
CNS Earned Value Management System (EVMS) Self Governance

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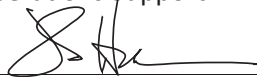
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This document has been reviewed by a CNS Dual Authority DC/RO and confirmed to be UNCLASSIFIED and contains no UCNI.

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Date: 04/15/2019

eDC/RO ID: 122986

CNS Earned Value Management System (EVMS) Self Governance

Revision History			
Rev #	CR #	Reason for Change	Sections Affected
002	U-59842	Update procedure to reflect new process with automated software and more formalized surveillance reporting. Include new Governance Board oversight process and Issue Management resolution and reporting.	All
001	U-57422	Create initial revision of enterprise procedure to provide a consistent, documented process for performing internal self-assessments of compliance of the Earned Value Management System (EVMS) on CNS projects.	All

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Acronyms List	
Acronym	Term
CA	Control Account
CAM	Control Account Manager
CAP	Corrective Action Plan
CAR	Corrective Action Request
DOE	Department of Energy
DOE PM	Department of Energy Office of Project Management Oversight and Assessments (DOE PM)
DR	Discrepancy Report
ECRSOP	Department of Energy Earned Value Management System Compliance Review Standard Operating Procedure
EIA	Electronics Industries Alliance
EIR	External Independent Review
EV	Earned Value
EVM-SD	Earned Value Management - System Description
EVMS	Earned Value Management System
EVMS Compliance	Earned Value Management System Compliance, Process & Systems Group
EVMS GB	EVMS Governance Board
IMS	Issues Management System
IPMR	Integrated Program Management Report
NNSA	National Nuclear Security Administration
NPO	NNSA Production Office (previously Y-12 Site Office)
PC	Project Controls
PM	Project Manager
PM-30	DOE Office of Project Management Oversight and Assessments (DOE PM-30)
PP	Planning Package
QA	Quality Assurance
QE	Qualifying Expectation
UPO	Uranium Processing Facility Project Office
VAR	Variance Analysis Report
WBS	Work Breakdown Structure

CNS Earned Value Management System (EVMS) Self Governance

1. Purpose

The purpose of this procedure is to establish the EVMS Surveillance Program which supports Self-Governance of the CNS EVMS. Surveillance is required in order to provide management with the information necessary to assess the health and effectiveness of the EVMS and ensure timely corrective action commensurate with the materiality or importance of identified discrepancies.

This procedure provides a consistent, documented process for performing internal self-assessments of compliance of the Earned Value Management System (EVMS) on CNS projects subject to the requirements of Department of Energy (DOE) O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. *“EVMS Surveillance: This is meant to ensure that a contractor’s certified EVMS remains in full compliance with EIA-748, or as required by the contract, on all applicable projects. A surveillance review may include an assessment against some or all of the EIA-748C requirements. The extent of the surveillance review will be tailored based upon current conditions. Self-governance through surveillance and self-assessments is the CNS process for reviewing the health of the CNS EVMS by ensuring continued compliant implementation of the DOE Office of Project Management Oversight and Assessments (DOE PM-30) approved CNS Earned Value Management – System Description (EVM-SD).*

The CNS EVMS Surveillance Program assesses the total picture: how well the EV management system meets the customer’s requirements; verification of existing compliance to the 32 Electronics Industries Alliance (EIA) 748C EVMS Guidelines; and the organizational mission, goals, and objectives. Self-Governance also provides an introspective self-analysis tool to determine whether the management infrastructure is properly focused on achieving desired results.

The purpose of an EVMS Surveillance Program is to focus on EVMS to effectively manage cost, schedule, and technical performance by verifying that EVMS information is useful, timely, and effectively being utilized.

The goal of the surveillance and self-assessment process (called surveillance in EVMS terminology) is twofold:

- To ensure that EVMS processes and procedures are being followed, and
- To demonstrate continued compliance with the 32 EVMS guidelines as outlined in the CNS EVM-SD and the DOE EVMS Compliance Review Standard Operating Procedure (ECRSOP).

CNS EVMS Compliance, Process & Systems Group (EVMS Compliance), has been designated the responsibility, authority, and accountability for EVMS self-assessment and approval of Corrective Action Plans to close any issues. EVMS Compliance has the authority to require corrections and resolve issues. EVMS Compliance reports independently of the management chain for the projects that it will be responsible for surveying. Independence ensures that results will be objective and that programmatic and systemic issues will be identified.

The EVMS Compliance Director will ensure compliance through:

- Annual EVMS self-assessments (including Readiness Reviews), and
- Monthly EVMS Reviews of the data driven test metrics.
- The Annual EVMS self-assessment process shall be conducted using the existing E-PROC- E-PROC-3006, CNS Issues Management Process, and accompanying work instructions to identify, report, and track to closure issues and findings. The monthly EVMS review will be conducted as discussed below, and can result in EVMS Compliance issuing corrective action requirements which will be documented and tracked to closure through the EVMS Compliance internal processes.

CNS Earned Value Management System (EVMS) Self Governance

1. Purpose (Cont.)

- Monthly meetings of the EVMS Governance Board and escalating issues where warranted to senior management for resolution.

2. Applies To

This procedure applies to all CNS projects subject to DOE O 413.3B requirements with an authorized and approved performance measurement baseline. Projects greater than or equal to \$50 million will be assessed based on the full 32 criteria of the EIA-748C guideline using DOE PM30 standard testing protocols and the CNS EVM-SD.

*For contractors where there are applicable **projects having a TPC of \$100M or greater**, PM will conduct a risk-based, data driven surveillance during the tenure of the contract, during contract extensions, or as requested by the FPD, the Program or the PME. Documentation of the surveillance will be provided to the Contracting Officer documenting the compliance status of the Contractor's EVMS with EIA-748C, or as required by the contract." DOE O413.3B, Page C-11.*

CNS EVMS Compliance is responsible for implementing and maintaining a surveillance and self-assessment program to ensure continued compliance of EVMS and to ensure that new projects are implementing the compliant EVMS requirements.

Applicable sections of E-PROC-0006, *CNS Issues Management Process*, specify a management assessment process that incorporates required rigor for annual EVMS self-assessments. EVMS Compliance will use the management assessment process to implement the EVMS Annual Project Self-Assessments.

3. Other Documents Needed

- E-PROC-0006, *CNS Issues Management Process*
- E-SD-2013, *Earned Value Management – System Description*

4. Roles and Responsibilities

CNS EVMS Compliance, Processes & Systems (EVMS Compliance)

1. Supplies CNS oversight of EVMS development, implementation, and self-assessment including identifying any concerns with meeting the EVMS requirements.
2. Imparts core processes, systems and tools for implementation of EVMS requirements.
3. Serves as primary point of contact for the National Nuclear Security Administration (NNSA) and DOE PM-30 regarding implementation, compliance and sustainability.
4. Serves as procedure owner for the CNS EVM-SD and related procedures.
5. Provides training on the EVM-SD and related procedures, as well as coaching and mentoring to ensure all system users achieve the necessary level of competency.
6. Responsible for interpretation of the EVM-SD and related procedures to ensure system processes are properly understood and implemented.
7. Acts as the governing authority and presides over the EVMS Governance Review Board responsible for the adjudication of compliance-related issues to ensure alignment with approved system processes and procedures.

The EVMS Governance Board is comprised of Senior Management representatives from Project Management, Enterprise Program and Project Controls, CFO and EVMS Compliance.

CNS Earned Value Management System (EVMS) Self Governance

4. Roles and Responsibilities (Cont.)

CNS EVMS Compliance, Processes & Systems (EVMS Compliance)

Compliance-related issues identified, but not resolved by the EVMS Governance Review Board will be escalated as needed (up to and including the CNS Chief Executive Officer).

8. Issues Corrective Action Requests (CARs) for “material” noncompliance with EVMS requirements, and ensures proper causal analysis and corrective action plans are created and implemented by the assigned organization to resolve noncompliance concerns.
9. Issues Discrepancy Reports (DRs) to document “non-material” discrepancies to the procedures. DRs are documented but may not require a causal analysis or corrective action plan if the discrepancy is simple and obvious as to what the issue is and the corrective action(s) that needs to occur. Multiple DRs on a single issue may result in a CAR due to the issue being systemic. Data Anomalies aren’t necessarily a DR it is up to the EVMS Surveillance Officer to distinguish if the Data Anomaly needs to be addressed by writing the DR and corrective actions to be taken.
10. Develops the annual EVMS surveillance and self-assessment schedule to include:
 - a. Project specific EVMS annual surveillance and self-assessment.
 - b. EVMS readiness reviews.
11. Assigns additional resources to the self-assessment review teams if necessary.
12. Communicates results of the project self-assessments to both internal (CNS Senior Management/Projects) and external customers (NNSA/NNSA Production Office [NPO]/Uranium Processing Facility Project Office [UPO]/DOE PM-30).
13. Tracks self-assessment issues to closure.
14. Maintains annual self-assessment records to assess the systemic health of the EVMS process and training effectiveness.
15. Recommends or implements EVMS process and training changes to correct systemic findings.
16. Conducts Monthly Reviews of data driven Test Metric results, identifying non-compliance indicators, performs analysis of the indicators with the project, and monitors corrections.
17. Supports Project Management by helping to prepare project teams for any external review team examining EVM topics (i.e., EIR; Project Peer Reviews; etc.), including providing kick-off briefings as appropriate.
18. Leads the EVMS Governance Board.
19. Generates CARs and/or DRs as applicable.

Project Management (PM)

1. Uses EVMS processes, procedures, and tools for project management to ensure project compliance with the EVM-SD requirements.
2. Makes decisions in accordance with the EVMS-SD for approval of actions, such as determining if a requested project change is a performance issue or a scope change allowable to process a baseline change.
3. Monitors test metric results, reviews causal/corrective action analyses, and works with Project Controls to provide specific explanation for changes to resolve any out of tolerance conditions.

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4. Roles and Responsibilities (Cont.)

Project Management (PM)

4. Works with EVMS Compliance Group, through the EVMS Governance Board, to rapidly resolve issues.
5. Collaborates with project controls to develop and implement corrective actions, as tasked by the EVMS Compliance Group, to be completed by the requested date.

The EVMS Compliance Group will review the CAR immediately after issuance to ensure there is a clear understanding of the issues and expectations concerning the causal analysis, corrective action, and closure criteria.

6. Supports and participates in the annual self-assessments, ensuring that their projects are identified on the Annual EVMS Self-Assessment Schedule (including any readiness reviews).

Control Account Manager (CAM)

1. Responsible for managing the integration of scope, schedule, and budget for their respective control accounts in accordance with EVM-SD requirements.
2. Monitors test metric results, performs/manages causal/corrective action analyses, and works with Project Controls to provide specific explanation for changes to resolve any out of tolerance conditions.
3. Works with EVMS Compliance Group, through the EVMS Governance Board, to rapidly resolve issues.
4. Collaborates with Project Controls to develop and implement corrective actions, as tasked by EVMS Compliance Group, to be completed by the requested date.

The EVMS Compliance Group will review all CARs and DRs immediately after issuance to ensure there is a clear understanding of the issues and expectations concerning the root cause, corrective action, and closure criteria.

5. Supports and participates in the annual self-assessments.

Project Controls (PC)

1. Implements processes and uses EVMS tools to ensure the project is compliant with EVM-SD requirements.
2. Monitors ongoing project transactions and contacts the compliance organization to resolve questions and escalate concerns related to a noncompliance with the EVM-SD.
3. Executes changes to processes, procedures, and tools as directed by the EVMS Compliance Group to ensure system compliance.
4. Develops and implements corrective actions as tasked by the EVMS Compliance Group. The EVMS Compliance Group will review all CARs and DRs immediately after issuance to ensure there is a clear understanding of the issues and expectations concerning the potential causal analysis, corrective action, and closure criteria.
5. Monitors and evaluates test metric results, performs causal/corrective action analyses, and provides specific explanation for changes to resolve any out of tolerance conditions.
6. Uses core EVMS processes, procedures, and tools for implementation of requirements.
7. Supports and participates in the annual self-assessments.

CNS Earned Value Management System (EVMS) Self Governance

5. Annual EVMS Self-Assessment Process

Annual EVMS Self-Assessments, utilizing the CNS Issues Management Process are required on all applicable projects. The results from the annual reviews are incorporated into a year-end analysis for identifying systemic issues (see Section 5.6). There are two Annual Review scenarios:

1. Project specific EVMS Annual Self-Assessment:

All applicable projects must have an EVMS Annual Self-Assessment performed by EVMS Compliance unless the project is within six months of receiving CD-4, *Approve Start of Operations or Project Closeout*. This will include surveillance of subcontractor EVMS when applicable. The annual reviews cover all 32 Guidelines for the currently authorized scope.

2. EVMS Readiness Reviews:

At the DOE critical decision points for CD-1, *Approve Alternative Selection and Cost Range*, and CD-2, *Approve Performance Baseline*, projects must have an EVMS Readiness Review performed (see CNS EVM-SD). This review occurs after the CD submittal and prior to the arrival of the EIR team, and provides documentation that the project has planned the execution strategy following EVMS compliant expectations identified in the CNS EVMS-SD. This Readiness Review may meet the Annual Assessment requirement for the project if all 32 Guidelines for the entire authorized project scope.

EVMS Compliance is available for consultation and support during the planning, schedule development, cost tool implementation, development of the submittal packages, and during all phases of project execution.

5.1 Developing Annual Self-Assessment Schedule and Project Selection Process EVMS Compliance Director

Factors influencing the need for project selection include the project phase and project size.

1. Prepare a list of potential candidate projects to be surveyed and/or EVM processes to include in the annual self-assessment schedules.
2. Advise if any of the planned CNS EVMS Self-Assessments may include NNSA or customer participation (i.e., a joint assessment with the customer).

In an internal CNS joint assessment, the team leader appointed by the EVMS Compliance Director is from CNS.

3. If the event NNSA/DOE PM has a planned EVMS assessment that mirrors a CNS planned EVMS assessment, and NNSA allows CNS to perform a joint assessment with the government team, then the government will be the assessment leader and CNS shall be an assessment team member.
4. Prepare a formal Annual EVMS Self-Assessment Plan and Schedule, including the specific assessments' scope and schedule, for review and approval by both Enterprise Planning and Controls and Infrastructure & Projects Management Sr. Directors.
5. Issue the approved Annual EVMS Self-Assessment Plan and Schedule to the Project Managers and department managers as appropriate.

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5.1 Developing Annual Self-Assessment Schedule and Project Selection Process (cont.) Enterprise Planning and Controls/Infrastructure & Projects Management Sr. Directors

1. Review and approve the recommended annual EVMS Self-Assessment Plan and Schedule, adding any additional requirements based on areas of management interest or concern.
2. Submit the approved EVMS Annual Self-Assessment Plan and Schedule for the next fiscal year for inclusion in the site management assessment plan as required.

5.2 EVMS Self-Assessment Planning EVMS Compliance Director

1. Determine which of the two EVMS Self-Assessment plans listed below is applicable for the project being reviewed:

Prior to CD-2 approval, the assessment will review the currently authorized scope to the 32 Guidelines, and will review the life cycle scope for DOE Order 413.3B requirements to track and manage the changes to the CD-1 top end range estimate.

 - If the project is not in the process of submitting a CD-2 package for approval, then project is subject to an EVMS Self-Assessment that evaluates compliance to all 32 Guidelines and CNS applicable EVMS procedures and practices.
2. A readiness assessment validates that the project's EVM organization, execution plans, and control tools are in place for effective EVM control of the project's requested baseline being submitted to NNSA for approval.
 - If the project is submitting a CD-1 or CD-2 package for approval, then the project will have an EVMS Readiness Review:
 - If the project is submitting a CD-1 package, which is when it is required to be EVMS compliant, then the assessment will look at the readiness to execute a compliant EVMS.
 - If the project is submitting a CD-2 package, then there will be a 32 Guideline assessment on the compliance status of the currently authorized scope and a readiness review on the project requested life cycle baseline being submitted for approval.
3. Compile the appropriate project-specific EVMS Self-Assessment Plan, and ensure that it includes the following:
 - Clear definition of the assessment scope
 - Assessment objectives and approach
 - Schedule for assessment and management reports
 - Request for pre-read documents
 - Responsibilities of all parties
 - Method for conducting the assessment
 - Interview and evaluation guidelines
4. Verify with the project manager that the assessment original schedule is still valid.
5. Choose the assessment team members and assign a team lead, ensuring that the assessment team has at least one member who has had the required training for performing assessments in accordance with the CNS Management Assessment process.

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5.2 EVMS Self-Assessment Planning (cont.)

EVMS Assessment Team Lead

1. Create, sixty days prior to the project-specific assessment schedule review date, a written notification to the Project Manager, Control Account Managers, and Project Controls representative and include the following:
 - Request for any specific project data required as pre-read material for the assessment team to review and analyze
 - Date for submission of the requested data
 - Agenda for the assessment
 - Assessment time and location
 - Assessment team lead and members
 - Identification of whether the assessment is a joint assessment or an internal CNS assessment
 - Copy of the standard EVMS Assessment Plan applicable to the specific project being reviewed

Project Manager/Project Team

1. Provide the EVMS Assessment Team Leader with the requested pre-assessment read documents either in an organized binder or electronically to a server folder.
2. Ensure that all documents have been reviewed and stamped by a derivative classifier for proper handling.

The EVMS Assessment Team Leader can provide a suggested guidance document on the organization of document transmittals for both internal and external review teams.

5.3 Conducting the Assessment

EVMS Compliance Director

1. Organize a kick-off meeting with the assessment team to communicate the assessment plan and expectations.
2. Ensure the purpose and scope for the assessment is clearly established by defining the framework for conducting effective project surveillance.
3. Ensure that the briefing includes the following information:
 - Roles and responsibilities of the team members
 - Oversight role of the EVMS Compliance Director
 - A clear code of assessment conduct
 - The project (or process) specific assessment plan, required checklists, and suggested questions associated with the lines of inquiry defined in the assessment plan
 - Agenda and schedule for the assessment (including sufficient time for documentation review, discussion of prior assessment findings that may be relevant, any project or process overview presentations)
 - An understanding of how the results will be used
 - Format for reporting findings, observations, and recommendations
 - Project pre-read documents associated with the specific assessment, as well as applicable procedures and reference documents

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5.4 Conducting the Assessment (cont.)

EVMS Compliance Director

- Three months of project/program metric data will be evaluated as indicators against DOE PM30 standard testing protocols.

EVMS Assessment Team Lead

1. Facilitate the actual assessment review and interviews according to the roles and responsibilities.
2. Conduct end-of-day assessment team working meetings to discuss and document the interview and data research results, include the positive observations and good practices observed. Discussions of any potential or existing problems/issues will remain within the EVMS Compliance Group, the assessment team, and the project team until the formal report results are ready to be issued. This is to minimize miscommunication, misunderstanding of observed data, and potential for preconceived opinions by nonparticipants before the final determination of the data.
3. Ensure appropriate forms and documentation/examples are collected for use in the formal report write-up.
4. Identify issues that may require additional research, and adjust the schedule to provide sufficient time to resolve any additional issues.
5. Identify additional documents required or individuals to be interviewed to resolve issues that need further clarification.
6. Complete the EVMS Interview Evaluation for each of the project team members interviewed, and include the following:
 - Emphasize the individual's or the team's strengths and weaknesses.
 - Provide the findings and recommendations.
 - Assign an overall rating of the individual and team's performance.

EVMS Surveillance Officer (SSO)

1. Attend the end-of-day working meeting to provide coaching and identify the need for the assessment team to perform additional research on identified project issues or systemic issues related to the EVMS process.
2. Request, as needed, the Project Manager/project team provide any additional documents and/or establish additional interviews as required to support the assessment team.

EVMS Assessment Team Lead

1. Compile the assessment results in the required reporting format for CNS management assessments, and along with the assessment team members, brief the EVMS Compliance Manager.

EVMS Assessment Team Lead/EVMS Compliance Director

1. Submit the draft report for a QA compliance review to the EVMS Governance Board.
2. Address any comments or changes from the QA compliance review.
3. AFTER obtaining approval signatures, then formally issue the final report, copying the

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5.4 Communicating Specific Assessment Results (Cont.)

EVMS Assessment Team Lead/EVMS Compliance Director

4. CNS Issues Management Group Contractor Assurance for input into the Issues Management System (IMS) Database for tracking the appropriate customer's response and resolution of the issues identified.

5.5 Closure of Assessment Issues

Project Manager/Project Team

1. Issues will be managed, tracked, and disposed of according to the Contractor Assurance IMS program requirements and implementing procedures.
2. Provide a corrective action plan (CAP) for resolution and/or clarification comments, and submit closure documentation to IMS and EVMS Compliance.

EVMS Compliance Director/EVMS Assessment Team Lead

1. Approve Corrective Action Plan submittal.
2. Disposition the issues as complete, and provide input to IMS program for closure.

5.6 Analysis of Assessment Review Data for Potential Systemic Issues

EVMS Compliance Systems Manager

1. Track the results from specific project assessments to assess the overall health of the EVMS process on the specific projects.
2. Summarize the project assessments to determine overall system compliance with the EVMS process and project implementation. While individual issues on a particular project may not be a systemic concern, highlight repeatable areas in need of corrective action.
3. Prepare a year-end EVMS Management Assessment Report, summarizing repeatable issues, and ensure the report undergoes all the draft reviews subject to the Contractor Assurance requirements outlined in Section 5.4, *Communicating Specific Assessment Results*, and the closure requirements in Section 5.5, *Closure of Assessment Issues*.
4. Present the Annual EVMS Self-Assessment results to CNS Senior Management, NNSA, NPO/UPO management.
5. Recommend areas that may need an enhanced review of a particular EVM principle for planning the next year's assessment agenda.

5.6 Analysis of Assessment Review Data for Potential Systemic Issues (Cont.)

EVMS Compliance Systems Manager

6. Provide copies to DOE PM and the NNSA Contracting Officer to fulfill reporting requirements associated with internal self-assessment programs.
7. Provide appropriate information to Lessons Learned Program as directed by the Enterprise Planning and Controls Sr. Director.

Enterprise Planning and Controls Sr. Director

1. Determine if any identified issues need to be entered into the Lessons Learned Program.

6. Monthly EVMS Review Process

Monthly EVMS Reviews utilize data driven test metrics based on the DOE ECRSOP. The DOE ECRSOP includes discussions clarifying the intent of the 32 EIA-748C Guidelines.

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6. Monthly EVMS Review Process (Cont.)

Contractors are to utilize the data driven tests to review the quality/health of the project/program performance, and CNS EVMS Compliance will maintain the tests for conducting the monthly reviews. There are three main sources of data used for these data driven tests:

- Integrated Master Schedule
 - The native P6 xer file plus the data dictionary for the Integrated Master Schedule coding fields
 - A DOE Flat File with identified Integrated Master Schedule required data (Excel format)
- EVMS Cost Processor data
- Artifacts with specific information provided into various flat files (e.g., WBS Dictionary, Baseline Change Control Logs, IPMR header information, etc.)

The results are considered indicators and will require additional review when a threshold is breached.

A summary of the review process discussed in this section is as follows:

- Conduct Monthly Reviews of data by EVMS Compliance and the Project Management Team
- First threshold trip is an indicator for EVMS Compliance and Project Management attention
- Conduct analysis of results identifying potential non-compliance issues
- Develop the Data Driven Surveillance Report for all projects and programs that have certification system compliance requirements.
 - VARs-Performance against VAR Scorecard, adherence to procedural requirements
 - Planning Package Conversion-Discussion on overall stats of PP, analysis of conversions during period
 - Baseline Change Implementation-Analyze time to implement BCPs, their impact, conformance to the freeze period
 - Cost / Schedule Exceptions-Summary of findings (categorized in major reason groupings), Analysis on justification
 - Executive Summary-Summary of major findings associated with the analysis of the sections above by project and materiality recommendations.
- The Data Driven Surveillance Report is due 2 weeks after the month end date is finalized for the period. The results will be validated by the projects using factual accuracy.
- Second consecutive monthly threshold trip prompts a causal analysis and a potential CAR to the project
- All EVMS stakeholders identify corrective actions that must be implemented
- Third consecutive threshold trip requires submittal of analysis and Corrective Action Plan to PM-30
- EVMS Governance Board will review Data Driven Surveillance Reports and Materiality recommendations.

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6. Monthly EVMS Review Process (Cont.)

- EVMS Compliance will review CAPs and elevate system issues to the EVMS Governance Board for review and approval of CAPs
- EVMS Compliance will track closure of Corrective Actions through all phases of the process
- Monthly reports will be provided to CNS Sr. Management identifying the project test results, causal analysis, materiality determination and resolution status
- Maintain self-governance through continuous monitoring Attachment A depicts this process.

6.1 Developing and Communicating the Monthly Review Requirements and Schedule EVMS Compliance

1. Develop and communicate required artifact deliverables.
2. Populate Monthly Business Calendar to reflect key steps within the Assessment process and required due dates.
3. Assign each project a web server location to place copies of the artifacts which are outside the Integrated Master Schedule and EVMS Cost Tool/Cost Processor for testing and forwarding to PARS II. (e.g., WBS Dictionary, CA VARs, IPMRs, etc.).

Project Manager and Control Account Managers

1. Attend self-governance training to review and understand expectations of monthly tests being conducted.

Project Controls

1. Attend self-governance training to review and understand expectations of the monthly tests being conducted.
2. Provide, on a monthly basis, EVMS Compliance with required artifacts for conducting monthly testing.

6.2 Month End Close

Project Controls

1. Follow normal Business Month Close rules for the Integrated Master Schedule and EVMS Cost Tool.
2. Update WBS Dictionary, QBDS/EV rules of credit subsystems, Baseline Change Control Logs, and other month end EVM documentation.
3. Ensure all final EV and ETC/EAC updates are incorporated into the current (forecast) schedule prior to month end close.

6.3 Producing Test Metrics

EVMS Compliance

1. Incorporate, after month end close, EVMS Cost Tool data as well as Baseline and Forecast Integrated Master Schedules into the EVMS Test Metric tool to produce Test Metric Results.
2. Publish Test Metric Results with backup data for project and EVMS Compliance review in the monthly Data Driven Surveillance Report.

6.4 Conducting Metric Reviews for Metrics Breaching the Thresholds

As part of the monthly reviews of the Data Driven Test Metrics, CNS will utilize these Test Metrics for oversight of the EVMS compliant projects. The test metric results are considered indicators and will require additional review when a threshold is breached.

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6.4 Conducting Metric Reviews for Metrics Breaching the Thresholds (Cont.)

Some tests are “double yokes”, in other words, if the automated test trips a threshold, a manual test shall follow to determine if the threshold breach is truly an issue (e.g., activities longer than 44 days are allowed if: (1) there is an EVMS Compliance approved QBD or rules of credit subsystem being utilized, and (2) there are no handoffs or deliverables for downstream activities occurring within the longer duration activity).

EVMS Compliance

1. Identify by project, test metric results comparing a three month moving window of test results.
2. Assist projects in understanding the test results, how to analyze, and corrective actions as needed by meeting with them monthly to review the results in person
3. Review threshold trips to assess next step in the process (i.e., first, second or third trip).

NOTE 1: Second consecutive monthly trip results in the issuance of a Corrective Action Request (CAR) or Discrepancy Report if the item is determined to be Non-Material by the EVMS Governance Board.

Materiality: *A determination of the extent to which a non-compliance impacts the ability to produce accurate information needed for project management purposes.*

DOE defines Materiality as: *“Materiality impact is a matter of professional judgment influenced by the perception of the needs of a reasonable person who relies on the performance measurement reports and financial statements. Materiality judgments are made in light of surrounding circumstances and involve both quantitative and qualitative considerations, including the number of discrepancies observed, the associated absolute dollar value impact, the importance of item(s) to the accomplishment of contract requirements, and the potential to breach a project baseline and/or impact Government funding.”*

Systemic: Present on multiple projects indicating multiple non-compliances in one or more areas.

Material Discrepancies: Non-compliances that are high-dollar, high-risk, systemic or repetitive for several months against the tests that significantly influence the accuracy, validity, realism, and timeliness of the performance measurement data.

Non-Material Discrepancies: Non-compliances that are low-dollar, minimal-risk, non-systemic, infrequent or non-recurring (e.g. minor clarifications to processes, errors or oversights) that have not significantly influenced performance measurement data reliability but require corrective action to prevent them from becoming material.

NOTE 2: Third consecutive monthly trip of a metric with a material impact requires submittal of EVMS-Causal Analysis and possible Corrective Action Plan (CAP) with subsequent actions to PM-30.

4. Identify repeatable threshold trips to discuss with the project.
5. Act as point of contact for any questions from PM-30 during their independent review.

Project Controls (PC)

1. Review Test Metric results with CAM, identifying areas that tripped the threshold.
2. Review threshold trips to assess next step in the process (i.e., first, second or third trip).
3. If first trip, then prepare analysis, backup, and suggested corrective actions to discuss

CNS Earned Value Management System (EVMS) Self Governance

6.4 Conducting Metric Reviews for Metrics Breaching the Thresholds (Cont.)

with EVMS Compliance.

NOTE: CAP will be submitted to PM-30 if a third trip occurs.

4. If second trip, then prepare formal EVMS-Causal Analysis.

Control Account Managers

1. Review Test Metric results with PC to identify corrective actions.
2. Validate corrections are being made.
3. Track corrective actions to completion

6.5 Closure of Monthly Review Corrective Action Request (CARs)/EVMS-CAP(s) Project Team

1. Review CAR and submit a formal EVMS-CAP for EVMS Compliance approval.
2. Submit EVMS-CAP closeout documentation to EVMS Compliance.

EVMS Compliance

1. Review and approve project submitted formal EVMS-CAP.
2. Review EVMS-CAP closeout documentation.
3. Validate and close.

6.6 Reporting to CNS Senior Management EVMS Compliance

1. Prepare and review monthly metrics, status of CAPs and Issue management with EVMS Governance Board and Sr. Management

CNS Senior Management

1. Take appropriate mitigating actions.

7. Records

Records generated during the course of following this procedure will be maintained in accordance with approved records schedules.

EVMS Compliance

- Assessment Kickoff Meeting Agenda and Minutes
- Assessment Plan and Schedule
- Factual Accuracy Report

Enterprise Analysis and Oversight

- Final Assessment Report

8. Governing Documents

- DOE O 413.3B, Change 5, *Program and Project Management for the Acquisition of Capital Assets*
- E-SD-2013, *Earned Value Management - System Description*