PARCA Update

NDIA PMSC MEETING
January 29, 2014

Mr. Gordon Kranz
PARCA Deputy Director for EVM

PARCA AGENDA

▶ Regulatory Update Status

▶ IPMR Implementation Status

▶ EVM Data Requirements and Issues and Interpretation Status

▶ PARCA

REGULATORY UPDATE STATUS

AGENDA

▸ DFARS Case

▸ EVMS Intent Instruction

▸ DoD 5000.02

▸ DAG

DFARS Case Update

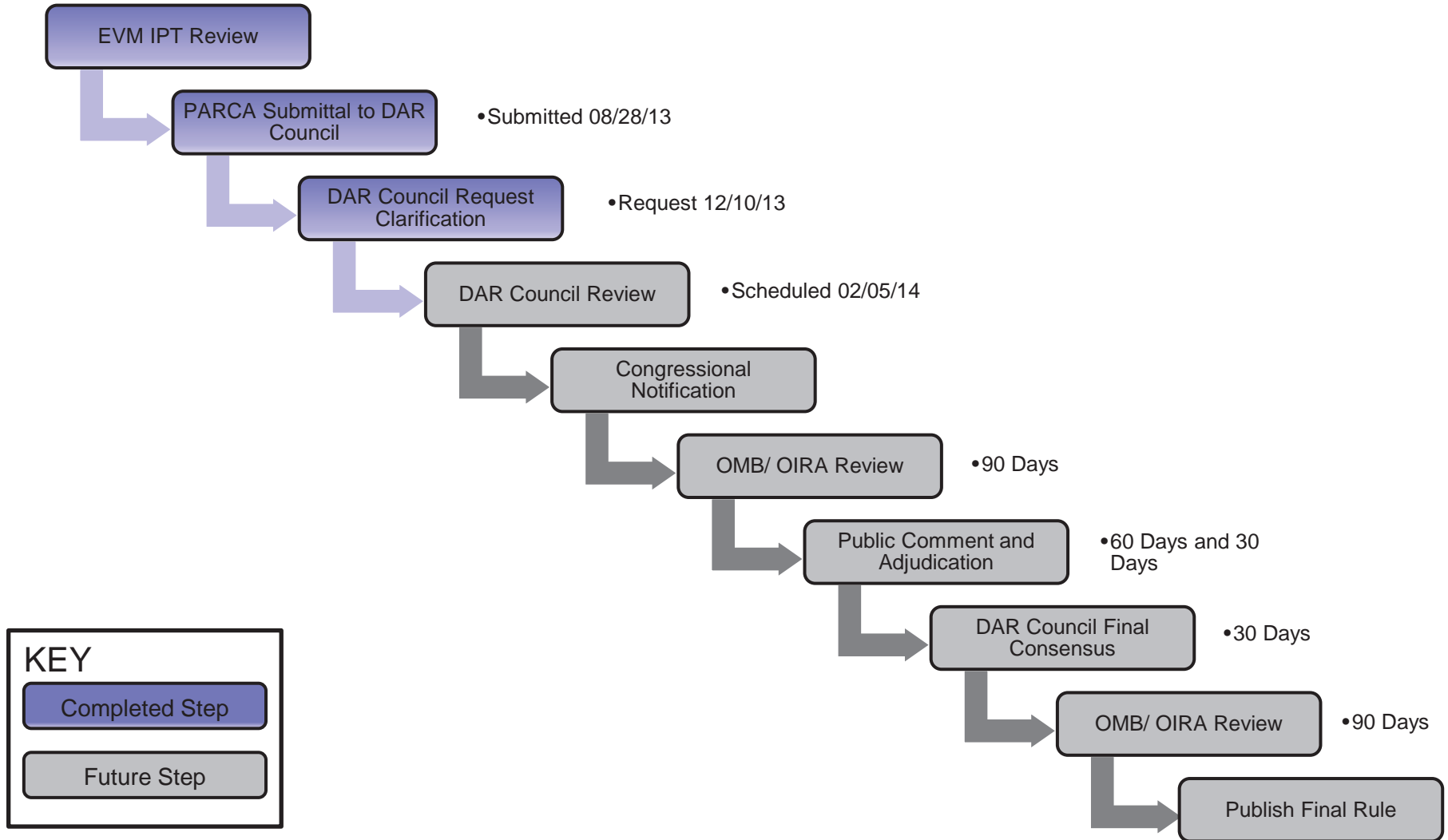**Purpose: Clarify & Better Define the Application of EVM, especially importance of work scope**

DFARS #	Title	DFARS	PGI
201	Deviations	No	
207	Acquisition Planning	No	Yes*
234	Earned Value Management System	Yes	Yes
242	Contract Admin Functions	No	
252.234-7001, 7002	Solicitation Provisions and Contract Clauses	Yes to 7002	

* Not submitted as part of DFARS Case, will be worked separately but in parallel

- Earned Value Management Applicability DFARS case was approved by the DAR Council Director and opened on August 28, 2013
- DAR Council reviewed December 2013

DFARS Case Process

PARCA EVM

KEY
- Completed Step
- Future Step

- EVM IPT Review
- PARCA Submittal to DAR Council — •Submitted 08/28/13
- DAR Council Request Clarification — •Request 12/10/13
- DAR Council Review — •Scheduled 02/05/14
- Congressional Notification
- OMB/ OIRA Review — •90 Days
- Public Comment and Adjudication — •60 Days and 30 Days
- DAR Council Final Consensus — •30 Days
- OMB/ OIRA Review — •90 Days
- Publish Final Rule

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DoD EVMS Intent Instruction Strategy

▸ Establish DoD Intent Instruction for all DoD to use for performing Compliance and Surveillance

▸ Reduce the perceived burden to implement EVM

▸ Leverage the NDIA Intent Guide

- Guide has been previously jointly coordinated and agreed to

- Simplify the intent guide to target not all domains just DoD

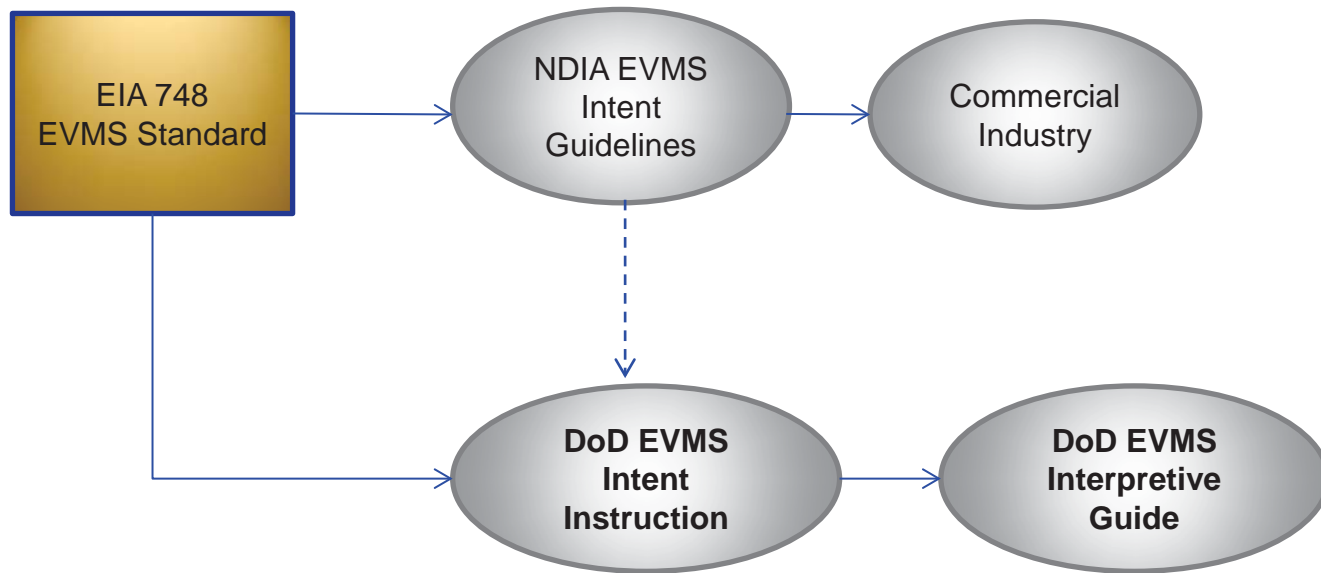- Establish clear intent from the ANSI Standard
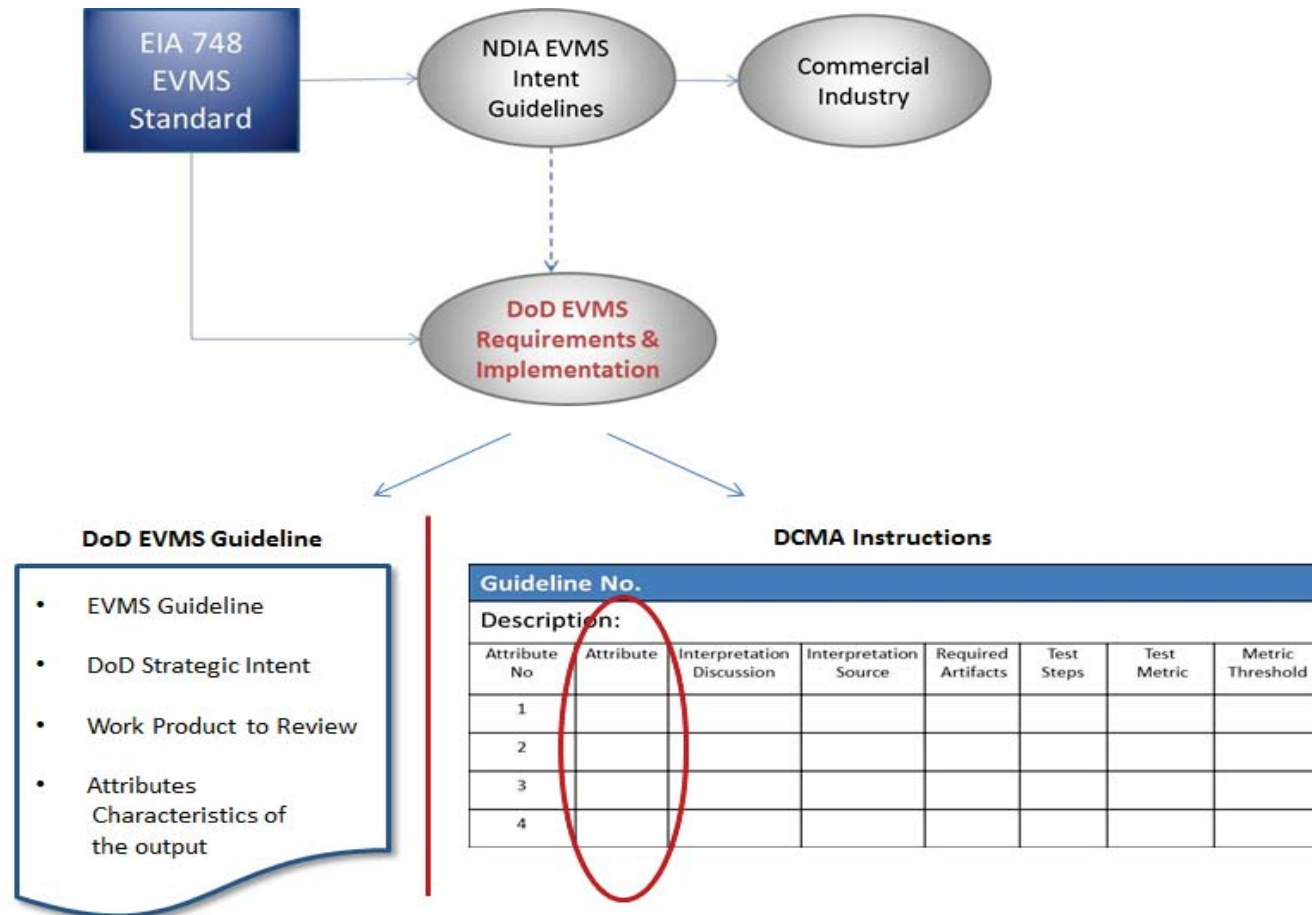
Current EVMS Standard Roadmap for Government
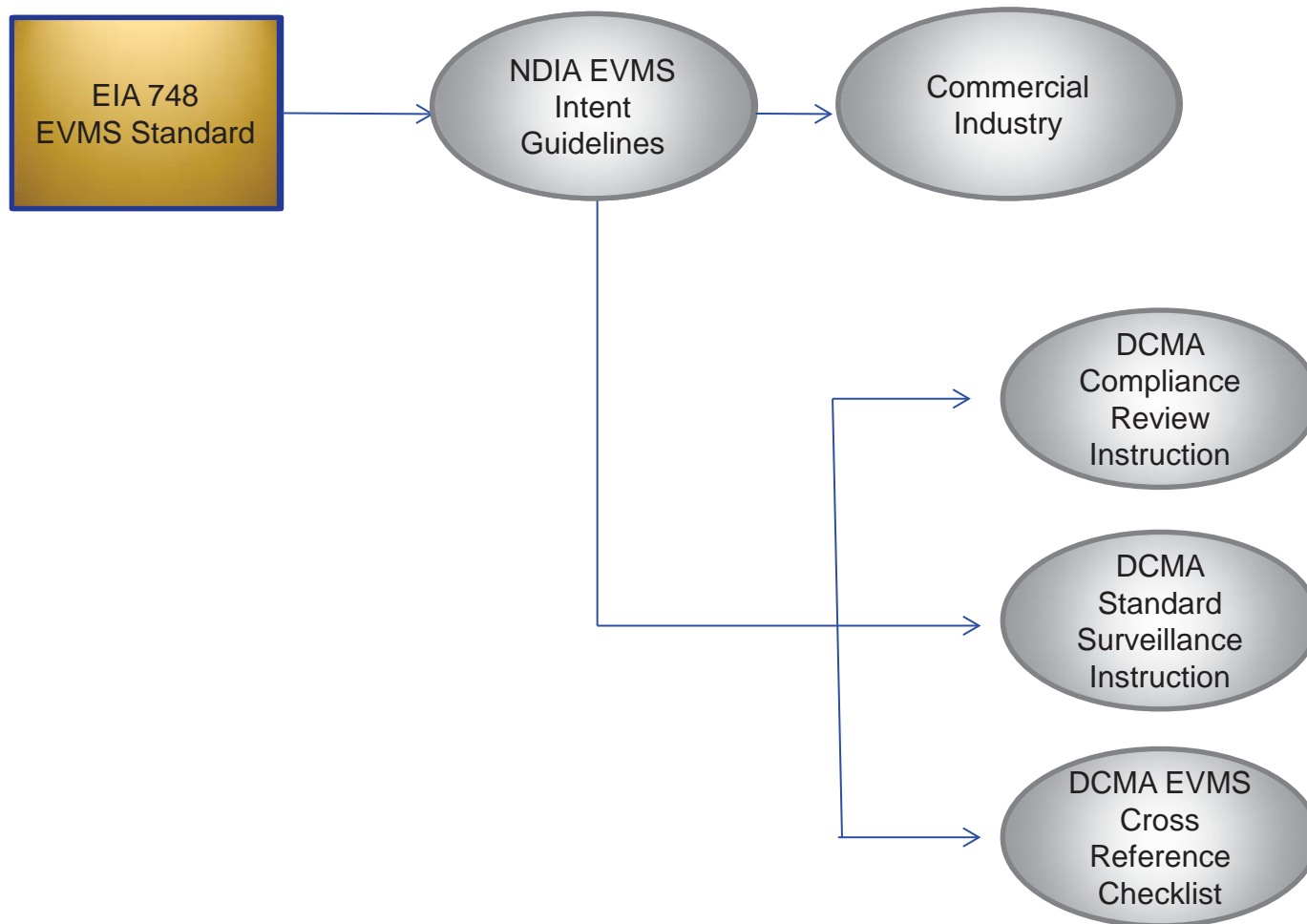
Future EVMS Standard Roadmap for Government

PARCA EVM

Provide DoD interpretation of the ANSI Standard to ensure consistent application

DoD EVMS Intent Instruction Format

EVMS Standard Category: Organization		
Guideline No: 1	**EVMS Standard Guideline(s): 2.1a**	Define Contractor Work Breakdown Structure (CWBS)
Define the authorized work elements for the program. A work breakdown structure (WBS), tailored for effective internal management control, is commonly used in this process		

DoD Strategic Intent:

Management Value

The Work Breakdown Structure (WBS) is used as the basic building block for the planning of all authorized work. The WBS is a product-oriented division of project tasks depicting the breakdown of work scope for work authorization, tracking, and reporting purposes that facilitates traceability and provides a control framework for management. It should ensure that the Statement of Work (SOW) is entirely covered and allow for the integration of technical, schedule, and cost information. The WBS also facilitates communications as it establishes a common frame of reference for customers, management, and Integrated Product Teams (IPTs).

Intent Guideline 1

A WBS is a direct representation of the work scope in the project, documenting the hierarchy and description of the tasks to be performed and their relationship to the product deliverables. The WBS breaks down all authorized work scope into appropriate elements for planning, budgeting, scheduling, cost accounting, work authorization, measuring progress, and management control. The WBS must be extended to the level necessary for management action and control based on the complexity of the work. A WBS dictionary is typically used to define the work scope for each unique element in the WBS.

Relevant Work Products:

- Program Work Breakdown Structure (WBS)
- Program Work Breakdown Structure (WBS) Dictionary (as required)

Attributes:

- Only one WBS is used per project and it contains all project work, CLINs, end items for authorized work:
  - A specific program WBS is a product-oriented family tree composed of hardware, software, services, data, and facilities. It is a product oriented grouping that organizes and depicts all negotiated and authorized contract scope of work, including subcontractors, program milestone reviews, deliverables, and end item(s) and/or product(s). The development of an adequately detailed WBS is the initial and fundamental step in identifying the requirements of a specific program and the planning EVMS performance collection and reporting.

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DoD 5000.02 and DAG

▶ DoD 5000.02

- On December 2, 2013, HON Frank Kendall, Under Secretary of Defense (Acquisition, Technology & Logistics) distributed the new Department of Defense Instruction 5000.02

- Interim document while the formal coordination of the final product takes place

▶ DAG

- DAG Chapter updates being coordinated through DAG Chapter Editors

- PARCA providing inputs to ensure consistency with 5000.02 and other policy
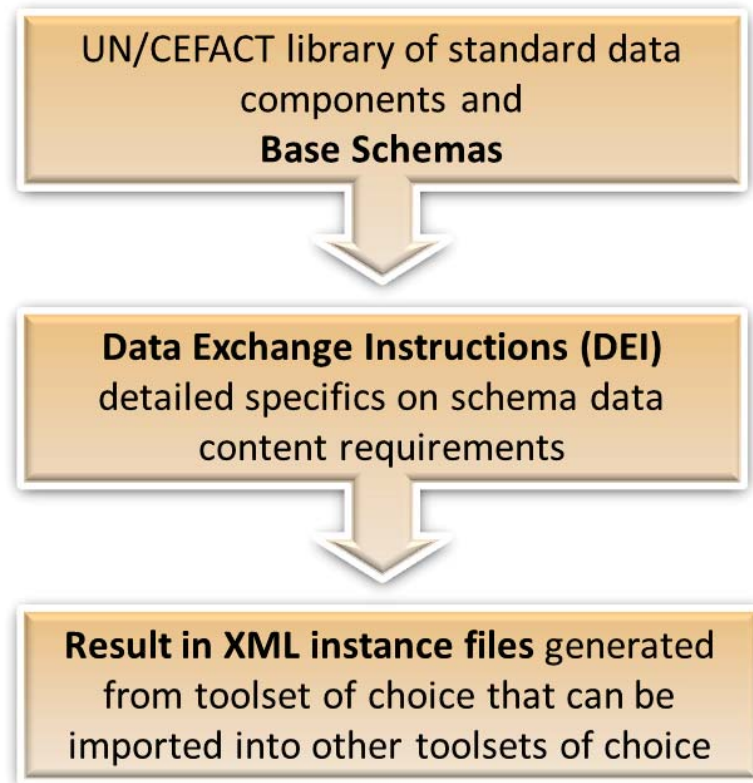
IPMR IMPLEMENTATION STATUS

XML Updates

▶ PARCA is releasing a new set of approved UN/CEFACT documentation

- XML schemas will revert back to the base UN/CEFACT schemas

- The "business rules" that were in the earlier tailored schemas are now found in the accompanying DEIs

- The DEIs had approximately 30 changes; majority were text to clarify the intent of the XML element's use

- 4 month grace period for EVM-CR to continue to accept XML files using previous schema / DEI information

UN/CEFACT library of standard data components and
Base Schemas

⬇

Data Exchange Instructions (DEI) detailed specifics on schema data content requirements

⬇

Result in XML instance files generated from toolset of choice that can be imported into other toolsets of choice

"Validation"

Vendor	Product Name
Ares	PRISM G2 3.4
Artemis	Views
Dassian	DP010 - SAP Program Plan and Controls
Deltek	Acumen Fuse 4.3
	Cobra 5.1
	Winsight 6.5.1
	OpenPlan 3.3
	MPM 3.4
Encore	Empower 2.2
forProject	Export forProject
	EVMS forProject
Oracle	Primavera P6 Enterprise Project Portfolio Management Release 8.3
Safran	Safran Xporters
	Safran Proteus
Steelray	Javelin 5.2.10.17
	Project Analyzer 3.5.0.488
	Project Viewer 1.1.1.24
	MS Project Export 1.4.4.0

▸ Vendors working with the EVM-CR have files that meet XML requirements.

▸ However…

- Not all options and possible file output combinations being tested, so tools are not being "validated"

- Unique CDRL language/requirements can have unexpected or unpredicted XML consequences

- Up to 50 contract tasks may have the IPMR requirement; only 6 currently reporting to the EVM-CR

- None of the files in reported pass XML testing

IPMR Requirements

▸ **Evidence that the IPMR is being used**

- Working with PMO's to tailor reporting

- Answering questions regarding implementation

▸ **XML File Delivery Stages**

- PMO CDRL Tailoring / Development => Review by Service EVM POCs and PARCA (ACAT Is) with support as needed by XML CCB

- CDRL Receipt by KTR => Review with Vendors to ensure creating of XML files can be done and should pass XML checks

- XML Receipt by EVM-CR => Files will be tested prior to acceptance into the EVM-CR; EVM-CR team available to help with testing beforehand

Where to Find the XML Guides/Schemas

PARCA EVM

▸ Information on the EVM-CR
(http://dcarc.cape.osd.mil/EVM/Uncefact.aspx)
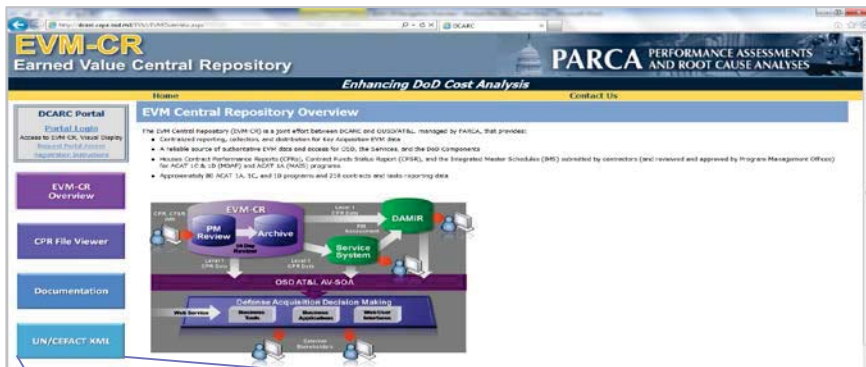
- Current release of schema and instructions dated Sept 2012

- Updated versions in works for 2014 release

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XML Help

▶ UN/CEFACT XML Working Group

- Joint working group of industry, Government, and software vendors

- Meets via telecon approx twice a month

- Issues/Errors/Suggestions for XML guide or schema changes reviewed by PARCA chaired Change Control Board

- Additional info: https://wiki.evgen3.org/wiki/index.php/Main_Page

▶ EVM-CR Team available to help test files and provide technical guidance

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EVM DATA REQUIREMENTS AND ISSUES AND INTERPRETATION STATUS

AGENDA

▸ EVM Data Requirements Review

▸ Acquisition Strategies, WBS, Waiver Requests Metrics

▸ Issue Resolution (IR) Process

▸ IR Metrics

▸ Recent IR Results

EVM Data Requirements Review

Requests for EVM requirements and policy review are submitted to PARCA EVM. Requests for review may be submitted by any Earned Value Management stakeholder.

- Submit the completed Earned Value Data Requirements Review form.
- PARCA EVM Division will document results of the Data Requirements Review in a memorandum, which will be submitted to the Review Requestor, Government Program Management Office, DPAP, DCMA, Service/Agency Earned Value Management Representatives, and Command Points of Contact, if applicable.

PARCA EVM DATA REQUIREMENTS REVIEW (DRR) FORM			
DRR Number: To be assigned by PARCA EVM.		**Date Submitted:**	
DRR Title:			
Author Name:		**Author Phone:**	
Author Organization:		**Author Email:**	
Attachments:			
Executive Summary: (Provide a short summary of the EVM requirements review requested)			
Description of Review: (Provide a detailed description of the EVM requirements review requested)			
Reason for Review: (Provide a complete statement of the reason for the review including rationale and what requestor hopes to achieve.)			
Impact of Not Supporting a Review or a Requirements Modification: (Describe the possible consequences of not supporting the review or a modification to the EVM requirements.)			
Recommendation/Remarks: (Enter any additional information.)			

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Acquisition Strategies, WBS, Waiver Requests

Total requests: 51

■ Acq Strategy Review   ■ DFARs Applicability Review   ■ WBS Review

- Acquisition Strategy 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 or tailoring
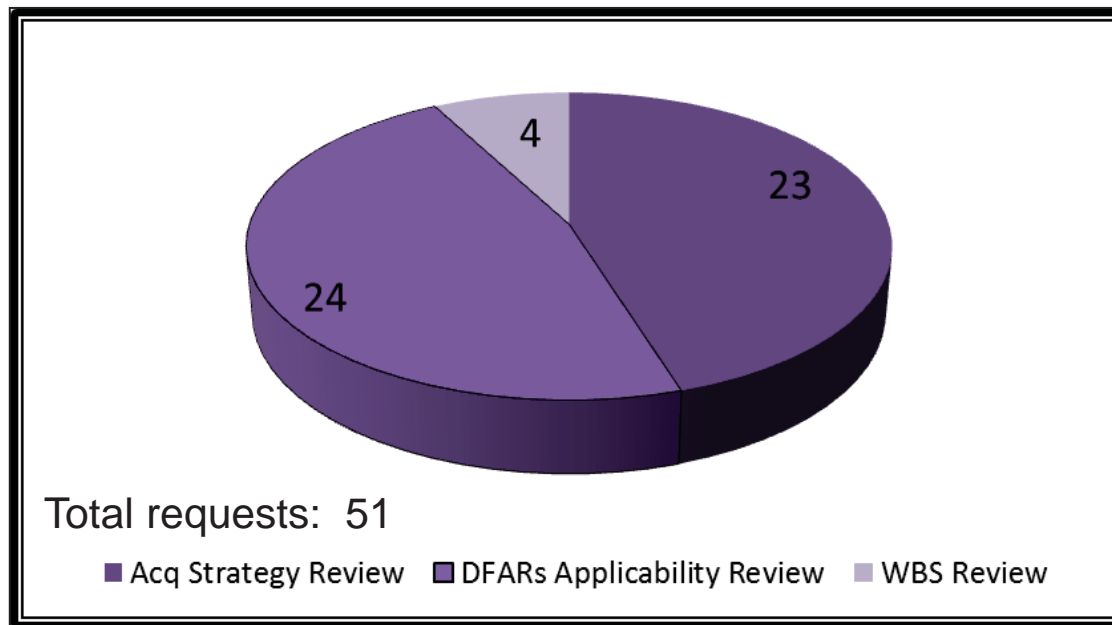
 ➢ *Most requests only required tailoring, not deviation*

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

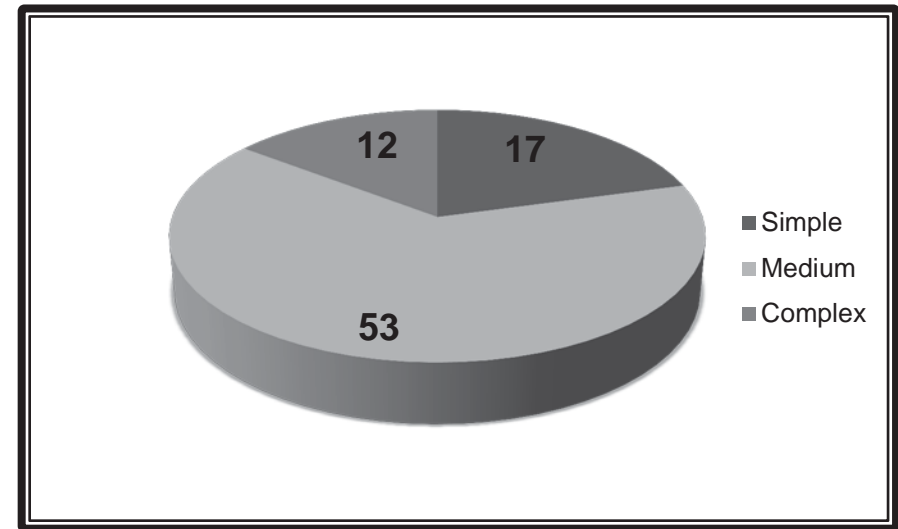Complex issue that requires collaboration across services, agencies, PMO's

Issue Resolution Metrics

Status of IR Items

Open
Closed

2

80

Total requests: 82

Category of IR Items

12 17

53

Simple
Medium
Complex
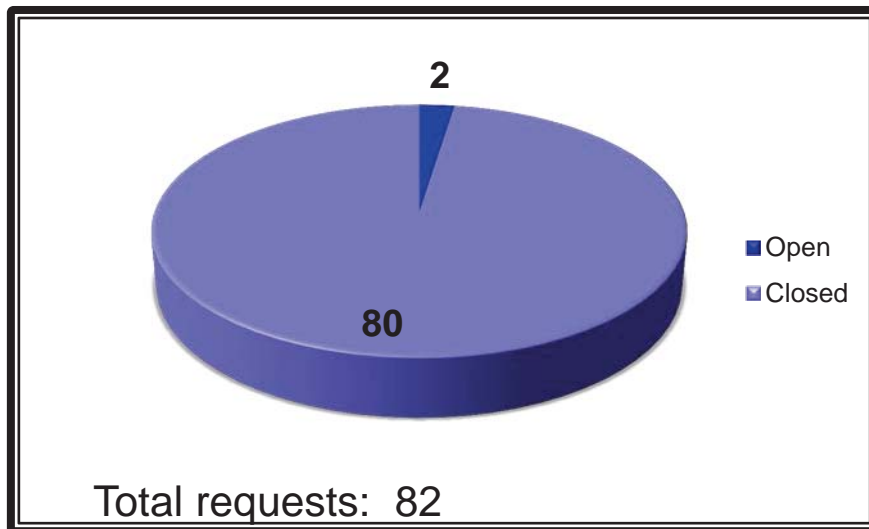
Recent Issue Resolution Results

▸ Recent Issues

- IPMR Questions (level of detail, subcontractor flow down)
  - 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

- Planning BCWS beyond Contract POP
  - Terminating the performance measurement baseline to the contract POP when in the efforts on-going would adversely impact ability to use earned value management processes to control the work and limit the government's oversight responsibilities

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

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
PARCA EVM Email: osd.pentagon.ousd-atl.mbx.evm-interpretation@mail.mil OR osd.pentagon.ousd-atl.mbx.parca-evm@mail.mil

QUESTIONS **??**

PARCA EVM Vision

Performance Assessments and Root Cause Analyses

Foster cross functional situational awareness, visibility, and accountability through integrated program management at all levels of 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. David S. Cadman*	*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

Office of Performance Assessments and Root Cause Analyses (PARCA)

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