established (1913), and Lou Gehrig became baseball's first ironman (1933).
- 18 — **Montgomery Ward issued its first mail-order catalog** (1872), and basketball legend Larry Bird retired (1992).
- 19 — The first race was held at the Indianapolis Motor Speedway (1909), and Adolph Hitler became president of Germany (1934).
- 20 — The National Football League was organized (1920), and the Soviet Union invaded Czechoslovakia (1968).
- 21 — Oldsmobile was founded (1897), Hawaii became the 50th U.S. state (1959), the Ruby Ridge standoff began (1992), and swimmer Michael Phelps won a record 8th Olympic gold medal (2004).
- 22 — The first America's Cup yacht race was held (1851), the International Red Cross was founded (1864), and Nolan Ryan recorded his 5,000th strikeout (1989).
- 23 — The tire chain was patented (1904), baseball legend Pete Rose was banned for life (1989), and the first case of West Nile virus in the U.S. was reported (1999).
- 24 — Mt. Vesuvius erupted, instantly burying two cities (79), British troops set the White House on fire (1814), and the waffle iron was patented (1869).
- 25 — The first person swam across the English Channel (1875), *The Wizard of Oz* premiered (1939), and Paris was liberated by Allied troops (1944).
- 26 — Women gained the right to vote (1920), the first televised baseball game aired (1939), and aviator Charles Lindbergh died (1974).
- 27 — Mt. Krakatoa erupted in the world's most powerful volcanic blast (1883), and the first edition of *The Guinness Book of Records* was published (1955).
- 28 — Martin Luther King, Jr. made his "I have a dream" speech (1963), 69 people died during a disaster at the Ramstein Air Show in Germany (1988), and Prince Charles and Princess Diana divorced (1996).
- 29 — The Soviet Union detonated its first nuclear test bomb (1949), and Hurricane Katrina made landfall on the Gulf Coast (2005).
- 30 — Thurgood Marshall became the first African-American Supreme Court justice (1967), and *The Late Show with David Letterman* premiered (1993).
- 31 — The first solar-powered car was demonstrated (1955), and boxing legend Rocky Marciano died in a plane crash (1964).



Birthdays

- 1 — Explorer William Clark (1770), national anthem author Francis Scott Key (1779), actor Dom DeLuise (1933), and musician Jerry Garcia (1942)
- 2 — Actors Carroll O'Connor (1924) and Peter O'Toole (1932), and actress Mary-Louise Parker (1964)
- 3 — Singer Tony Bennett (1926), actor Martin Sheen (1940), **entrepreneur Martha Stewart** (1941), and retired football star Tom Brady (1977)
- 4 — Queen Elizabeth I (1900), jazz musician Louis Armstrong (1901), actor Billy Bob Thornton (1955), track champ Mary Decker (1958), 44th U.S. President Barack Obama (1961), baseball star Roger Clemens (1962), car racer Jeff Gordon (1971), and Duchess Meghan Markle (1981)
- 5 — Astronaut Neil Armstrong (1930), actress Loni Anderson (1946), and basketball hall of famer Patrick Ewing (1962)
- 6 — Comic actress Lucille Ball (1911), pop artist Andy Warhol (1928), and basketball hall of famer David Robinson (1965)
- 7 — Singer B.J. Thomas (1942), actor David Duchovny (1960), and actress Charlize Theron (1975)
- 8 — Singer Mel Tillis (1932), actor Dustin Hoffman (1937), actor Keith Carradine (1949), tennis star Roger Federer (1981), and singer Shawn Mendes (1998)
- 9 — Actor Sam Elliott (1944), boxing champ Ken Norton (1945), actress Melanie Griffith (1957), singer Whitney Houston (1963), hockey hall of famer Brett Hull (1964), **athlete/football coach Deion Sanders** (1967), and actress Gillian Anderson (1968)
- 10 — 31st U.S. President Herbert Hoover (1874), singers Jimmy Dean (1928), Ian Anderson (1947), and Patti Austin (1948), and actor Antonio Banderas (1960)
- 11 — Author Alex Haley (1921), televangelist Jerry Falwell (1933), Apple co-founder Steve Wozniak (1950), wrestler Hulk Hogan (1953), and musician Joe Jackson (1955)
- 12 — Filmmaker Cecil B. DeMille (1881), country singer Buck Owens (1929), actor George Hamilton (1939), and tennis champ Pete Sampras (1971)
- 13 — Filmmaker Alfred Hitchcock (1899), golf legend Ben Hogan (1912), Cuban president Fidel Castro (1926), and singer Dan Fogelberg (1951)
- 14 — Musician David Crosby (1941), comedian/actor Steve Martin (1945), romance novelist Danielle Steele (1947), *Far Side* cartoonist Gary Larson (1950), basketball star Magic Johnson (1959), actress Halle Berry (1968), and football star/TV commentator Tim Tebow (1987)
- 15 — French emperor Napoleon Bonaparte (1769), chef Julia Child (1912), football hall of famer Gene Upshaw (1945), actor Ben Affleck (1972), and actress Jennifer Lawrence (1990)
- 16 — War hero Lawrence of Arabia (1888), football star/sportscaster Frank Gifford (1930) and his wife, TV personality Kathy Lee Gifford (1953), director James Cameron (1954), **singer Madonna** (1958), and actor Steve Carell (1962)
- 17 — Frontiersman Davy Crockett (1786), film pioneer Samuel Goldwyn (1882), actress Mae West (1893), actor Robert De Niro (1943), singer Belinda Carlisle (1958), and actor Sean Penn (1960)
- 18 — Explorer Meriwether Lewis (1774), baseball hall of famer Roberto Clemente (1934), and actors Robert Redford (1937), Patrick Swayze (1954) and Andy Samberg (1978)
- 19 — Aviator Orville Wright (1871), fashion designer Coco Chanel (1883), *Star Trek* creator Gene Roddenberry (1921), 42nd U.S. President Bill Clinton (1948) and actors Matthew Perry and Christian Slater (1969)
- 20 — 23rd U.S. President Benjamin Harrison (1833), boxing promoter Don King (1931), singer Isaac Hayes (1942), TV journalist Connie Chung (1946), and TV weatherman Al Roker (1954)
- 21 — Bandleader Count Basie (1904), basketball hall of famer Wilt Chamberlain (1936), and singer Kenny Rogers (1938)
- 22 — Composer Claude Debussy (1862), **science fiction writer Ray Bradbury** (1920), Desert Storm commander Gen. H. Norman Schwarzkopf (1934), actress Valerie Harper (1940), football hall of fame coach Bill Parcells (1941), and singer Tori Amos (1964)
- 23 — Actor/dancer Gene Kelly (1912), actresses Barbara Eden (1931) and Shelley Long (1949), singer Rick Springfield (1949), and basketball star Kobe Bryant (1978)
- 24 — Baseball ironman Cal Ripken Jr. (1960), TV personality Craig Kilborn (1962), and actress Marlee Matlin (1965)
- 25 — Composer/conductor Leonard Bernstein (1918), actor Sean Connery (1930), TV personality Regis Philbin (1933), director Tim Burton (1958), country singer Billy Ray Cyrus (1961), and actor Blair Underwood (1964)
- 26 — Actress Melissa McCarthy (1970) and actor Macaulay Culkin (1980)
- 27 — 36th U.S. President Lyndon B. Johnson (1908) and Mother Teresa (1910)
- 28 — Author Leo Tolstoy (1828), and singers Shania Twain (1965) and LeAnne Rimes (1982)
- 29 — Actress Ingrid Bergman (1915), jazz innovator Charlie Parker (1920), actor Elliott Gould (1939), and "The King of Pop" Michael Jackson (1958)
- 30 — Baseball hall of famer Ted Williams (1918) and actress Cameron Diaz (1972)
- 31 — Comedian/actor Buddy Hackett (1928), baseball hall of famer Frank Robinson (1935), singer Van Morrison (1945), and **actor Richard Gere** (1949)

