

Earned Value Management in a Production Environment

PMSC 29 - 30 January 2013 Clearwater, FL



Team Roster



Earned Value Management in a Production Environment Working Group

<u>Name</u>

- ✓ Scott Gring
- Kim Herrington
- Beau Willis
- Edward Silvia
- Ron Tripson
- Kenly Burkhart
- Toni Dooley
- ✓ John Kanicsar
- Brad Temple
- Brett Rhodes
- Blake Crenshaw
- David Bates
- Deborah Duffy
- ✓ Dave Pantano
- Melissa Slaughter
- Toni Dooley
- Dave Roberts
- Karen Frisk
- Amy Tersinar
- Peter Romeo
- ✓ Keith Lee
- ✓ Jim Davis
- ✓ Jeff Carr
- In Attendance Today

Company

Lockheed Martin Bell Helicopter US Navy

- Raytheon
- Orbital, Inc.
- **General Dynamics**
- Boeing
- Orbital
- **Rockwell Collins**
- Pratt & Whitney
- Raytheon
- PWC
- Pratt & Whitney
- Lockheed Martin
- Delta Resources
- Boeing
- Accenture
- Pratt & Whitney
- Rockwell Collins
- General Dynamics
- Dassian
- SAP
- BAE



Progress to Date



Earned Value Management in a Production Environment Working Group

 EVM in a Production Environment Whitepaper Released 	October 2011
Follow-on Brainstorming	January 2012
Phase II Scope Proposed	March 2012
 Phase II Scope Defined and Approved by Working Group 	March 2012
Phase II Effort Initiated	April 2012
 Working Group Facilitator Transition 	May 2012
Phase II Working Group Sessions	June 2012 – March 2013

Average of 9 Working Group Members per Session





Earned Value Management in a Production Environment Working Group

EVRS Guidelines/Management Characteristics YES No Available) LORGANIZATION Image and the compared of the program. Avoid the program of the program. Avoid the program of the program. Avoid the program. Avoid the program. Avoid the program of the program of the program. Avoid the program of the program. Avoid the program of the program. Avoid the program of the progra	EVM Inquiries from the Existing DCMA Cross-Reference Checklist	Does Production Differ from Development?		How is production different than development?	What is recommended for production?	Relevant Source Document Reference (Doc Title / Chapter /
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at the levels selected for control and analysis: (1) Budgeted cost for work scheduled? (2) Budgeted cost for work scheduled?	b. Are the following elements for measuring performance available					
	at the levels selected for control and analysis:					
(2) Budgeted cost for work performed?						
	(2) Budgeted cost for work performed?					
(3) Actual cost of work performed?	(3) Actual cost of work performed?					





Earned Value Management in a Production Environment Working Group

	Α	В	С	D	E	F	G	
1				Comme	ents			
2	EVM Inquiries from the Existing DCMA Cross- Reference Checklist	Does Pro Differ Develop	from	How is production different than development?	What is recommended for production?	Relevant Source Document Reference (Doc Title / Chapter / Paragraph) (as	Working Group Assessment	
3	EVMS Guidelines/Management Characteristics	YES	NO			Available)		
	c. Are retroactive changes to BCWS and BCWP prohibited except for correction of errors or for normal accounting adjustments?	; ; ; Yes;	;;X;;x	Master Data" that reflect the properties of the labor operations	;;; Retroactive changes must be controlled. Any changes within the MRP system that could generate retroactive changes should be summarized and applied to the current month so that prior month BCWS and BCWP are not altered.;	; ; ; Personal Experience;	Further discussion required	
	 Prevent revisions to the program budget except for authorized changes. 							
	a. Are procedures established to prevent changes to the contract budget base (see definition) other than those authorized by contractual action?	;;;;	; ; X; ;x	MRP allows for retroactive changes; ; ; ;	BCWS and BCWP need to be controlled and MRP reconcilied with EAC except when base lined. ;;;;;	;;;;	Concurrence - is further discussion required?	
213								
	b. Is authorization of budgets in excess of the contract budget base controlled formally and done with the full knowledge and recognition of the procuring activity? Are the procedures adequate?	;;;;	; ; X; ;x	;;;;	;;;;	;;;;	Concurrence - is further discussion required?	
	32. Document changes to the performance measurement baseline.							
	a. Are changes to the performance measurement baseline made as a result of contractual redirection, formal reprogramming, internal replanning, application of undistributed budget, or the use of management reserve, properly documented and reflected in the Cost Performance Report?	x;;;;	;;X;;x	MRP does not have a baseline or ability to controlled changes. ;;;;	Raise level of control to IMS level. ; ; ; ;	;;;;	Further discussion required	





Earned Value Management in a Production Environment Working Group

- 2nd Quarter 2012 Formally Kicked Off Phase II Use of EVM in Production Compliance Checklist
- Over-riding Assumption is that we are Focused on Production Programs where EVM is applied (e.g. CP, FPI, or FFP (If business case approved))
- Discussion s in the Following Areas:

\checkmark	Organization	Medium
\checkmark	Planning, Scheduling, and Budgeting	Heavy
\checkmark	Accounting Considerations	Light
\checkmark	Analysis and Managerial Reports	Medium
\succ	Revisions and Data Maintenance	Medium

- Current Work Package Under Phase II Control Account includes 40 Pages to be Discussed
 - ✓ 39 Pages Complete out of 40 (QBD); Physical % Complete = 97.5%
 - > 216 of 219 Line Items Reviewed; 3 Line Items Remain on the Critical Path

Consideration for the Next Step

- 1. A stand-alone NDIA Production EV cross-reference checklist
- 2. A revised NDIA Production EV White Paper utilizing the Phase 2 assessments as input
- A proposed update to the PASEG Production Section (13.2) utilizing the Phase 2 assessments as foundational input
- A revised DCMA cross-reference checklist showing development and production side by side