

EVMS Variance Analysis - Quality Checklist

PM-30 20181212

[For more info refer to EVMS Training Snippet: 5.4 PARS Analysis: Variance Reports](https://www.energy.gov/projectmanagement/downloads/evms-training-snippet-54-pars-analysis-variance-reports)

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CAM: _____

WBS: _____

Month: _____

Item	Objective*	Expected Content	Item Score**	Checklist Item Value (2-7)	VAR Quality Comments
1	CA Trips	Are all Control Account (CA) level variance trips explained? - Current and/or Cumulative Cost - Current and/or Cumulative Schedule - Variance At Completion - Cost and Schedule explained separately		7*	
2	Big Picture	Is at least 80% of CA variance dollar value explained?		5	
3	Root Cause	Major drivers of variance explained in terms of root cause and clear enough to demonstrate not only the <u>what</u> but the drilled down <u>why</u> ? Is the schedule addressed in terms of days/total float?		7*	
4	Work Package (WP) Level Data Reviewed	Significant** anomalies at the WP level should be reported and explained in CA VAR. a. BCWP w/o ACWP (or) ACWP w/o BCWP b. Any negative BCWS, BCWP or ACWP c. Percent Complete < 100% where ETC is zero d. Zero or Negative Budget at WP level e. TCPI _{eac} delta >10%: future performance more than 10% different than past CPI		4	
5	WP Level Masking	Are WP variances consistent with CA level? If not, is WP level masking explained?		4	
6	Element of Cost	CA VAR should be clear regarding EOC that drives the variance. WPs are typically EOC pure (direct labor, material, subcontract, ODCs).		5	
7	Rate/ Usage	Are variances segregated by rate and usage?		5	
8	BCPs	Have all BCPs that impact CA data been explained in VAR?		6	
9	Freeze Period/ Retroactive Changes	Retroactive changes must be discussed as an anomaly in the CA VAR regardless of reporting thresholds. Ensure VAR: - Identify freeze period/retroactive change - Describe overall impact - Reference reason for change - List BCP number		5	
10	Anomalies	If there is a significant*** adjustment, such as a rate distribution or labor correction, the VAR should mention the significant adjustment, and include an analysis of the variance excluding the anomaly.		5	
11	Impact Statement	Is the specific impact on the project for scope, cost, and schedule discussed? - If "none", explain why no consequence - Does impact relate to the root cause? - State impact on project schedule including critical path and other CAs? - State impact on EAC?		7*	
12	Identify Corrective Actions	Outline specific actions to be taken? - If "none", explain why - When will it be completed? - What is the expected outcome?		7*	
13	Corrective Action Tracking Log	Are all corrective actions (except where no further action is necessary) included in the corrective action tracking log? - Who, What, When adequately defined?		5	
14	Corrective Action Closure	Are corrective actions tracked to closure in the CA Tracking log? If incomplete, are all actions statused? If actions are reforecast, is there an explanation in the log?		5	

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15	Estimate to Complete	Does the timephased ETC justification indicate assumptions applied to future scope that would explain the forecast? Trends referenced?		7	
16	CA level TCPI analysis	Is TCPI within 10% of Cumulative CPI? If more than a 10% difference when CA is greater than 10% complete, is there an explanation of why future scope will perform differently from past scope in the EAC section of the VAR? $TCPI_{eac}$ of 1.0 is a red flag indicating EAC has not been reviewed.		5	
17	Consistent Format	Most impacts should be expressed in \$K. Mixing of Hours, Quantities and Dollars can be confusing. Values should be shown using both parentheses and negative signs: - favorable variance (+\$40K) - unfavorable variance (-\$40K)		3	
18	Style	Good write-ups use statements that dig down, such as "Due to" and "Because of"		3	
19	Clear language	VAR written at level understood by those with limited exposure to project? Is language simple and clear as possible? Are uncommon acronyms spelled out? Avoid phrases "none", "within threshold" which typically add no value to the VAR.		3	
20	Signature	VAR signed by CAM? Submitted on time?		2	
VAR score (Goal = 100, Fail < 80)			0		Fail

* The 5 Objectives identified by green background are mandatory and all must pass. If one fails, the VAR fails.

** No partial credit for each Item score (all or nothing).

***Significant defined as contributing to the top 80% of variance.

This checklist captures the basic expectations for variance analysis. It will be used by PM-30 to evaluate the quality of published VARs, CAM feedback and training.

Prepared by: _____

Date: _____