PARCA Update

NDIA PMSC MEETING
June 19, 2013

AGENDA

▶ PARCA

▶ Integrated Program Management

▶ Policy Status

▶ EVM Implementation

▶ Data Analysis and Tools

▶ EVM Competency Development

▶ Q&A

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PARCA EVM Vision

Integrated program management situational awareness, visibility, and accountability at all levels across the acquisition community.

▶ *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 Organization

Director, Performance Assessments and Root Cause Analyses (PARCA)
Mr. Gary R. Bliss

Deputy Director for Earned Value Management	**Deputy Director for Root Cause Analysis**	**Deputy Director for Performance Assessments**	**Deputy Director for Acquisition Policy Analysis Center**
Mr. Gordon M. Kranz	*Dr. D. Mark Husband*	*Mr. James P. Woolsey*	*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

PARCA EVM Organization

PARCA Earned Value Management Division Authorities

Policy and Guidance	EVM Competency	EVM Data Requirements	EVM Central Repository	Communications and Outreach
Develop, publish, and maintain DOD policy and guidance on EVM	Serve as DoD EVM Functional Lead to influence EV competency requirements; Coordinate with Defense Acquisition University (DAU)	Review and approve EVM data requirements for MDAP programs in coordination with Services and Defense Agencies	Be responsible for the Earned Value Central Repository (CR) and maintain CR data alignment with the Acquisition Visibility framework; Report EVM data compliance, integrity, and quality to AT&L	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

PARCA EVM

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PARCA INTEGRATED PROGRAM MANAGEMENT

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PARCA EVM

▶ *Listening to experiences of programs provides information for consideration when reviewing and creating policies*

▶ *Discussion Points:*

- Audience program management challenges

  - Program providing services and construction – challenge being guideline compliant

  - Program scope funded by separate entities – challenge with how to report baseline (separate vs. combined)

  - IDIQ – challenge identifying how to use EVM and schedule (individual DO's vs. overall)

▶ Every Program/Contract requires (deserves) Program Management

▶ For all programs, Integrated Program Management should be tailored to the specifics of the program rather than deviated

- Look at the big picture and what makes sense
- Interpret the intent of the rules on a case by case basis, one size does not fit all

▶ Cost and schedule integration benefits decision making

- Be open minded about definition of progress, consider alternatives based on the work scope and contract requirements
- Consider rigor of baseline management based on types of work scope and contract requirements

Getting the WBS Right is Paramount
Focus of most programmatic and technical status discussions

Technical
- TPMs
- Specifications
- Design docs
- Performance char.

Risk & Risk Assessment
- Level of Detail
- Program Oversight level of detail

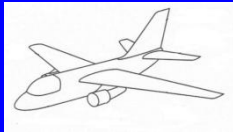**Earned Value**
Cost and Schedule Status
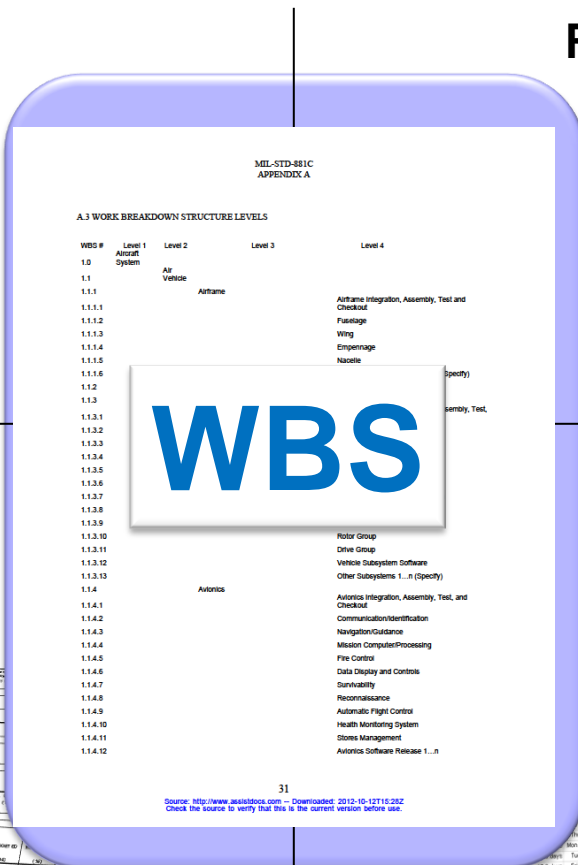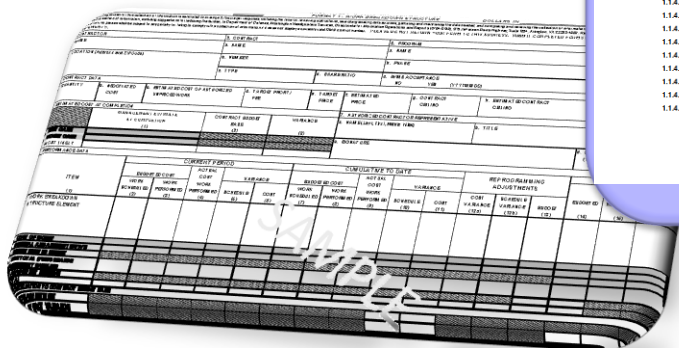
Schedule
IMP / IMS
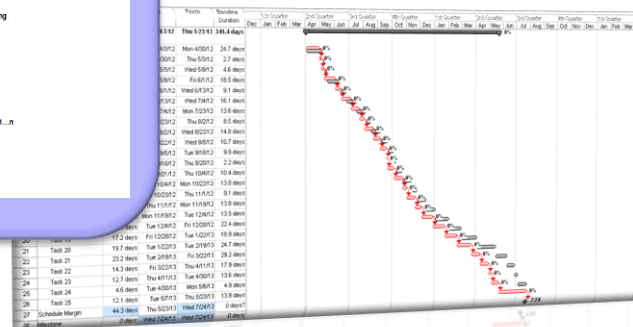
The Future of EVM

PARCA EVM

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PARCA EVM POLICY STATUS

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PARCA EVM

▸ DFARS Case

▸ IMP and IMS Preparation & Use Guide

DFARS Case

▸ Purpose: Clarify & Better Define the Application of EVM with minimum impact to DFARS

▸ Background:

- Possible changes to DFARS parts 201, 207, 234, 249, 259

- Most changes will be to PGI, which is a separate track, after DFARS Case submitted

▸ Way Forward:

- EVM IPT and DPAP reviewing summarization of first round of comments

- DFARS clauses to be revised based on comments from IPT

- Submit DFARS Case to DAR Council between now and end of August

Mandating the IMP
& Updating the IMP/IMS Guide

▶ Mandating IMP on contracts requiring EVM

- Language proposed to be included in current update to DoDI 5000.02

- Not related to updating the IMP/IMS Guide, assumes use of current Guide

- SE in agreement with use of IMP as mandatory process

▶ SE is working on a plan to revise and update all their policy and guidance, including the IMP/IMS Guide

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PARCA EVM IMPLEMENTATION

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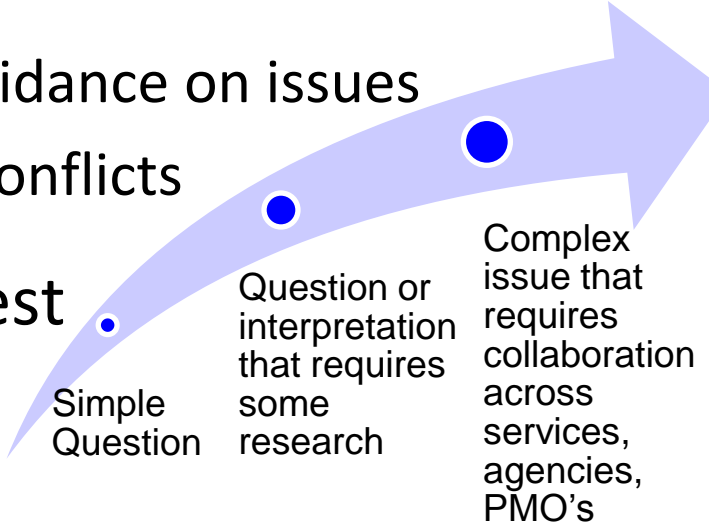
AGENDA

▸ Issue Resolution (IR) Process

▸ IR Metrics

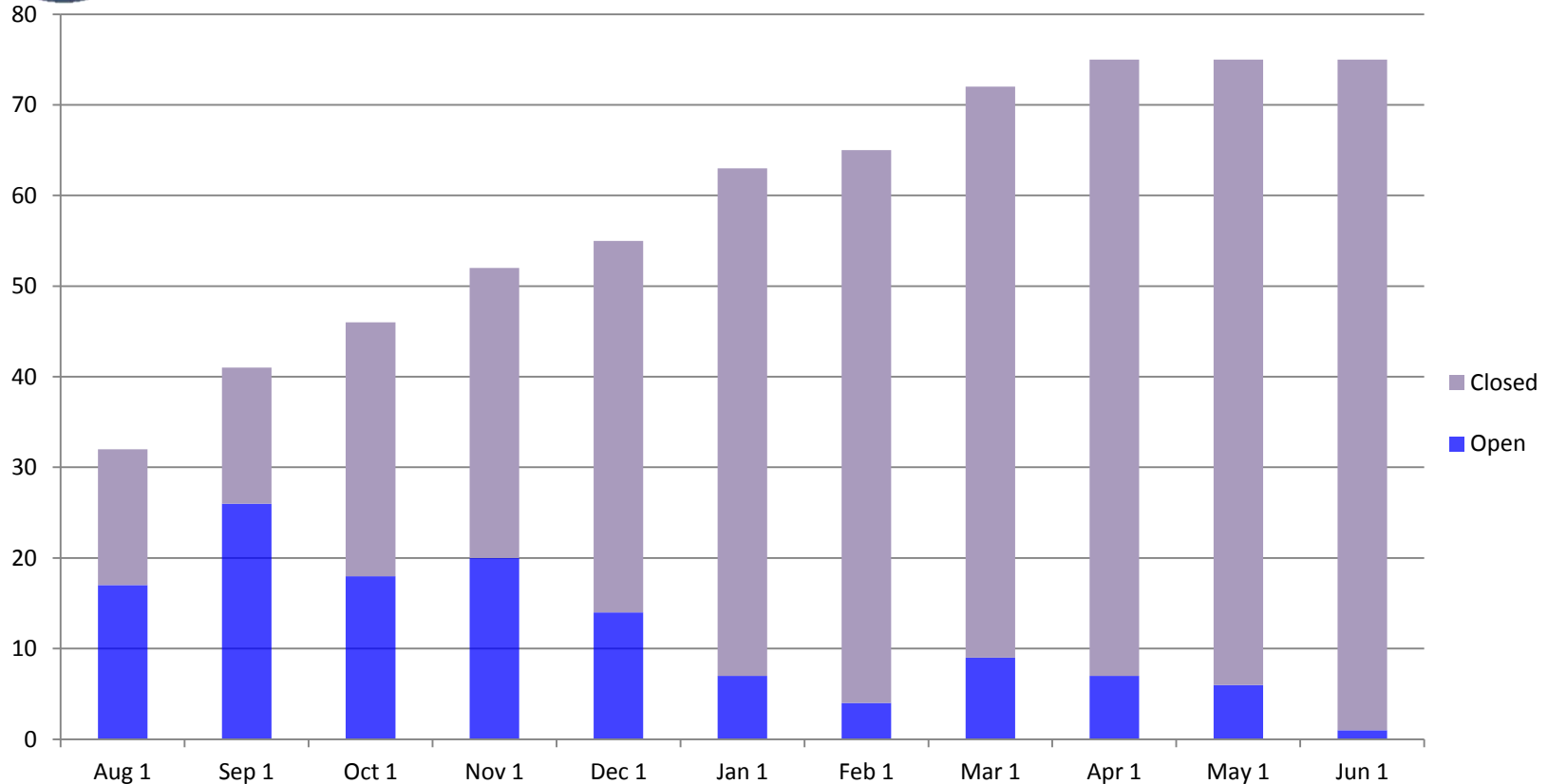▸ Recent IR Results

▸ Acquisition Strategies, WBS, Waivers

Issue Resolution (IR) Process

▸ Interpretation and Guidance

- Answer questions
- Provide interpretations and guidance on issues
- Review potential policy gaps/conflicts

▸ Anyone can submit a request

- Government
- Industry

▸ Should be vetted through normal channels first

Simple Question

Question or interpretation that requires some research

Complex issue that requires collaboration across services, agencies, PMO's

Monthly Issue Resolution Metrics

PARCA EVM

- Since January 2013, 12 new IR items have been submitted and the open balance has been reduced from 7 items (11% of total) to 1 item (1% of total)
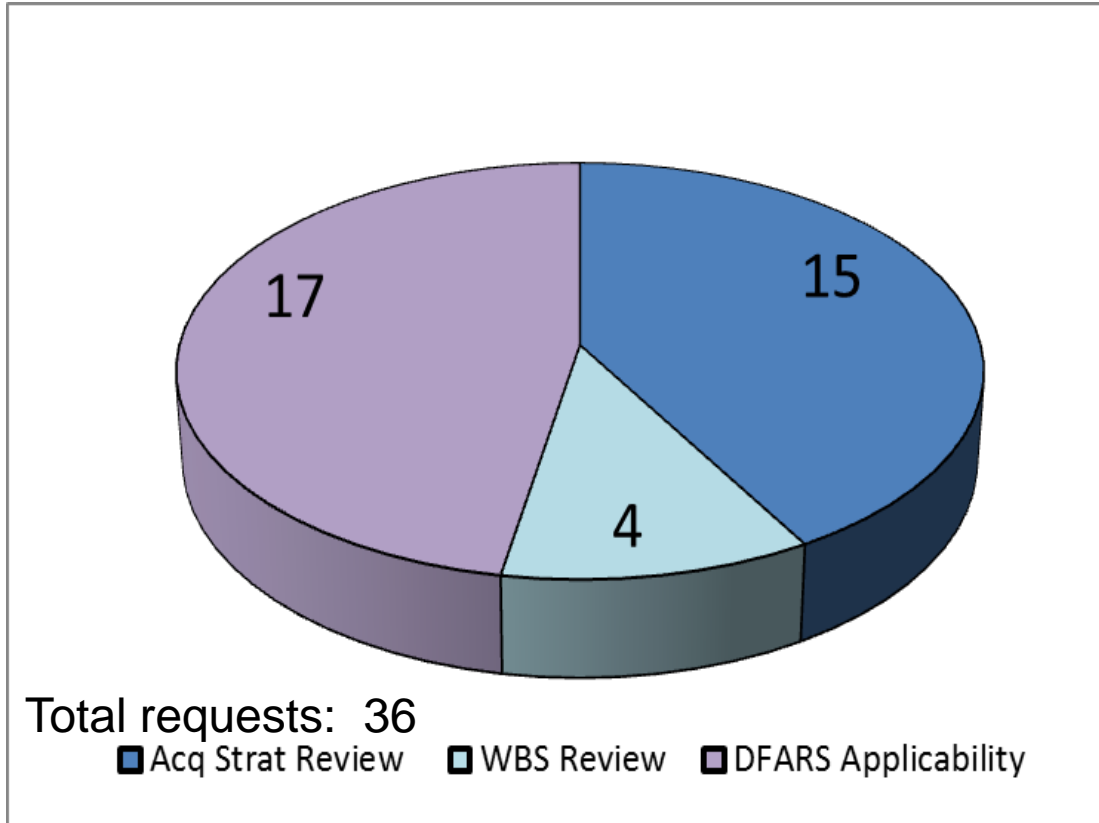- Average days to close historically is 80 and for 2013 is 37

Office of Performance Assessments and Root Cause Analyses (PARCA)

Recent Issue Resolution Results

EVM Issue Resolution Form

▶ Recent Issues

- IPMR Questions (requirements, level of detail)
  - Collaboration with EVM-IPT
  - Effective July 1, 2012
  - Program requirements, contract type, the nature of the work scope, and risk to the Government should be considered in determining the appropriate level of EVM reporting

- EVM in MRP System
  - Collaboration between PARCA, DCMA, DCAA, GOVT PMO, CONTRACTOR
  - Mapping detail from MRP system into WBS is OK

- XML File Validation
  - Collaboration with EVM-CR Team
  - EVM-CR team has a test tool that can assist with XML Schema validations

Acquisition Strategies, WBS, Waiver Requests

Total requests: 36

Legend: ■ Acq Strat Review ■ WBS Review ■ DFARS Applicability

(Pie chart values: 15, 4, 17)

- Acq Strat Review: Ensuring correct EVM related language is included

- WBS Review: Working with CAPE to assist PMOs on WBS level of detail for reporting

- DFARS Applicability: Review of requests for potential EVM deviations

  ➢ *Most requests only required tailoring, not deviation*

Summary

▶ The system is working

- Interesting questions and cases

- Interpretation and guidance to programs

- Tailoring advice

- Collaboration

- Early involvement for best results

▶ Goal: Successful programs

How to contact us:
PARCA EVM Website: http://www.acq.osd.mil/evm/index.shtml
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PARCA DATA ANALYSIS AND TOOLS

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AGENDA

▸ Data Alignment Initiative

▸ Central Repository Dashboard

▸ Updates to the EVM-CR Program Status Report (PSR)

▸ EVM Data Analysis Toolkit

▸ EVM-CR Users Group & EVM/CSDR Training

Office of Performance Assessments and Root Cause Analyses (PARCA)

Data Alignment

▸ For contracts reporting to both DAES and EVM-CR, the EVM-CR is considered the authoritative source of contract performance report (CPR) data

▸ Data currently does not originate from the EVM-CR in the information being displayed in DAMIR

▸ Result is data in DAMIR is sometimes not the same as data in the EVM-CR

▸ *Answer:* DAMIR to directly pull from the EVM-CR

EVM-CR Compliance Dashboard

▸ The EVM-CR is implementing a new dashboard interface that will provide a summary display of the compliance status of programs and contracts making regular submissions to the EVM-CR

▸ Compliance is compared to the contract CDRL, rather than directly against DoD policy

▸ Final testing occurring now with a June 2013 limited initial rollout expected

- Initial rollout will be available to limited users, primarily those in the analyst role; subsequent updates to the security model will enable rollout to a broader user base

Front page displays overall delivery status and data readability of the delivered EVM data for the programs, contracts, and/or tasks the user has access to.

Update to the EVM-CR PSR

▶ The status report provides a visual status of the state of EVM data deliveries to the EVM-CR
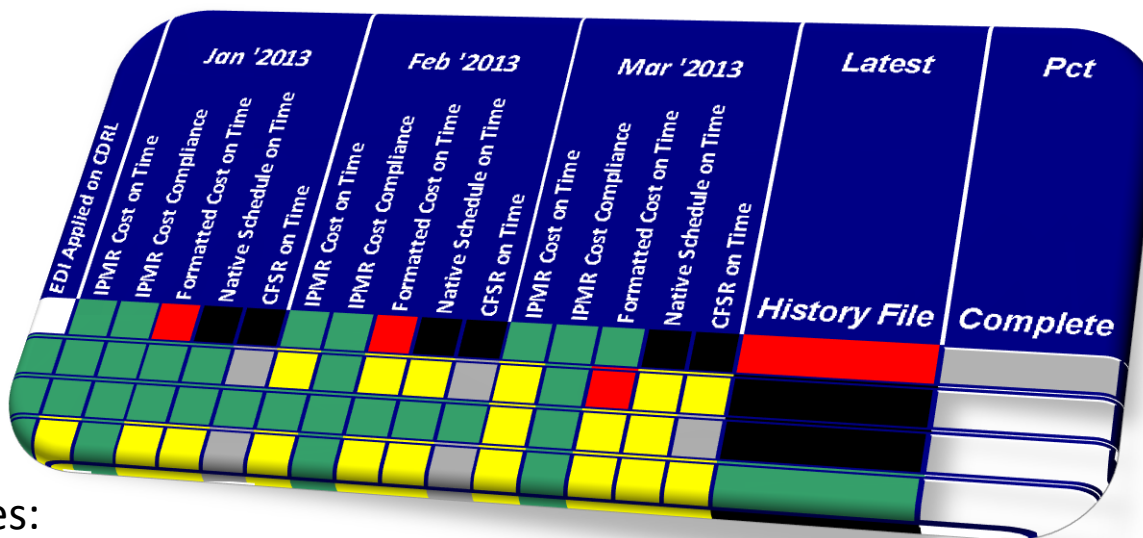
▶ Updates:

- Greater delineation of status provided with additional colors

- Focus on timeliness and processing of XML cost and schedule data

- CPR and IMS names changed to IPMR Cost and IPMR Schedule

EVM-CR XML Viewer Tool Kit/Suite

▶ The objective is to identify and acquire a set of software tools to enable OSD to efficiently assess program status and quality of data submitted in UN/CEFACT XML form, by programs reporting to the EVM-CR

- Pilot program will be implemented to support target user base

  - S&TS OIPT

  - PARCA PA

  - CAPE

  - Other

- Provides viewing and analytic capability beyond CR functionality, without requiring full native tool sets

▶ Sample Questions or Requirements:

- Read / Display / Analyze UN/CEFACT XML Cost Data

- Read / Display / Analyze UN/CEFACT XML IMS Data

- WBS and OBS charts and trends

- Validate XML files; export and/or create XML files

- Schedule Health Metrics and GANTT charts

- Reconciliation of data across cost and schedule information

- Web based / client server based / local install

- Compatibility with Microsoft Suite

EVM-CR Users Group & EVM/CSDR Training

▸ **EVM-CR Users Group**

- First meeting held April 9-10, 2013 in Alexandria, VA

- Additional meetings being formulated, including potential smaller, shorter meetings and broader more comprehensive offerings

- To coincide with events requiring outreach and training or rollout of new enhancement releases

▸ **Joint EVM/CSDR Training**

- PARCA working with CAPE to hold joint training and focus group meetings.

  - Currently in planning stages with potential joint meetings to be held this fall

- Training materials to be integrated where applicable for areas such as

  - Contracting considerations

  - WBS structures and reporting levels

  - Roles and responsibilities

PARCA EVM

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PARCA EVM COMPETENCY DEVELOPMENT

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AGENDA

▶ Vision

▶ EVM Competency Development Approach

▶ Accomplishments

▶ What's Ahead

PARCA Vision for EVM Competency

> ▸ **Vision**
>
> ▪ Ensure that all services and agency stakeholders gain the necessary knowledge and skills to utilize EVM across all relevant acquisition functional career fields
>
> PM   BUS   SE   LOG   CON
>
> Integrated Program Management/EVM
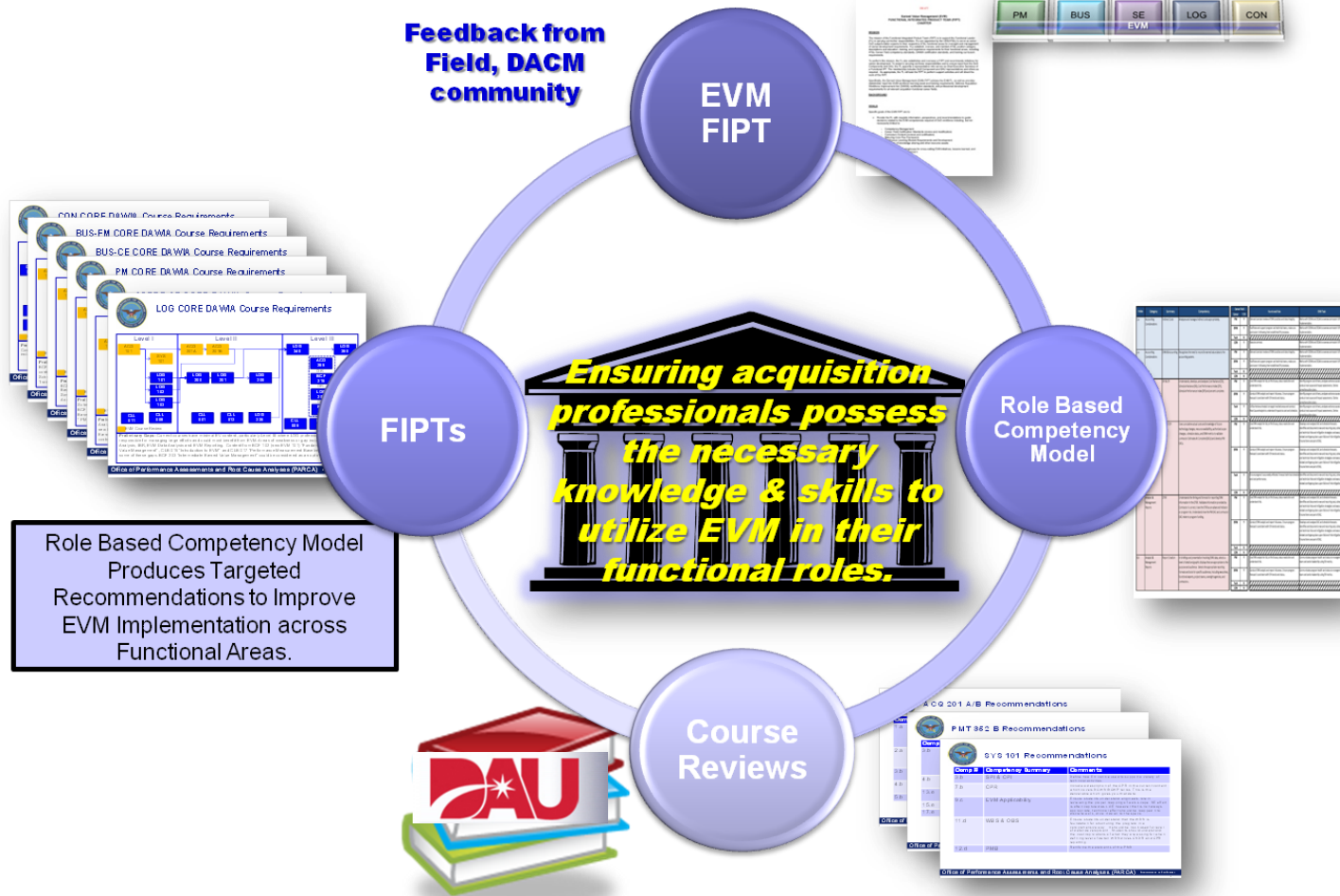
EVM Competency Development Approach

Accomplishments

▸ Completed 1ˢᵗ Annual DAU Curriculum review against Baseline Competency Model

▸ Presented course recommendations to EVM Focal Points, DAU professors, and representatives of the various Functional Communities

▸ Completed trade study (RAND) to mature Role-based EVM Competency Model (Publish – Summer 2013)

PM CORE DAWIA Course Requirements

Level I	Level II	Level III

Level I

ACQ 101 → SYS 101

CLB 007

CLB 016

Level II

ACQ 201A → ACQ 201B → PMT 251 → PMT 257

CON 110
OR
CON 115

SAM 101
OR
IRM 101

Level III

PMT 352A

SYS 202

BCF 102

BCF 103

LOG 103

PMT 352B

🟧 EVM Course Review
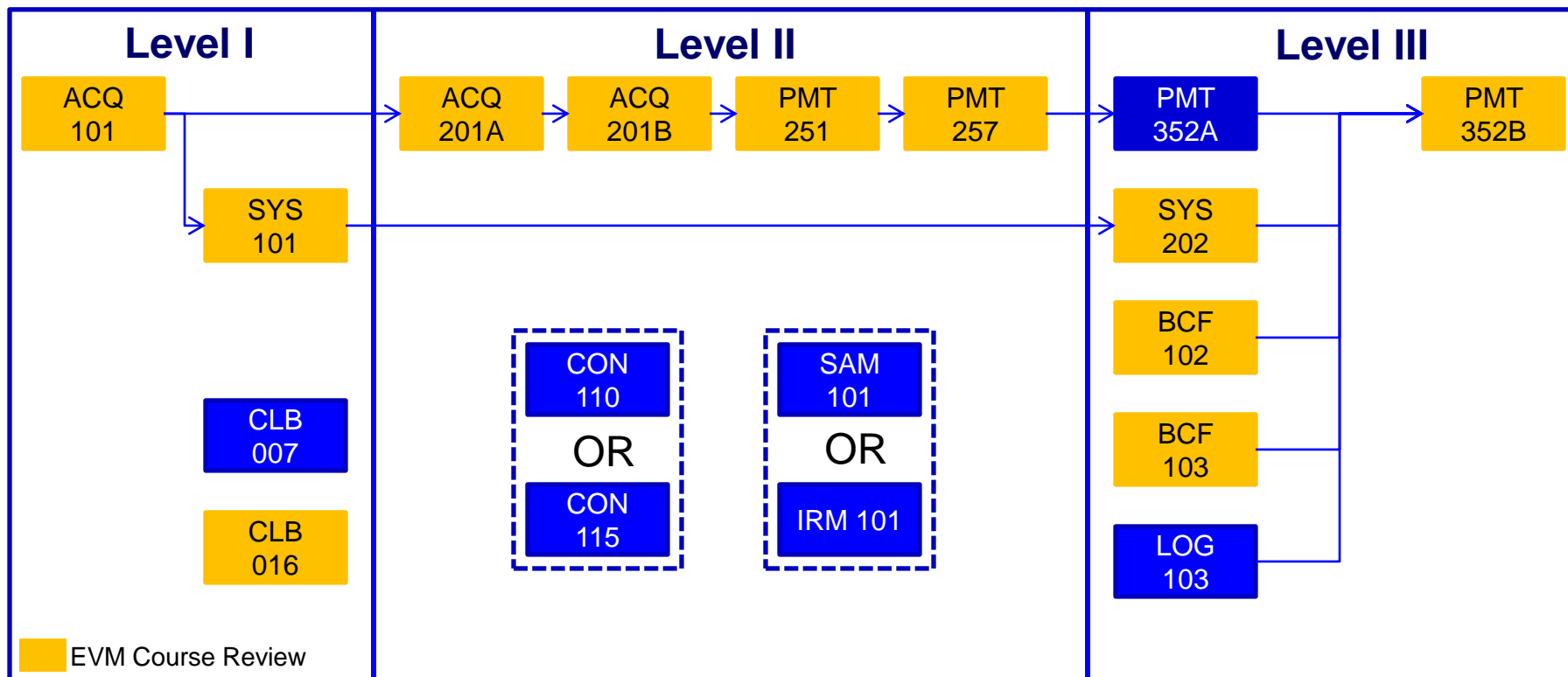
Preliminary Gaps: Current courses adequately cover the mechanics of EVM. Areas of weakness or gap identified include Scheduling, Program Analysis (Use of EV as a predictive tool), IBR, OTB, and Baseline Change execution.
BCF 203 "Intermediate Earned Value Mgt", BCF 263 "Principles of Schedule Mgt", CLB 017 "Performance Measurement Baseline" and CLB 020 "Baseline Maintenance" offer content that may fill some of the gaps.
* PM FITP has requested PARCA review PMT 400 series- PARCA working to schedule those reviews.

Competency Model Maturation

Baseline Competency Model
20 EVM Competencies
36 EVM Task
4 Career Fields

Revised Competency Model
6 EVM Competencies
150 EVM Tasks
6+ Career Fields

What's Ahead?

▸ 2nd Annual Curriculum Review (December 2013)

▸ Develop EVM Policy Checklist (DFARS, DoDi 5000.02, IPMR DID, etc.) – August 2013

▸ Conduct EVM Policy Review of DAU courses – September 2013

▸ Continue to work with DAWIA Functional leads to implement earned value curriculum recommendation (Ongoing)

QUESTIONS ??