



# Research Study: Improving the Reliability of EVMS Implementation

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Project Controls Division (PM-30)  
Office of Project Management (PM)  
US Dept. of Energy



# BLUF

April/May 2019 NDIA IPMD  
Department of Energy

- Collaborative partnership between Government and Industry
  - People – expert knowledge, proper attitude, communication skills
  - Time – commitment to three year effort
  - Data – sharing of EVMS successes/failures
- Objective: Investigate the EIA-748 EVMS related knowledge, attitudes, and behaviors across government and industry to:
  - Assess factors that contribute to a reliable EVMS and association to project outcomes (e.g., correlation to staying on schedule, EVMS Compliance, etc.)
  - Evaluate enabling factors that drive effective use (e.g., customer advocacy, intuitive nature of the system, the size and experience of the project team, etc.)
  - Assess investment cost to implement/maintain effective EVMS and resultant benefits to control/mitigate scope, schedule or cost impacts
  - Inform EIA-748(E) update



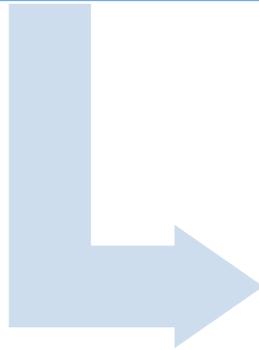
# Compliant EVMS vs Effective EVMS

- Compliant EVMS should provide all users (CAM, PCE, PM, PD, AE, CO), confidence that the EVMS as implemented is an Effective EVMS
- Resultant schedule, cost, and technical performance data is trustworthy
  - Accurately represents technical/scope, schedule and cost status based on plan
  - Credibly predicts completion estimates
  - Identifies programmatic risks or other technical issues requiring corrective action
  - Availability of trustworthy data and information for management at all levels (CAM, PM, CO, AE, etc.) to make informed decisions and tradeoffs in order to maximize investment in achieving desired capability



# Trustworthy Data and Information

from generating data  
for reporting



to producing  
trustworthy data and  
information for  
management

- **Current** - As agreed to or directed, such as time now, end of reporting period, or a predetermined specific period of time.
- **Accurate** - Without error, mistake, miscalculations, or anomalies.
- **Complete** - Comprehensive, all inclusive, total, or entire.
- **Repeatable** - Ability to reproduce current, accurate, complete, and auditable results.
- **Auditable** - Ability to trace the source through the entire system/process to validate the results.



# We aim to deliver

- A method and tool to consistently assess
  1. the **maturity** of EVMS implementation
  2. the **accuracy** of EVMS due to contextual factors (e.g., resources, management support, contracting approach)
  3. the **effectiveness** of EVMS in relation to and impact on performance



# Methodology

Research Schedule		2019												2020												2021											
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
	<i>NDIA IPMD Conf.</i>		◆					◆						◆					◆							◆						◆					
	<i>Team meetings (tentative)</i>		◆			ASU		◆		ASU				ASU	◆		◆		◆		ASU		ASU			◆			ASU			◆			◆	◆	
	<i>Interim Reports</i>							◆				◆						◆					◆						◆								
	<i>Training</i>																																◆		◆		
1	Review of Literature and State of Practice	■	■																																		
2	Recruit Team	■	■	■																																	
3	Define Project	■	■	■	■																																
4	Finalize Scope and Objectives	■	■	■	■	■																															
5	Questionnaire																																				
6	Develop Draft Assessment Tool																																				
7	Identify Data Sample																																				
8	Conduct Workshops																																				
9	Finalize and Test																																				
10	Synthesize Results into Guide																																				
11	Develop Publications and Presentations																																				



# Research Team (RT)

Role	Name	Organization	Name	Organization
Chair/Vice-Chair	Melvin Frank	DOE/PM-30	Amy Basche	Mission Support Alliance/EFCOG
Chair/Vice-Chair	Karen Urschel	DOE/PM-30/CS	Craig Hewitt	Contract Support/EFCOG
Principle Investigator (PI) /Co-PI	Edd Gibson	ASU	Mounir El Asmar	ASU
Grad Students	Namho Cho	ASU		ASU
Govt. /Industry Reps	Dave Kester	DOE/PM-30	Vicki Frahm	Sandia National Lab
Govt. /Industry Reps	Zac West	DOE/PM-30	Doug Marbourg	Los Alamos National Lab
Govt. /Industry Reps	Garrett Richardson	DOE/PM-30	Derek Lehman	Washington River Protection Solutions
Govt. /Industry Reps	Betsy Ballard	DOE/EM	Robert Sudermann	Fluor
Govt. /Industry Reps	John McGregor <sup>1</sup>	DoD/AAP	Tony Spillman	WRPS
Govt. /Industry Reps	Barry Levy <sup>2</sup>	NRO/CS	John Post	Lawrence Livermore National Lab
Govt. /Industry Reps	Jerald Kerby/ Stefanie Terrell <sup>3</sup>	NASA/CAIWG	Tom Carney/ Vaughn Schlegel <sup>4</sup>	Lockheed Martin
Govt. /Industry Reps	Danielle Bemis	DoD/DCMA	Russ Rodewald	Raytheon
Govt. /Industry Reps	Ben Pina	DOE/NNSA	Paul Sample	CACI
Govt. /Industry Reps	Bill Weisler	DoD/DCMA	Jeffrey King	BAE

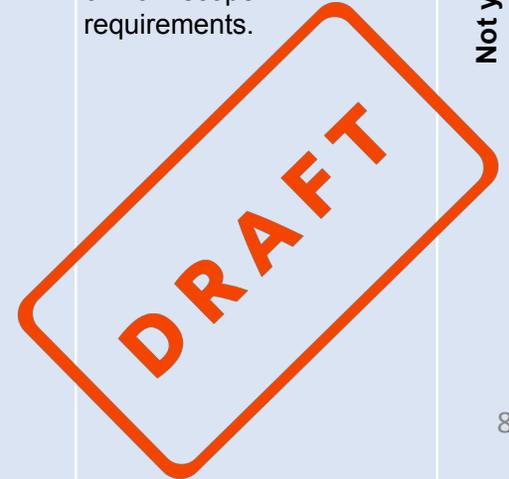
CS Contract Support

- 1) Emily Beltramo will represent John McGregor at 1<sup>st</sup> meeting due to conflict in John's schedule.
- 2) While Barry Levy will represent NRO/Ivan Bembers on the core team, Ivan is planning to attend the 1<sup>st</sup> meeting.
- 3) Stefanie and Jerald will alternate in representing NASA. Stefanie will attend the 1<sup>st</sup> meeting.
- 4) Vaughn is the alternate representative for Lockheed Martin and will attend when Tom is unable to attend



# EVMS Maturity: Dimension #1

SECTION I – Organization	Definition Level					
	N/A	BEST		MEDIUM	WORST	
I. ORGANIZATION	0	1	2	3	4	5
<p><b>A1. Define Work Scope (WBS)</b></p> <p>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. At a minimum, the WBS is extended to the level or levels at which control accounts are established. A WBS dictionary is typically used to define the work scope for each unique element in the WBS and should include cross references to the Statement of Work (SOW) or equivalent.</p> <p>The WBS includes fields to identify and include:</p> <ul style="list-style-type: none"> <li>• Unique WBS number for each WBS element.</li> <li>• Short description.</li> <li>• Parent element identification (with the exception of the top WBS element).</li> <li>• Contract line item number for cross-reference to the Statement of Work.</li> <li>• Reporting level required for internal management and customer reporting purposes.</li> <li>• The lowest level in the WBS is the control account level (typically level 4 or 5 in the WBS structure, depending on the needs of the project).</li> </ul> <p>The WBS Dictionary description should include, but is not limited to, specific details such as:</p> <ul style="list-style-type: none"> <li>• End result or expected work product.</li> <li>• Related work to identify dependencies between elements of work.</li> <li>• Risk and opportunity factors.</li> <li>• Assumptions or limitations.</li> <li>• Technical specifications.</li> <li>• Related documents or other materials that are required for the work team to successfully complete their assignment.</li> </ul> <p>Typical Work Products**</p> <ul style="list-style-type: none"> <li>• Statement of Work (SOW)</li> <li>• Work Breakdown Structure (WBS)</li> <li>• Traceability matrix from Government requirements (e.g., SOW, Build Specifications) to WBS</li> <li>• WBS index/dictionary</li> <li>• Integrated Program Management Report (IPMR)</li> </ul>	<p>Not required for project.</p>	<p>The WBS has been defined and approved by key stakeholders.</p> <p>The WBS Dictionary is developed and approved by DOE (or other agency).</p> <p>The WBS contains all project work, including revisions for authorized changes and modifications.</p> <p>The WBS contains all contract line items and end items.</p> <p>The WBS is extended at a minimum to the level(s) at which control accounts are established.</p> <p>The WBS elements collectively provide a complete definition of work scope requirements.</p>	<p>Most of the WBS structure, descriptions, and WBS dictionary have been defined, documented, and are under review, but not yet approved.</p> <p>The WBS identifies all WBS elements specified for external reporting.</p> <p>The WBS Dictionary is ready for approval by DOE</p> <p>The WBS contains all project work, including revisions for authorized changes and modifications.</p> <p>The WBS contains all contract line items and end items.</p> <p>The WBS is extended at a minimum to the level(s) at which control accounts are established.</p> <p>The WBS elements collectively provide a complete definition of work scope requirements.</p>	<p>Some of the WBS structure and element descriptions have been defined.</p> <p>The WBS contains some project work and contract line items.</p> <p>Development of the WBS Dictionary has started.</p> <p>Some of the WBS elements provide definitions of work scope requirements.</p>	<p>Development of the WBS structure has started.</p> <p>The WBS structure is outlined but items are vague.</p> <p>The WBS contains little project work.</p> <p>The WBS is only defined at a high level and control accounts are not established.</p> <p>The WBS elements does not have detailed definition of work scope requirements.</p>	<p>Not yet started.</p>



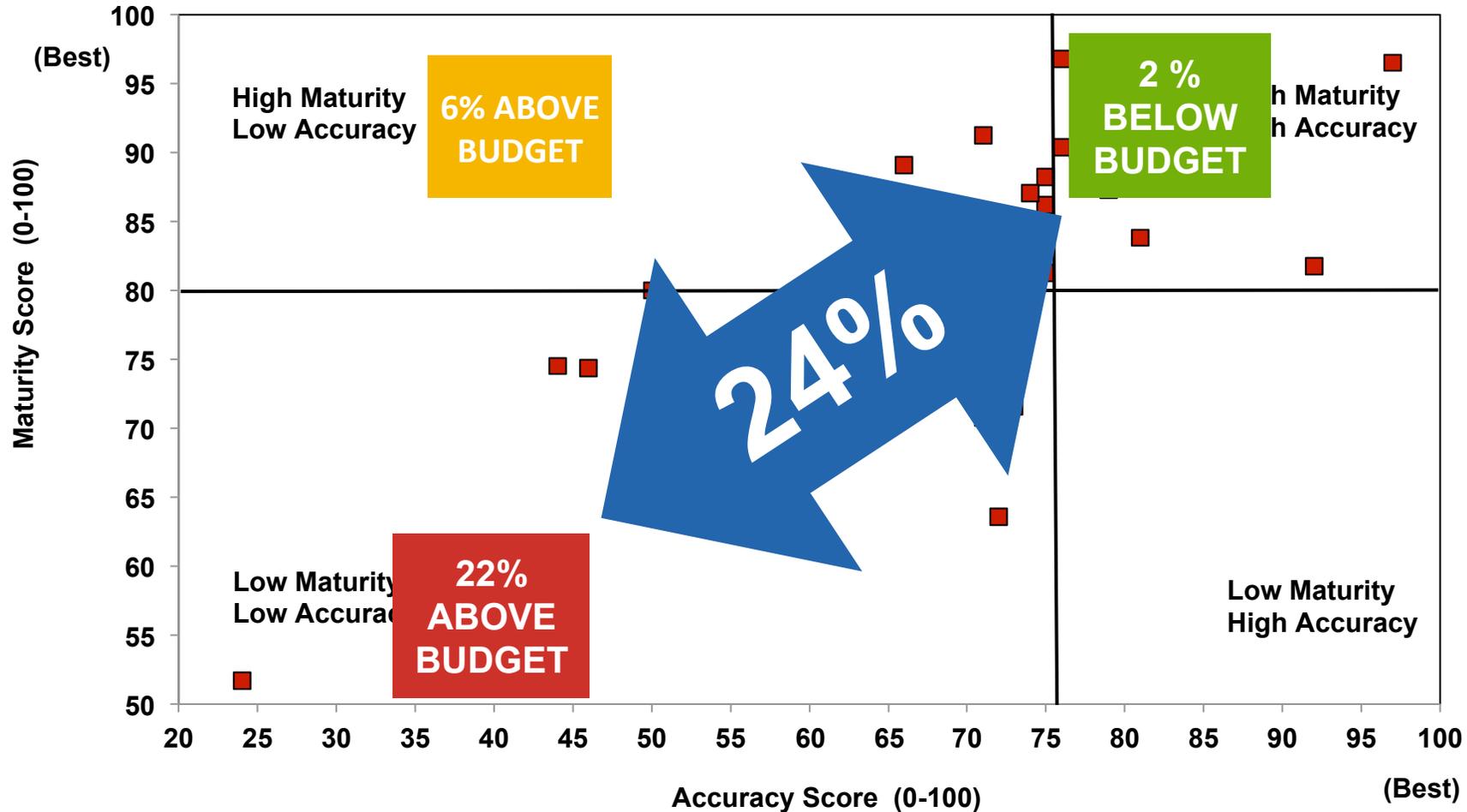


# EVMS Accuracy: Dimension #2

Accuracy Types	Accuracy Factors	References				
<b>1</b> Project Leadership Team	<ul style="list-style-type: none"> <li>a. Previous experience planning, designing and executing a project of similar size and scope.</li> <li>b. Stakeholders are appropriately represented on the project leadership team.</li> <li>c. Project leadership is defined, effective, and accountable.</li> <li>d. Leadership team and organizational culture fosters trust, honesty, and shared values.</li> <li>e. Project leadership team's attitude is able to adequately manage change.</li> <li>f. Key personnel turnover, e.g., how long key personnel stay with the leadership team.</li> </ul>	April/May 2019 NDIA IPMD Nelson and Winter (1982), Lim et al. (2016) CII (2005), CII (1999) CII (1998), CII (1999), CII (2005) CII (2005), Burke (2014), McLaughlin (2017) Gibson and Hamilton (1994), Piderit (2000) Gibson and Hamilton (1994), Woods (2017)				
<b>2</b> Project Execution Team	<ul style="list-style-type: none"> <li>a. Technical capability and relevant training/certification of the execution team.</li> <li>b. Contractor/Engineer's team experience with the location, with similar projects, and with FEED process.</li> <li>c. Stakeholders are appropriately represented.</li> <li>d. Level of involvement of design leads.</li> <li>e. Key personnel turnover including the project manager.</li> <li>f. Co-location of execution team members.</li> <li>g. Team culture or history of the execution team.</li> </ul>	Wei et al. (2005) Nelson and Winter (1982), CII (2003), Skitmore et al. (1990)				
<b>3</b> Project Management Process	<ul style="list-style-type: none"> <li>a. Communication within the team is open and frequent.</li> <li>b. Priority between cost, schedule, and quality is established.</li> <li>c. Organization implements and follows project management processes.</li> <li>d. Significant input of construction knowledge.</li> <li>e. Adequate process for coordination between design and construction.</li> <li>f. Alignment of FEED process with available resources.</li> <li>g. Documentation used in preparing FEED.</li> <li>h. Review and acceptance of FEED by appropriate personnel.</li> </ul>	<b>HIGH PERFORMING</b>  Rating a factor High Performing indicates the factor's criteria are fully met within the context of their respective category, e.g., project leadership, execution, management, or project resources.	<b>MEETS MOST</b>  Rating a factor Meets Most indicates that the factor's criteria are consistently met and understood with minor deficiencies.	<b>MEETS SOME</b>  Rating a factor Meets Some indicates that the factor's criteria are partially met and without improvement, project success could be in jeopardy.	<b>NEEDS IMPROVEMENT</b>  Rating a factor Needs Improvement indicates that the factor's criteria are not consistent in meeting project expectations and without improvement, the project is at risk. Substantial action to meet expectations is required.	<b>NOT ACCEPTABLE</b>  Rating a factor Not Acceptable indicates that the factor's criteria are consistently below expectations and current performance is unacceptable. Project success cannot be achieved in this current state and actions are required to improve.
<b>4</b> Project Resources	<ul style="list-style-type: none"> <li>a. Commitment of key personnel on the project.</li> <li>b. Calendar time allowed for preparing and reviewing FEED.</li> <li>c. Quality of and level of engineering data.</li> <li>d. Amount of funding allocated to perform FEED.</li> <li>e. Local knowledge.</li> <li>f. Availability of standards and procedures.</li> </ul>	(This section is partially obscured by a large orange 'DRAFT' watermark)				



# CII's FEED MATRS (An Example)





# Project Assessment and Reporting System

Matthew “Zac” West, P.E., PMP  
General Engineer / Performance Team Lead  
Department of Energy, Office of Project Management

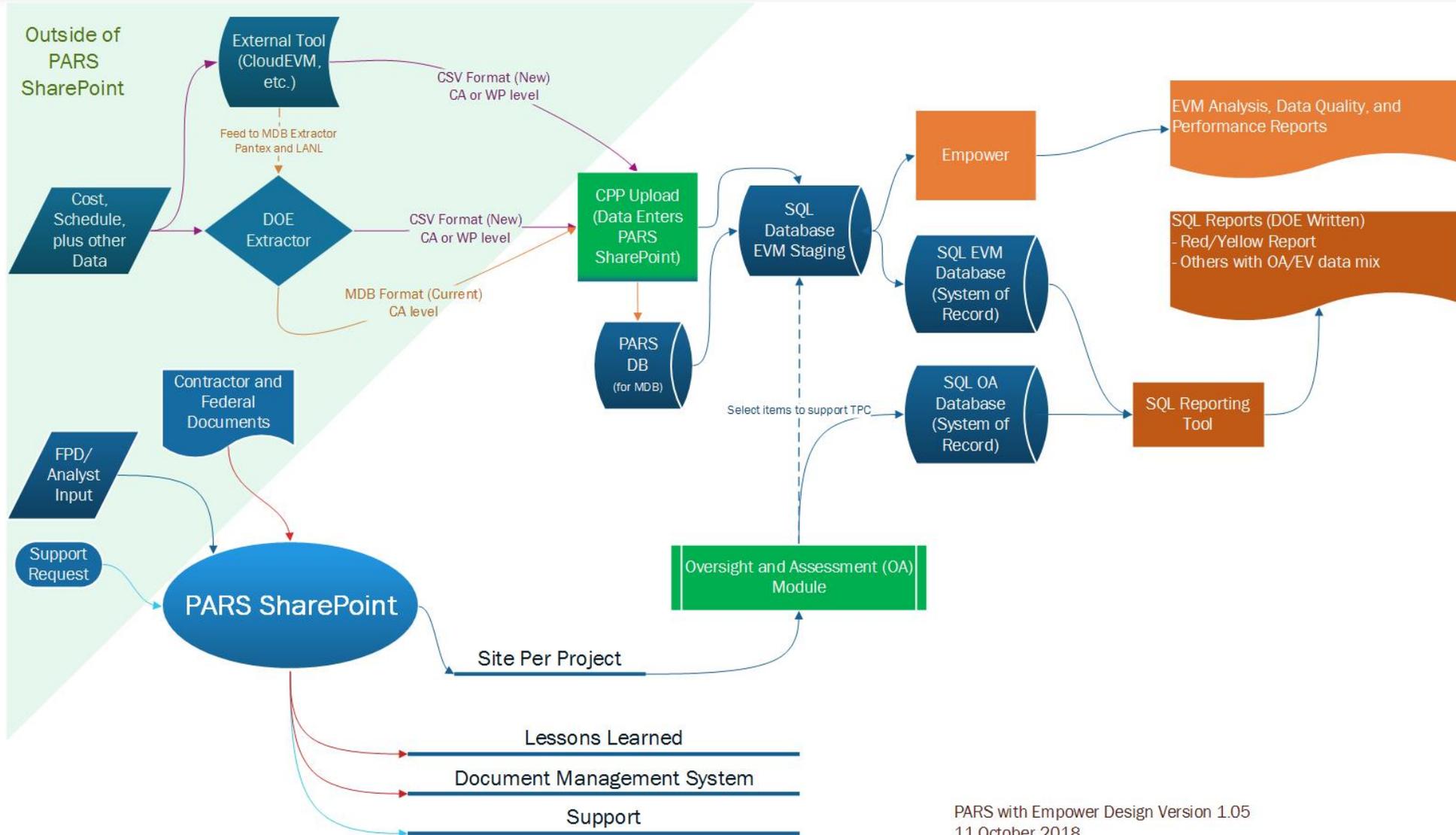


# PARS Overview

- The Project Assessment and Reporting System (PARS) is the Department of Energy's project management information system as recommended by PMI, GAO, and others.
- PARS is going through an update currently to add the commercial off-the-shelf analytical and reporting tool, Empower, which will go into production the first week of June 2019.



# PARS Flowchart with Empower





# PARS Projects Page

April/May 2019 NDIA IPMD  
Department of Energy

Project Assessment & Reporting System (PARS)

Matthew Z West

BROWSE PAGE



HOME PROJECTS DMS LESSONS LEARNED REVIEWS SUPPORT TEAM SITES EDIT LINKS

HOME PROJECT NAVIGATION

ANALYSIS & REPORTING

PROJECT NAVIGATION

All Active Program On Hold Information Technology Other Cancelled/Completed Increment

1047	EM		On-Site Waste Disposal Facility - Initial Infrastructure & Cells 1, 4 & 5 Liner Construction	15-U-408	OSWDF-Cells 1, 4 & 5	Portsmouth	Active	Gully, E.	Reising, J.
1051	SC	(SLI) Science Laboratories Infrastructure	Core Facility Revitalization (CFR) Project		CFR	BNL	Active	Fenn, M.	Nelson, L.
1053	SC	(NP) Nuclear Physics	Gamma-Ray Energy Tracking Array (GRETA)		GRETA	LBL	Active	Chandler, D.	Johnescu, K.
1054	EM		Tank Waste Characterization and Staging (TWCS)		TWCS	ORP	Active	Premaza, V.	
1056	SC	(HEP) High Energy Physics	Proton Improvement Plan-II (PIP-II)		PIP-II	FNAL	Active	Fenn, M.	Bihary, A.
1059							Active	Bako, P.	Nicholson, L.
1060							Active	Bako, P.	
1061							Active	Bako, P.	
1064							Active	Gully, E.	Gill, R.



HOME PROJECTS DMS LESSONS LEARNED REVIEWS SUPPORT TEAM SITES REPORTS

PROGRAM PROJECT

ACCESSIBILITY  
- The U.S.  
technology  
Rehabilitat

HOME PARSHOME PAGE

PARS WHITE PAPERS

- Contains training documents, explains useful functionality and provides further explanation for sites and processes within PARS.



# Project Overview Screen

Home | PM-PARS-WF Change Request V | <https://pars2oa.doe.gov/389/SitePages/Home.aspx>

Project Assessment & Reporting System (PARS) | Matthew Z West

BROWSE PAGE

HOME PROJECTS DMS LESSONS LEARNED REVIEWS SUPPORT TEAM SITES EDIT LINKS

### 389 | SALT WASTE PROCESSING FACILITY (SWPF)

HOME

OA OVERVIEW

FPD TOOLBOX

CPP UPLOAD

EDIT LINKS

**Project Documents**

**EV Analysis**

**Project Reports**

Project(s) Shortcut

PARS ID - Acronym

- 1 - SM-43
- 3
- 389 - SWPF
- 390 - WTP
- 394 - HEPF

**PROJECT MILESTONES**

**PROJECT OVERVIEW**

4/18/2019

Current Assessment			CE/PME		Current CD/BCP		TPC(\$M)	CD-4 Date	Days / \$M	Remaining Balance
G	FPD	SRS	Brouillette, Dan		BCP-2					
G	Program	EM	Project Owner: Budney, Michael		Original Approved		\$900	11/30/2013	Schedule	513
G		PM	FPD: Marks, Pamela		Current Approved		\$2,322	1/31/2021	Cost	\$270
Project Status: Active			Contractor: Parsons Government Services Inc.		PM Forecast		\$2,322	1/31/2021	Profit/Fee	\$0
			PM Analyst: Gully, Edward						ODCs	\$29

Critical Decisions						DOE Performance Baseline Changes				
	CD-0	CD-1	CD-2	CD-3	CD-4	Approved	Current: BCP-2	BCP-1		
Approved	6/25/2001	8/12/2004	9/24/2007	1/12/2009		Approved	8/22/2014	1/12/2009		
TPC (\$M)	\$600 to \$2,600	\$375 to \$440	\$900	\$1,339		TPC (\$M)	\$2,322	\$1,339		
CD-4		2/23/2009	11/30/2013	10/31/2015		CD-4	1/31/2021	10/31/2015		
Next CD Planned Date		Next CD				Scope	No Change	No Change		

PM Assessment	
Scope	
Schedule	
Cost	

**ACCESSIBILITY/SECTION 508**

- The U.S. Department of Energy is committed to making its electronic and information technologies accessible to individuals with disabilities in accordance with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended in 1998.

**TUTORIALS/TALKING HEADS**

- Repository of the written dialogue for each instructional .gif as located throughout PARS.

**CONTACT US**

- For questions or additional information, please visit the **Contacts list** located within the Support site.

**PARS WHITE PAPERS**

- Contains **training documents**, explains useful functionality and provides further explanation for sites and processes within PARS.



# SQL Reports

Reports which combine OA and EV data are built directly from the DOE SQL database.

- Project Reports
  - Red/Yellow/Green
  - Assessment
  - Project Summary (multiple)
- Program reports
  - Permission based
  - Monthly / Quarterly Status
  - ESAAB
  - Program Specific Reports
    - NA
    - EM
    - SC

**Legend for Red and Yellow Projects**

- The number of intervals a project has been assessed Yellow by PM is identified. An interval is a span of time, lasting one or more months, where the project was continuously assessed Yellow.
- The status of the Contractor's EVMS System certification is highlighted in RED if the system is not certified.
- The FPD's certification level is highlighted in RED if the FPD is not certified at the appropriate level based on the project's TPC.
- Last Peer Review date is highlighted in RED if date is over 1 year ago, TPC > \$100, and project is post CD-1.

Report Date: 8/26/2018  
 OA Status Date: 8/26/2018  
 CPP Date As-Of Date: 06/22/2018

"Green" if no prior BCPs, "Red" if one or more prior BCPs		CE/PME Name	% Complete	TPC (\$M)	CD-4 Date	
Project Title, Location		Project Owner Name	Calculated (A/B)	Original	Approved at CD-2	
# months Yellow: X	# times Yellow: X	FPD Name		Current	CD-2 or latest approved BCP	
		Contractor Name	EVMS Certified / Not Certified	PM Forecast	PM Reported	
		PM Analyst Name		Last Peer Review	PM Reported	
Project Description		Program: XX	Approved Budget (\$M)	Remaining Budget (\$M)	Estimate at Completion (\$M)	Comments
The purpose of this project is to ...		PARS ID: XXXXXX	Note 1	FPD Reported		
Performance Baseline (TPC)			Note 1	FPD Reported		
DOE Contingency (\$M / % Rem.)			Note 1	FPD Reported		
DOE Other Direct Costs (ODC)			Note 1	FPD Reported		
Critical Decisions			Profit/Fee	FPD Reported		
Approved	CD-0	CD-1	CD-2	CD-3	Last BCP	
TPC (\$M)	"low" and "high" values approved at CD-0 and CD-1		Original approved TPC and CD-4	TPC and CD-4 when CD-3 was approved	Current TPC and CD-4 (if applicable)	
CD-4	DOE Performance Baseline Changes					
Approved	Identifies the five most recent approved BCPs (as applicable):					
TPC (\$M)	• Date each approved					
CD-4	• Approved TPC					
Scope	• Approved CD-4 date					
	• Change in Scope -- increase, decrease, or no change					
Management Reserve (MR)			Note 1	Contractor Reported	Contractor Reported	
Cumulative Earned Value Data (\$M)				Planned Value (BCWS)	(A) Earned Value (BCWP)	Actual Cost (ACWP)
				Contractor Reported	Contractor Reported	Contractor Reported
<b>PM Assessment</b>						
Scope	<b>G</b>	PM's R/Y/G color assessment and assessment narrative for scope				
Schedule	<b>Y</b>	PM's R/Y/G color assessment and assessment narrative for schedule				
Cost	<b>Y</b>	PM's R/Y/G color assessment and assessment narrative for cost				
<b>Additional Comments</b>						
Additional information provided by PM in support of it's current assessment.						
<b>Critical Decisions</b>		<b>Selected Acronyms</b>		<b>Earned Value Management Terms</b>		
CD-0	Approve Mission Need	BCP	Baseline Change Proposal	Planned Value (BCWS)	Budgeted Cost for Work Scheduled, cumulative	
CD-1	Alternative Selection and Cost Range	CE	Chief Executive for Project Management	Earned Value (BCWP)	Budgeted Cost for Work Performed, cumulative	
CD-2	Approve Performance Baseline	CPP	Contractor Project Performance	Actual Cost (ACWP)	Actual Cost of Work Performed, cumulative	
CD-3	Approve Start of Construction/Execution	OA	Oversight and Assessment	EAC	Estimate at Completion	
CD-4	Approve Start of Operations or Project Completion	ODC	Other Direct Costs	BAC	Budget at Completion	
		PB	Performance Baseline			
		PM	Office of Project Mgt. Oversight and Assessments			
		PMB	Performance Measurement Baseline			
		PME	Project Management Executive			
		TPC	Total Project Cost			

Note 1: Amount approved at CD-2 (original PB) or latest approved BCP (current PB)



# SQL Report – Retroactive Change

## LEGEND

	Value for the performance period has been changed in historical period by more than 5%
	Value for the performance period has been changed in historical period between 1% and 5%
	Value for the current or previous historical period was not reported

Period Date	02/10/2019			01/13/2019			12/16/2018			11/18/2018	
	Cum BCWS	Cum BCWP	Cum ACWP	Cum BCWS	Cum BCWP	Cum ACWP	Cum BCWS	Cum BCWP	Cum ACWP	Cum BCWS	Cum BCWP
10/21/2018	(\$102,106,098)	(\$6,265,701)	\$45,952,849	(\$102,106,098)	(\$6,265,701)	\$45,952,849	(\$102,106,098)	(\$6,265,701)	\$45,952,849	(\$102,106,098)	(\$6,265,701)
11/18/2018	\$50,407,964	\$41,861,471	\$44,801,557	\$50,407,964	\$41,861,471	\$44,801,557	\$50,407,964	\$41,861,471	\$44,801,557	\$50,407,964	\$41,861,471
12/16/2018	\$42,188,724	\$43,164,381	\$44,577,543	\$42,188,724	\$43,164,381	\$44,577,543	\$42,188,724	\$43,164,381	\$44,577,543	\$42,188,724	
01/13/2019	\$40,004,228	\$35,909,485	\$35,706,307	\$40,004,228	\$35,909,485	\$35,706,307	\$40,377,232			\$40,072,010	
02/10/2019	\$44,331,471	\$39,287,840	\$46,622,320	\$46,286,420			\$43,715,316			\$43,176,354	
03/24/2019	\$70,600,105			\$72,510,806			\$66,071,016			\$64,407,333	
04/21/2019	\$48,990,670			\$49,858,091			\$48,294,437			\$47,131,995	
05/19/2019	\$45,131,680			\$45,846,621			\$44,461,604			\$43,599,747	
06/16/2019	\$45,067,818			\$44,458,122			\$43,241,589			\$42,354,232	
07/14/2019	\$44,676,522			\$44,817,799			\$43,631,009			\$42,867,762	
08/25/2019	\$64,829,116			\$64,591,882			\$63,453,098			\$61,617,558	
09/22/2019	\$136,199,907			\$136,722,952			\$136,173,932			\$135,476,416	
10/20/2019	\$36,925,819			\$39,003,810			\$38,880,020			\$38,772,881	
11/17/2019	\$35,510,610			\$38,127,954			\$37,771,893			\$41,596,077	
12/15/2019	\$34,386,506			\$36,773,413			\$36,611,984			\$36,688,827	
01/26/2020	\$52,434,407			\$58,510,798			\$58,660,726			\$58,657,267	
02/23/2020	\$39,815,264			\$44,049,753			\$42,258,610			\$42,257,290	



# Dashboards

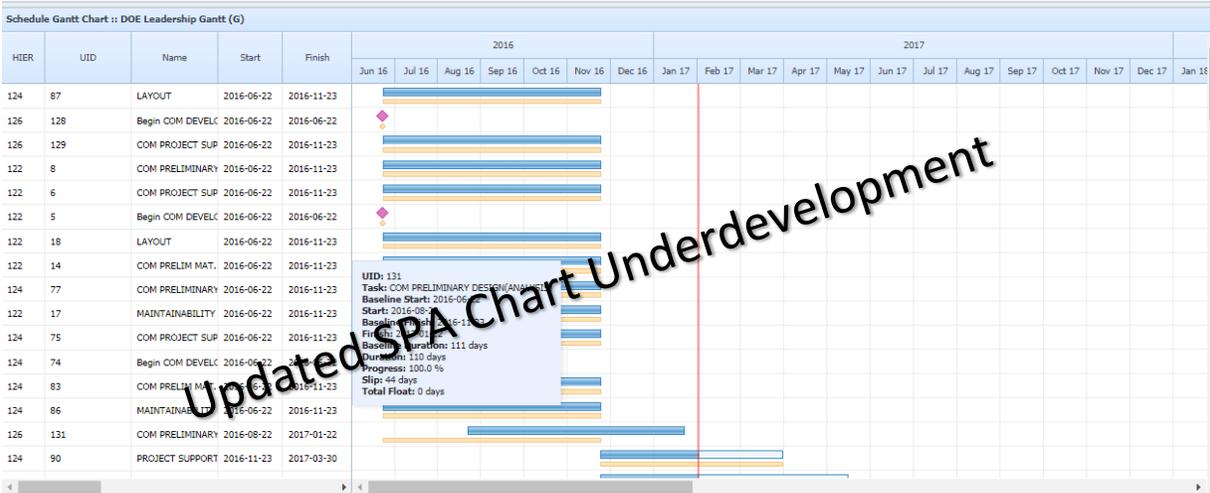
- For Empower - allow users to get to data quickly
- **DOE Dashboards initially planned under the KISS principle**
  - Leadership
  - Data Validity
  - Schedule Health
  - Variance Analysis
  - Trend Analysis
  - Forecast
  - DOE PM EVMS Tests
- Considers all 317 current users.
- Balance of Empower Views, Charts, and Reports are available, except where they may not work in the PARS environment, i.e., WAD
- EVMS Project Analysis SOP will be updated to new tools.



# Leadership Dashboard

MOH-2 JAN 17 WBS Dollars :: DOE Leadership :: DOE Leadership														
HIER	WBS	Description	DOE Program	Site	LL	Percent Complete	Variance at Completion	Baseline (Schedule) Execution Index	Variance Schedule	Variance Cost	Budget at Completion	Estimate at Completion	Variance at Completion	
1	1000	MOH-2	Mohawk Vehicle	Douglas		32.95	↓	0.842	↓	↓	20,796,200	20,761,000	35,200	

HIER	WBS
1	1000



**AI Narrative Report**

**MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]**  
**AI Narrative**

**Summary**  
This effort is behind schedule and over cost to date, and is projected to underrun at completion. This element's BAC of 20,796,200 represents 100.0% of the total contract budget. The estimate at completion appears to be optimistic. At least one OSD tripwire has been breached.

**Performance to Date**  
The effort is behind schedule and over cost: 35.0% of the effort is scheduled to have been completed, while 33.0% has been completed, and an amount equal to 35.3% of the budget has been spent. The SPI indicates that work equal to 94.2% of that planned has been accomplished.

The minimum total float of linked tasks is -42.75 days. The BEI indicates that a number of tasks equal to 84.2% of those baselined to finish have actually finished. The CEI indicates that 66.7% of the tasks forecast last period to finish this period have actually finished.

The CPI indicates that for every dollar expended, 0.932 dollars of value have been earned.

**EAC Analysis**  
The TCPI-EAC indicates that to achieve the EAC, every dollar expended in the future will have to earn 1.040 dollars of value.

The EAC appears to be overly optimistic.

The cost variance of -496,800 is worse than the variance at completion of 35,200, indicating that the remaining work must be accomplished for less than originally planned.

Comparing the TCPI-EAC (1.040) with the CPI (0.932) indicates that the efficiency on work remaining must improve by 11.5% to achieve the EAC.

The EAC of 20,761,000 is less than the CPI Forecast of 22,303,796.



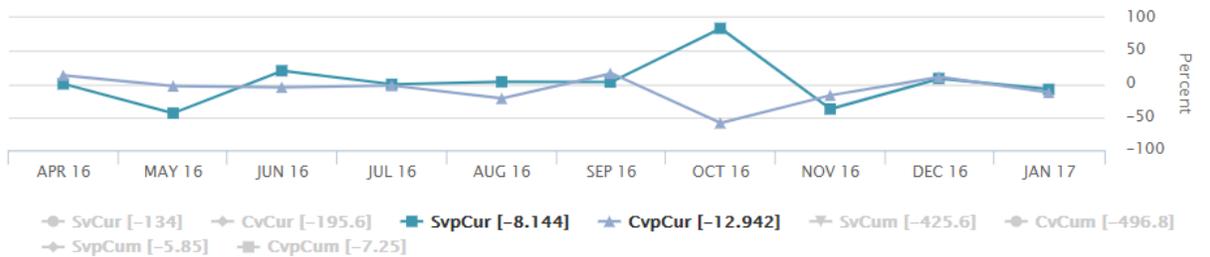
# Variance Analysis Dashboard

MOH-2 JAN 17 WBS Dollars :: DOE Variance Analysis :: DOE Variance Analysis

HIER	WBS	DESCRIPTION	LL	CAM	PctCmp	SvTrCur	SvCur	SvpCur%	CvTrCur	CvCur	CvpCur%	SvTrCum	SvCum	SvpCum%	CvTrCum	CvCum	CvpCum%
1	1000	MOH-2		Jones	32.95	↓	-134,000	-8.14	↓	-195,600	-12.94	↓	-425,600	-5.85	↓	-496,800	-7.25
11	2000	PROJ MANAGEMENT		Brown	62.79	↑	-1,800	-3.59	↓	-13,800	-28.51	↓	-13,200	-1.50	↓	-61,200	-7.04
111	2100	PROJ MANAGEMENT	x	Brown	45.70	↔	0	0.00	↓	-2,000	-5.59	↑	-12,000	-4.07	↔	-17,400	-6.16
112	2200	SYS ENGINEERING	x	Price	85.04	↑	0	0.00	↓	-10,400	-185.71	↔	6,400	2.73	↓	-26,400	-10.95
113	2300	FUNC INTEGRA	x	Price	71.62	↓	-1,800	-20.45	↑	-1,400	-20.00	↓	-7,600	-2.15	↓	-17,400	-5.03
12	3000	PRIME EQUIP		Smith	30.31	↓	-122,200	-9.60	↓	-149,200	-12.97	↓	-382,600	-7.96	↓	-365,400	-8.25
121	3100	SENSORS	x	Smith	20.87	↑	-12,800	-8.37	↓	-12,200	-8.70	↑	-36,600	-9.21	↓	-10,600	-2.94
122	3200	COMMUNICATIONS	x	Tideman	34.63	↓	-31,000	-15.55	↓	-43,400	-25.77	↑	-203,200	-22.31	↓	-130,800	-18.49
123	3300	AUX EQUIP	x	Tideman	27.57	↓	-30,000	-18.82	↓	-41,800	-32.30	↓	-93,200	-12.27	↓	78,200	11.73
124	3400	ADPE	x	Zepka	41.89	↓	-14,000	-26.92	↓	-22,400	-58.95	↓	-10,200	-3.91	↓	12,600	5.02
125	3500	COMP PROGRAMS	x	Pino	47.62	↑	2,000	11.49	↔	2,000	10.31	↔	2,000	2.27	↑	5,600	6.22
126	3600	PCC	x	Zepka	28.99	↑	-4,000	-0.90	↓	-6,400	-1.46	↓	-11,400	-0.67	↑	-296,200	-17.62
127	3700	DATA DISPLAY	x	Troop	41.13	↑	14,400	16.94	↔	0	0.00	↑	-113,000	-41.45	↔	0	0.00

DOE Variance Analysis Chart

MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]  
DOE Variance Analysis (Thousands)



Encore Analytics, LLC

Six Period Summary Report

MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]  
Six Period Summary

ITEM	AUG 16	SEP 16	OCT 16	NOV 16	DEC 16	JAN 17
BCWS_c	429,000	816,000	286,000	1,677,000	1,439,200	1,645,400
BCWP_c	443,000	840,000	526,000	1,042,000	1,557,600	1,511,400
ACWP_c	540,000	706,000	836,000	1,220,000	1,395,800	1,707,000
SCH VAR_c	14,000	24,000	240,000	-635,000	118,400	-134,000
SCH VAR %_c	3.26	2.94	83.92	-37.87	8.23	-8.14
SPI_c	1.033	1.029	1.839	0.621	1.082	0.919
CEI	0.000	0.000	0.000	0.000	0.000	0.667



# EVMS Surveillance Test Report

GL.Attribute	Metric	Test	M	Value	Total	Percent	Goal	Note
01.02	03	Number of incomplete BL activities where EVM WBS code does not match FC IMS WBS code		1,013	1,013	100.00%	0	
03.01	01	Number of incomplete WPs where linked activities physical % complete does not match physical % complete in EVMS		95	183	51.90%	<= 5%	
03.01	02	Number of incomplete CA/WP/PP where FC IMS start or finish do not align with EVMS ACWP/ETC		202	350	57.70%	0	
03.01	03	Number of incomplete discrete WP/PP/SLPP where FC IMS finish does not align with time-phased ETC in EVMS		117	240	48.80%	0	
03.01	09	Number of CA/WP/PP/SLPP having BL IMS WBS codes that do not match EVMS WBS code		349	349	100.00%	0	
05.01	01	Number of CAs with no responsible or more than one responsible OBS		2	59	3.40%	0	
05.03	01	Number of CAs with no assigned or more than one assigned CAM		20	59	33.90%	0	
05.04	02	Number of CAs with greater than 7% L1 BAC and 10% L1 BCWS that exceed CV or SV thresholds in three consecutive periods		0	59	0.00%	0	
06.01	02	Number of incomplete discrete WP/PP/SLPPs from EVM system not represented in FC IMS		19	259	7.30%	0	
06.02	01	Number of activities with percent complete = 100 and no actual finish date in FC IMS		0	258	0.00%	0	
06.02	02	Number of activities identified as statused out of sequence in FC IMS		6	1,274	0.50%	0	
06.02	03	Number of activities missing actual start dates with physical percent complete > 0%		1	129	0.80%	0	
06.02	04a	Number of activities with actual start date different than prior report		0	386	0.00%	0	
06.02	04b	Number of activities with actual start date different than prior report		0	260	0.00%	0	
06.02	05	Number of incomplete activities in BL IMS not represented in FC IMS		0	1,013	0.00%	0	

These are available for all, but the primary users are those subject to PM certification and compliance oversight to enable their self-governance

Continues through to GL



# EVMS Test Metric Specification Sheet

Guide Line . Attribute . Metric

01 . 01 . 01

- 197 Tests
- Empower adding 106 automated or hybrid in Phase 1 (June 2019)
- Up to 70 more may be added in the future.
- Challenges include data collection and automation
- Spec sheet for each of the 197 tests to be attached to ECRSOP Appendix A  
<https://community.max.gov/x/ao5tQw>  
 or <https://bit.ly/2J42N9v>

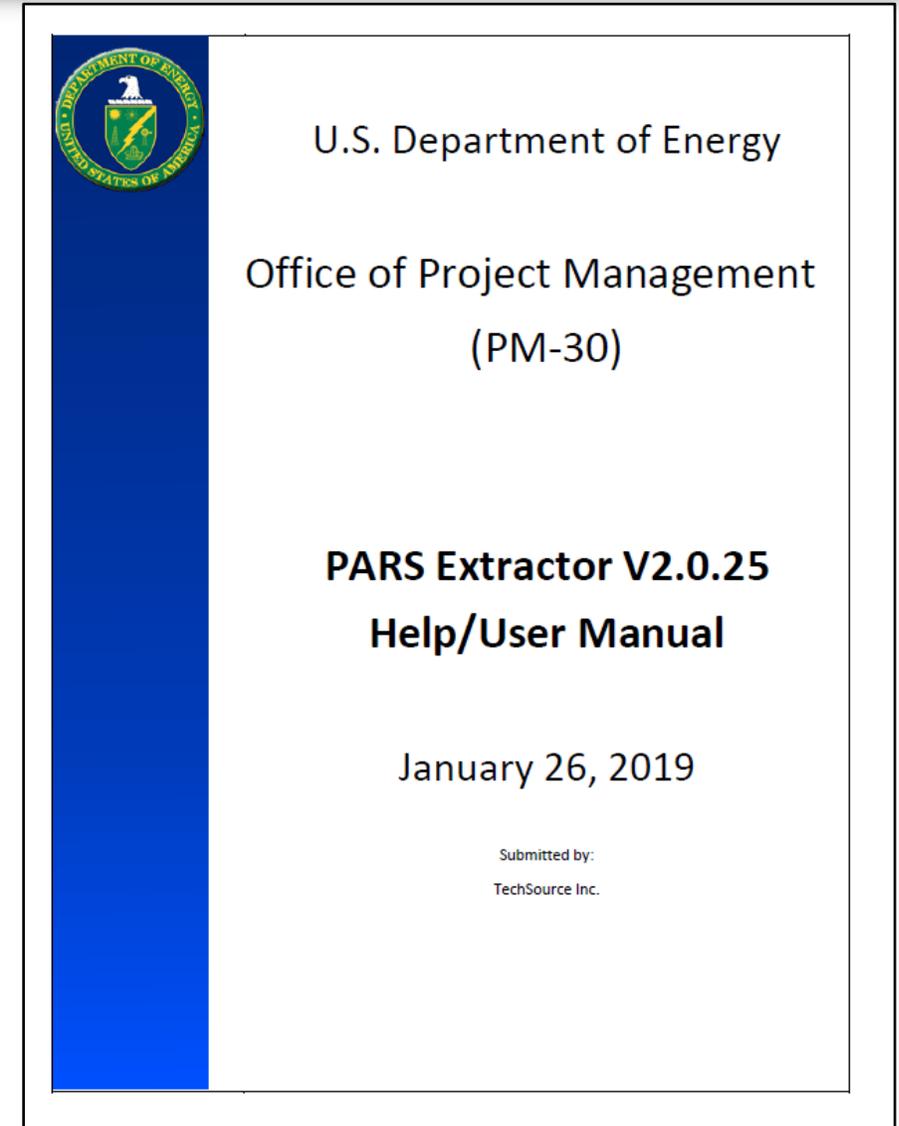
32 Guide Lines  
 82 Attributes  
 197 Tests

DOE EVMS Test Metric Specification			
1. EIA-748 Guideline	2. Metric ID	3. Method	4. Frequency
01	01.01.01	automated/manual	initially & following implementation of customer changes
<b>5. Attribute</b>			
1. Is the product-oriented WBS used for a given project extended to the control account level as a minimum?			
<b>6. Test Description</b>			
This test confirms that the WBS is product and/or deliverable oriented depicting the breakdown of work scope for work authorization, tracking, and reporting purposes. The testing compares the products/deliverables listed in the PEP (and other scope documents) to the WBS. All elements of the WBS should be defined in an accompanying WBS Dictionary. Reference is made to the DOE WBS Handbook for this assessment.			
<b>7. Test Metric</b>			
Compare the products/deliverables listed in the PEP (and other scope documents) and the WBS. Is there product-oriented groupings of project scope elements in the WBS dictionary to organize and subdivide the total work scope as defined in the PEP (and other scope documents)? Does the WBS dictionary define the products to be developed or produced? Does the WBS dictionary relate elements of work to be accomplished to each other and the overall end product? Please reference the DOE WBS Handbook for guidance.			
8a. Max. Threshold(s)	8b. Max. Tolerance	8c. CRI Weighing	9a. CSV Tab/Other
0			
<b>9b. Empower Optimized Format</b>			
<b>10. Artifacts and Data Elements Required</b>			
<b>Y artifact(s)</b>		<b>X artifact(s)</b>	
FF01_(WBS)		scope documents, e.g., contract, PEP, conceptual design report,...	
<b>FF data elements</b>			
FF01_(WBS)_IC_WBS			
FF01_(WBS)_ID_title			
FF01_(WBS)_IJ_WBS_narrative			
<b>11. NDIA Reference(s)</b>			
Page 4, Management Value: "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 integrated program management."			
<b>12. Assumptions</b>			
<b>13. Instructions</b>			
<u>Determine Y items based on the following.</u>			
Count FF01_(WBS)_IC_WBS items and, if identified, with the following characteristics.			
• FF01_(WBS)_ID_title <listing>			
• FF01_(WBS)_IJ_WBS_narrative <listing>			
<u>Determine X items, a subset of Y, based on the following.</u>			
Manually count flagged items based on the following operation(s).			
• Verify WBS is product oriented and project level scope documents align with FF01_(WBS)_IJ_WBS_narrative.			
<u>Determine if X or X/Y exceeds the metric threshold(s).</u>			
<b>14. Numerator Code</b>			
<b>15. Denominator Code</b>			
<b>16. Revision Block</b>			



# New Extractor – CSV Format

- **New Extractor designed for Projects using COBRA and Primavera P6**
- Old extractor remains an options for those not using COBRA
- Cost data provided to the WP level
- Other tools providing CSV for PARS
  - Cloud EVM
  - ForProject
  - Others welcome
- **Required format to take advantage of EVMS Metric tests for self-surveillance**





# CSV Format – ECRSOP Appendix F

1	<b>FILE NAME</b>	Cost.csv
2	<b>DESCRIPTION</b>	This file should be populated with the contractor time-phased EVMS data for the entire span of the project (not contract). Provide incremental period data at the WP/PP level. Incremental values are in both dollars and units. Units are quantity values that can be hours for labor, dollars for subcontract or ODC or overhead, and quantity for material. csv file must be in the same order, type, and structure per below. Data must be provided to generate data submission package.
3	<b>REQUIRED DATA</b>	Time-phased EVMS data at the WP/PP level by EOC.
4	<b>PRIMARY KEY</b>	PARSID, CPP_STATUS_DATE, PERIOD_DATE, WBS, EOC
5	<b>RELATIONSHIPS</b>	WBS = WBS.WBS, OBS = OBS.OBS

Excel Column	Requested Field Name	Description	Data Type	Cobra Source	Example CSV Output	Notes
A	PARSID	ID assigned by PARS to a project for which data is submitted.	INTEGER (6)	UI INPUT	1024	
B	CPP_STATUS_DATE	Contractor "Data As Of Date." Must be the same across all submitted files.	DATE (10)	PROGRAM.STATUSDATE	7/22/2018	Manually entered in DOE extractor - should be the same as the report period ending date (F1_4_b_RPT_period_end).
C	PERIOD_DATE	Time-phased period end date.	DATE (10)	TPHASE.DF_DATE	2/29/2016	
D	WBS	WBS element at the WBS_Type.	VARCHAR (36)	CAWP column defined in UI	01.08.01.01.01.01	User defines column used in CAWPID in UI interface for WBS #
E	EOC	labor material subcontract ODC overhead	VARCHAR (20)	TPHASE.CECODE (transformed to key elements per UI map from COSTELEM table)	LABOR	If user did not enter EOCs then this field is otherwise, LABOR or SUBCONTRACTOR or MATERIAL or ODC or OVERHEAD.
F	OBS	Lowest level organization responsible for the WBS. Must have a matching record in the OBS.csv file.	VARCHAR (36)	if UI.OBSExists = "False" then "NA" else CAWP.[UDF.OBS]	NW.01.05.11.01.01	For visual check in Cost file.
G	WBS_TYPE	CA = control account SLPP = summary level planning package WP = work package PP = planning package	VARCHAR (4)	if CAWP.[UDF.WP] is null then "CA" else "WP"	WP	

WBS | OBS | **COST** | SCHEDULE | LOGIC | RESOURCES | IPMR | FORMAT1 | FORMAT2

J	EV_METHOD	C = Percent Complete D = Units Complete E = 50-50 F = 0-100 J = Apportioned K = Planning Package	VARCHAR (12)	CAWP.PMT	C	
---	-----------	---	--------------	----------	---	--

VERSION CONTROL | WBS | OBS | **COST** | SCHEDULE | LOGIC | RESOURCES | IPMR | FORMAT1 | FORMAT2



# PARS User Training Objectives

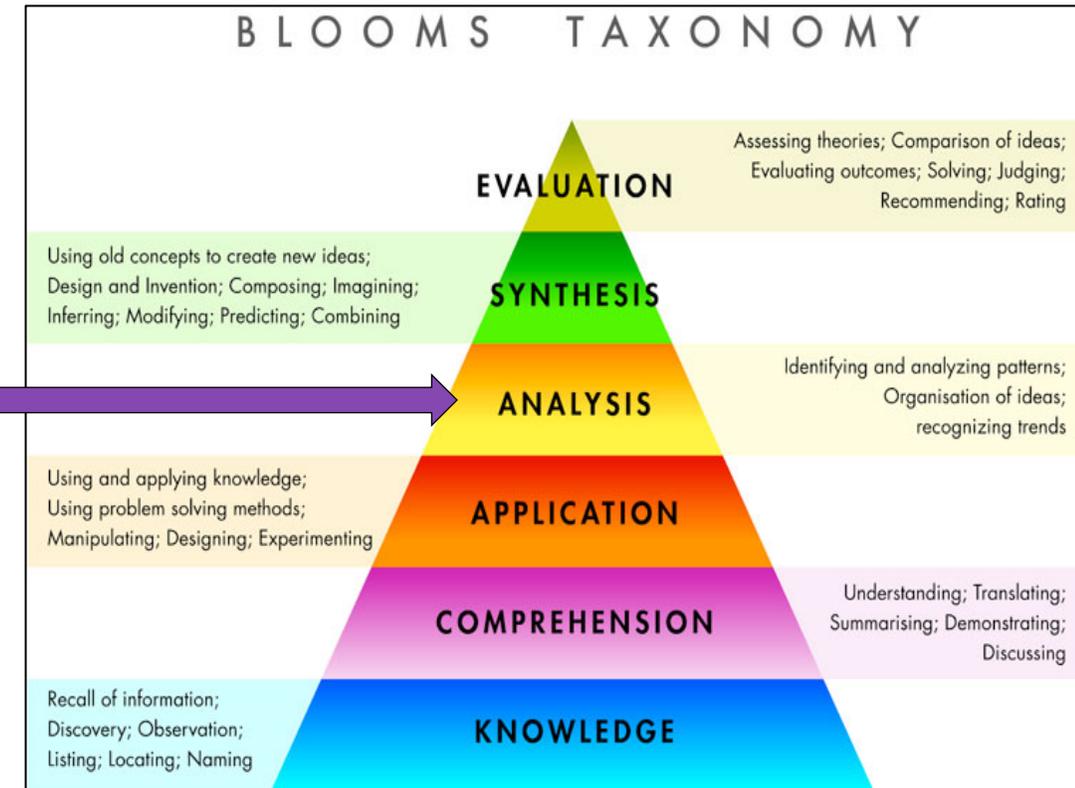
## April to September 2019

April/May 2019 NDIA IPMD  
Department of Energy

- Understand the basic organization and operations of the PARS.
- Understand the document management system of PARS
- Understand user roles in PARS
- Understand EA – Empower as part of PARS
  - How to get in
  - Layout, tool bar, and status bar
  - Exporting from Empower
- Use Empower views, charts, reports and dashboards to analyze a project
- Use Empower Filters and pre-filters to organize data for analysis
- Use advanced capabilities of Empower to analyze multiple projects
- Use DOE dashboards to quickly analyze and get to information
- Use DOE EVMS Metrics Tests in Empower for self-surveillance and compliance testing

### AT COMPLETION - EARN 8 CEU/PDUs

- Federal Employees – Will be added to CHRIS
- Contractor Employees – Certificate will be emailed





# Questions or Comments



BACK UP



# User Forums

156 of the 317 or 49% of users to participate and comment.

Question	IT	CIO	EM	FE	NA	NE	PM	SC	Grand Total
1. What do you like about PARS now (that we should not lose)?		1	3		2	1	3	4	14
2. What frustrates you about PARS (that we can try to address)?			2	3	1	1	3	5	15
3. What are the top 10 reports that you use?			5	1	1			5	12
4. What reports are not available now that would help you?		4	9	1	2		1	3	20
5. How do you use PARS to help assess projects?		3	3	7		1		2	16
6. How do you think DOE uses PARS to inform Senior Leaders?				1					1
7. What do you like about Empower?			1	1	2				4
8. What concerns do you have about the transition to Empower?		1	2	2	3		1	2	11
9. What more would you like PARS to have (functions, data, etc.)?			3		1	2	1	3	10
<b>Grand Total</b>		<b>9</b>	<b>28</b>	<b>16</b>	<b>12</b>	<b>5</b>	<b>9</b>	<b>24</b>	<b>103</b>



# Project Assessments – FPD / Program / PM

April/May 2019 NDIA IPMD  
Department of Energy

Project Information x PM-PARS-WF Change Request V x

https://pars2oa.doe.gov/389/SitePages/Project%20Information.aspx

Apps PARS Login

Project Assessment & Reporting System (PARS) Matthew Z West

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## 389 | SALT WASTE PROCESSING FACILITY (SWPF)

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**OA OVERVIEW**

FPD TOOLBOX

CPP UPLOAD

EDIT LINKS

**Project Documents**

**EV Analysis**

**Project Reports**

Project(s) Shortcut

PARS ID - Acronym

- 1 - SM-43
- 3
- 389 - SWPF
- 390 - WTP
- 394 - HEPF

**PROJECT ATTRIBUTES**

**CD INFORMATION**

**KPP**

**ASSESSMENTS**

Assessments

FPD ASSESSMENTS PROGRAM ASSESSMENTS PM ASSESSMENTS

-- Current Period Assessment --

Assessment Status	<a href="#">Publish</a>	DRAFT
Status Date	April 2019	
Forecast for TPC (\$)	2,322,000,000	
Forecast Completion	12/20/2019	
RYG	<b>Green</b>	
Narrative	<p>February 2019 is the ninth month of reporting based on Parsons Revised Performance Measurement Baseline Change Proposal 3508 (BCP-3508). BCP-3508 was conditionally approved in DOE letter SWPF-18-217 (date July 13, 2018) on an interim basis for Earned Value Management (EVM) reporting only in accordance with contract requirements. This approval is contingent upon Parsons developing and maintaining a complete and rigorous set of metrics, reported monthly, that appropriately portray project execution performance to offset excessive level of effort contained in the BCP. Parson's forecasted CD-4 date moved to December 20, 2019 (slipped 26 days from the baseline date of November 19, 2019).</p> <p>The IPMB current period SPI is 1.09 and CPI is 0.95. The IPMB cumulative SPI is 1.00 and CPI is 1.05. The favorable current period schedule variance (+\$736K) is due to performance in the C&amp;O Equipment and Material (+\$497K) control account due to the acquisition of materials that were planned in prior periods, and in the Engineering Discreta (+\$248K) control account due to the completion</p>	
<p><i>Modified By Rodney P Crossley</i>  <i>Modified on 3/28/2019 10:52:46 AM</i></p>		

### ACCESSIBILITY/SECTION 508

The U.S. Department of Energy is committed to making its electronic and information technologies accessible to individuals with disabilities in accordance with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended in 1998.

### TUTORIALS/TALKING HEADS

- Repository of the written dialogue for each instructional .gif as located throughout PARS.

### CONTACT US

- For questions or additional information, please visit the [Contacts](#) list located within the Support site.

### PARS WHITE PAPERS

- Contains training documents, explains useful functionality and provides further explanation for sites and processes within PARS.



# Project FPD Toolbox (Checkbooks)

April/May 2019 NDIA IPMD  
Department of Energy

Project Assessment & Reporting System (PARS) Matthew Z West

389 | SALT WASTE PROCESSING FACILITY (SWPF)

CD2 Approved Amount: \$39,000,000

Initial Deposit	+	Total Credits (+)	-	Total Debits (-)	=	Remaining Balance
\$39,000,000		PB BCP \$30,826,798 Adjustment \$252,471,955		PB BCP \$32,575,404 Adj/Usage \$20,000,000		Available \$269,723,349 Budgeted \$269,723,349

Transaction Date	Transaction Type	Transaction Title	Credit (+)	Debit (-)	EAC Adjustment	Transaction Narrative
10/19/2017	Usage	BCP-7010		\$20,000,000		Utilization of contingency for Next Generation Cold Feed Facility CLINN 0010AH
10/19/2017	PB BCP	BCP-7009	\$10,648,043			Adjust Federal baseline to final cost for construction closeout (CLINN 0005AD)
6/22/2017	PB BCP	Correct entry of BCP 7007 as a Debit		\$16,287,702		BCP 7007 entered correctly as a Debit transaction
6/22/2017	PB BCP	correction of BCP 7007		\$16,287,702		BCP entered as a credit in error
6/22/2017	PB BCP	Use of SWPF - OPC Commissioning Funds for the East/West Transfer Line Project - FY2017	\$16,287,702			BCP-7007 This BCP captures utilization of contingency in FY 2017 for the East/West Transfer Line (EWTL) project which will improve waste transfer integration between the LW Program and SWPF.

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Project(s) Shortcut  
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[FEE](#)  
[OTHER DIRECT COST](#)  
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# Contractor Project Performance (CPP) Upload

April/May 2019 NDIA IPMD  
Department of Energy

389 - CPPUpload | PM-PARS-WF Change Request V | <https://pars2oa.doe.gov/389/SitePages/CPPIUpload.aspx>

Project Assessment & Reporting System (PARS) | Matthew Z West

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**CPP UPLOAD**

XML/MDB Submission

CPP DATA | PUBLISHED DATA

Name	Status Date	Upload Status	MDB File?	Submitted Date	Published Date
2019_02_PARSII_data.mdb	2/22/2019	DONE	YES	4/10/2019	4/10/2019
2019_01_PARSII_data.mdb	1/25/2019	DONE	YES	2/20/2019	2/20/2019
2018_12_PARSII_data.mdb	12/28/2018	DONE	Yes	1/29/2019	1/29/2019
2018_11_PARSII_data.mdb	11/30/2018	DONE	Yes	1/10/2019	1/11/2019
2018_10_PARSII_data.mdb	10/26/2018	DONE	Yes	11/19/2018	11/19/2018
2018_09_PARSII_data.mdb	9/28/2018	DONE	Yes	10/28/2018	10/28/2018
2018_08_PARSII_data.mdb	8/31/2018	DONE	Yes	9/25/2018	9/25/2018
SRS_Parsons_SWPF_2018_01_26_CPP_Upload templatev2.mdb	7/27/2018	DONE	Yes	9/06/2018	9/06/2018
PARS II SWPF_2018-06v2.mdb	6/29/2018	DONE	Yes	7/30/2018	9/05/2018
PARS II SWPF_Parsons_2018-04 v2.mdb	4/27/2018	DONE	Yes	6/01/2018	6/01/2018
SRS_Parsons_SWPF_2018_01_26_CPP_Upload template.mdb	1/26/2018	DONE	Yes	2/20/2018	2/20/2018
SRS_Parsons_SWPF_2017_12_29_CPP_Upload template.mdb	12/29/2017	DONE	Yes	1/22/2018	1/22/2018
SRS_Parsons_SWPF_2017_11_24_CPP_Upload template.mdb	11/24/2017	DONE	Yes	1/08/2018	1/08/2018
SRS_Parsons_SWPF_2017_10_27_CPP_Upload template.mdb	10/27/2017	DONE	Yes	11/27/2017	11/27/2017

**MR TOOLBOX**

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# Project Attributes

Project Information x PM-PARS-WF Change Request V x

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Project(s) Shortcut

PARS ID - Acronym

- 1 - SM-43
- 3
- 389 - SWPF
- 390 - WTP
- 394 - HEPF

**PROJECT ATTRIBUTES**

Project Attributes

- PROJECT ATTRIBUTES
- PROJECT DEFINERS
- KEY DATES
- ASSIGNED CONTACTS
- UNASSIGNED CONTACTS

Project Status	Active
PARS ID	389
DOE Project Number	05-D-405
Project Name	Salt Waste Processing Facility (SWPF)
Project Acronym	SWPF
Site	SRS
Project Description	The SWPF will provide DOE the capability to safely separate the highly radioactive constituents of the salt waste stored in underground tanks at the SRS. The high level waste will be further processed at the SRS Defense Waste Processing Facility, and the low level waste product will be processed for disposal in the SRS Saltstone Facility. The contractor will plan, design, construct and commission this facility to specifically separate highly radioactive cesium, actinides and strontium from salt and supernate waste streams.
Modified By	Edward C. Gully
Modified on	10/22/2018 7:03:16 PM
Initial Entered Date	12/9/2016

CD INFORMATION

KPP

ASSESSMENTS

### ACCESSIBILITY/SECTION 508

The U.S. Department of Energy is committed to making its electronic and information technologies accessible to individuals with disabilities in accordance with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended in 1998.

### TUTORIALS/TALKING HEADS

- Repository of the written dialogue for each instructional .gif as located throughout PARS.

### CONTACT US

- For questions or additional information, please visit the [Contacts](#) list located within the Support site.

### PARS WHITE PAPERS

- Contains [training documents](#), explains useful functionality and provides further explanation for sites and processes within PARS.



# Project Critical Decision (Phase Gates) Department of Energy

Project Information x PM-PARS-WF Change Request V x

https://pars2oa.doe.gov/389/SitePages/Project%20Information.aspx

Project Assessment & Reporting System (PARS) Matthew Z West

HOME PROJECTS DMS LESSONS LEARNED REVIEWS SUPPORT TEAM SITES EDIT LINKS

### 389 | SALT WASTE PROCESSING FACILITY (SWPF)

HOME

OA OVERVIEW

FPD TOOLBOX

CPP UPLOAD

EDIT LINKS

**Project Documents**

**EV Analysis**

**Project Reports**

Project(s) Shortcut

PARS ID - Acronym

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**PROJECT ATTRIBUTES**

**CD INFORMATION**

CD Information

CD 0 CD 1 CD 2 CD 3A CD 3 BCP-1 **BCP-2**

BCP Number	BCP-2	
Directive Title	No	
Approved Date	8/22/2014	
Approved By	Poneman, Daniel	
Approval Notes	TPC breakdown is based on data provided by PM Analyst	
CD4 Approved Date	1/31/2021	
DOE Schedule Contingency	791	
Change in Scope	No Change	
TPC Approved (\$)	2,322,000,000	
DOE Cost Contingency (\$)	336,100,000	
DOE ODCs (\$)	138,869,749	
Contractor Fee/Profit (\$)	25,947,655	
Contractor MR (\$)	0	
PMB (\$)	1,821,082,596	
Calculated TPC (\$)	2,322,000,000	
Delta (\$)	0	

Modified By Igor Pedan  
Modified on 12/9/2016 11:40:02 AM  
Initial Entered Date 12/9/2016

**KPP**

**ASSESSMENTS**

ACCESSIBILITY/SECTION 508 TUTORIALS/STALKING HEADS CONTACT US PARS WHITE PAPERS



# Project Key Performance Parameters

April/May 2019 NDIA IPMD  
Department of Energy

Project Information x PM-PARS-WF Change Request V x

https://pars2oa.doe.gov/389/SitePages/Project%20Information.aspx

Apps PARS Login

Project Assessment & Reporting System (PARS) Matthew Z West

BROWSE PAGE

HOME PROJECTS DMS LESSONS LEARNED REVIEWS SUPPORT TEAM SITES EDIT LINKS

## 389 | SALT WASTE PROCESSING FACILITY (SWPF)

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PROJECT ATTRIBUTES

CD INFORMATION

KPP

KPP-2 KPP-3 KPP-4

KPP Id	KPP-2
KPP Type	Threshold
Source Type	CD2
Planned Scope	Demonstrate the ability to produce waste products that are within the established limits of the WAC and/or DSA of the receiving facilities (DWPF WAC and SPF WAC) as follows: The KPPs for the DWPF are as follows: <ul style="list-style-type: none"> <li>MST/Sludge product. <ul style="list-style-type: none"> <li>Concentrate MST/Sludge solids to 4-7 wt% for ASP and AFF.</li> <li>Sodium concentration &lt;0.7 M.</li> </ul> </li> </ul>
KPP Status	
Delivered Scope	

Modified By Ray Novicio  
Modified on 12/13/2016 9:54:14 AM

ASSESSMENTS

### ACCESSIBILITY/SECTION 508

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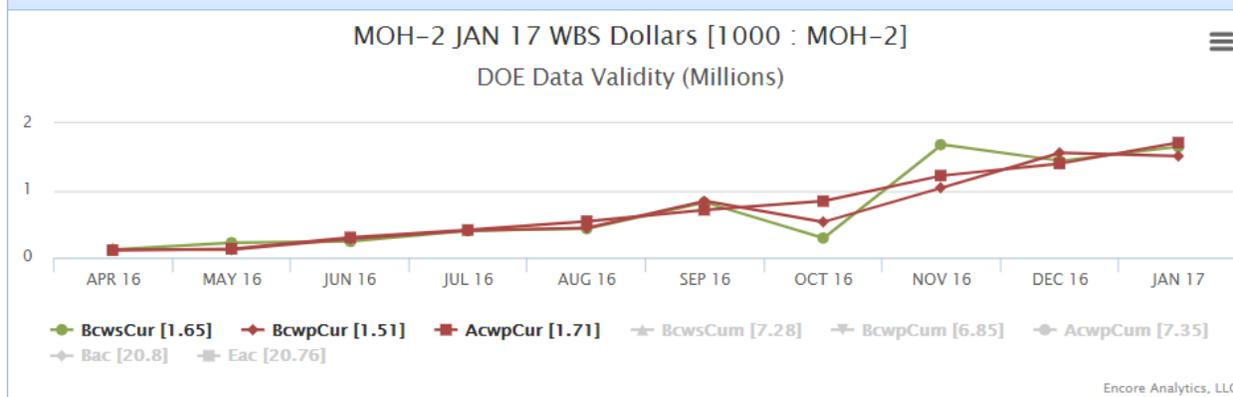


# Data Validity Dashboard

MOH-2 JAN 17 WBS Dollars :: DOE Data Validity :: DOE Data Validity

HIER	WBS	DESCRIPTION	LL	CAM	PctCmp	SC<0	PC<0	AC<0	S>B	P>B	A>E	AwoB	ACwoB	PwoA	Cmp+ETC	RwoETC
1	1000	MOH-2		Jones	32.95	0	0	0	1	0	0	0	0	0	1	0
11	2000	PROJ MANAGEMENT		Brown	62.79	0	0	0	0	0	0	0	0	0	0	0
111	2100	PROJ MANAGEMENT	x	Brown	45.70	0	0	0	0	0	0	0	0	0	0	0
112	2200	SYS ENGINEERING	x	Price	85.04	0	0	0	0	0	0	0	0	0	0	0
113	2300	FUNC INTEGRA	x	Price	71.62	0	0	0	0	0	0	0	0	0	0	0
12	3000	PRIME EQUIP		Smith	30.31	0	0	0	0	0	0	0	0	0	0	0
121	3100	SENSORS	x	Smith	20.87	0	0	0	0	0	0	0	0	0	0	0
122	3200	COMMUNICATIONS	x	Tideman	34.63	0	0	0	0	0	0	0	0	0	0	0
123	3300	AUX EQUIP	x	Tideman	27.57	0	0	0	0	0	0	0	0	0	0	0
124	3400	ADPE	x	Zepka	41.89	0	0	0	0	0	0	0	0	0	0	0
125	3500	COMP PROGRAMS	x	Pino	47.62	0	0	0	0	0	0	0	0	0	0	0
126	3600	PCC	x	Zepka	28.99	0	0	0	0	0	0	0	0	0	0	0
127	3700	DATA DISPLAY	x	Troop	41.13	0	0	0	0	0	0	0	0	0	0	0

DOE Data Validity Chart



Data Quality Indicators Report

**MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]**  
**Data Quality Indicators Report**

Ref: DCMA-EA PAM 200.1, EVMS Program Analysis Pamphlet (PAP), Mar 2016  
 Planning & Scheduling Excellence Guide (PASEG), June 2012  
 DCMA EVMS Testing Protocols (DETP) 3.0

**WARNING**

BCWS CUM > BAC	E	PAP, 5.1
LOE with CUM SV	E	PAP, 5.7
LOE with CUR SV	E	PAP, 5.7
Completed work with ETC	E	PAP, 5.9



# Schedule Health Dashboard

HIER	WBS	DESCRIPTION	LL	CAM	PctCmp	NoLogic	Lead	Lag	RelSF	RelSS	RelFF	HardConst	HighFloat	Float<0	HighDur	FS<Status	FF<Status	AS>Status	AF>Status	FForAF>BF
1	1000	MOH-2		Jones	32.95	21	0	23	0	38	9	7	30	38	37	0	0	0	8	5
11	2000	PROJ MANAGEMENT		Brown	62.79	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
111	2100	PROJ MANAGEMENT	x	Brown	45.70	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
112	2200	SYS ENGINEERING	x	Price	85.04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
113	2300	FUNC INTEGRA	x	Price	71.62	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	3000	PRIME EQUIP		Smith	30.31	21	0	23	0	38	9	7	30	38	37	0	0	0	8	5
121	3100	SENSORS	x	Smith	20.87	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
122	3200	COMMUNICATIONS	x	Tideman	34.63	9	0	13	0	20	5	7	6	19	21	0	0	0	4	2
123	3300	AUX EQUIP	x	Tideman	27.57	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
124	3400	ADPE	x	Zepka	41.89	6	0	5	0	10	4	0	5	19	9	0	0	0	4	1
125	3500	COMP PROGRAMS	x	Pino	47.62	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
126	3600	PCC	x	Zepka	28.99	6	0	5	0	8	0	0	19	0	7	0	0	0	0	2
127	3700	DATA DISPLAY	x	Troop	41.13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Linked Tasks	Complete Tasks	Incomplete Tasks	Incomplete Discrete Tasks	Planned Completions	Actual Completions	Relationship Count
111	27	84	75	19	16	124

Metric	Description	Goal	Percent	Count
Missing Task Links	Number of tasks not linked to cost elements in the current structure	0 %	0.00 %	0 / 111
Invalid Task Links	Number of tasks linked to an invalid cost element in the current structure	0 %	0.00 %	0 / 111
Baseline Execution Index	Performance relative to baseline	> 05 %	84.21 %	16 / 10

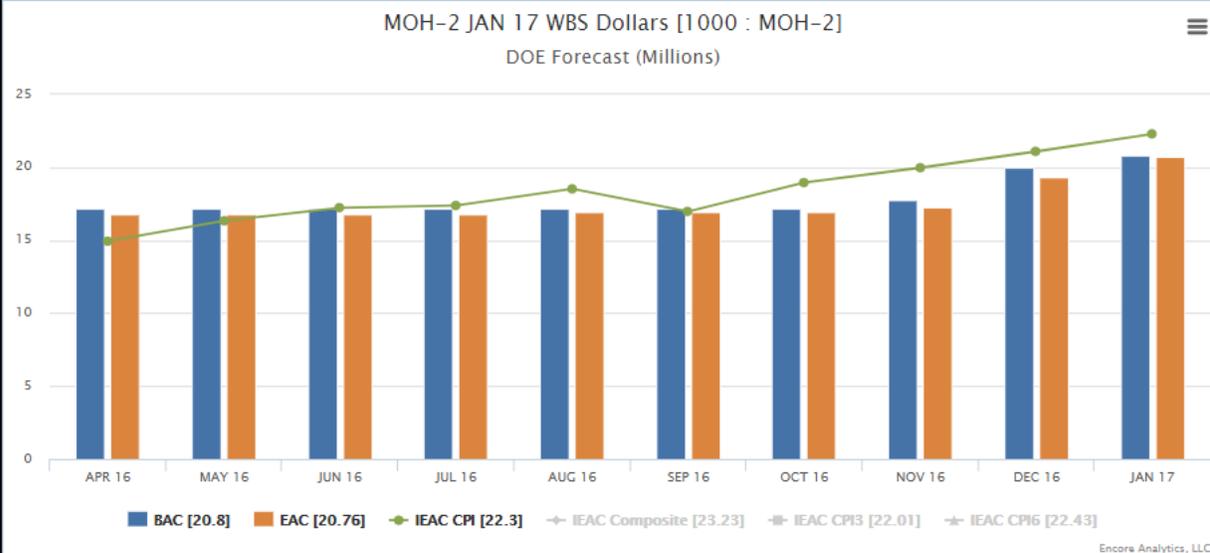


# Forecast Dashboard

MOH-2 JAN 17 WBS Dollars :: DOE Forecast :: DOE Forecast

HIER	WBS	DESCRIPTION	LL	CAM	Percent Complete	SPI Cum	CPI cum	CPI cum3	CPI cum6	DQI CPI Cum To TCPI (EAC)	DQI EAC High	DQI EAC Low	TCPI (EAC)	TCPI (BAC)	DQI CV<VAC	CV Cum	VAC	BAC	EAC	IEAC CPI	IEAC Composite	IEAC CPI3	IEAC CPI6
1	1000	MOH-2		Jones	32.95	0.942	0.932	0.951	0.924	↑	3	5	1.040	1.037	8	-496,800	35,200	20,796,200	20,761,000	22,303,796	23,232,501	22,011,358	22,434,000
11	2000	PROJ MANAGEMENT		Brown	62.79	0.985	0.934	0.950	0.921	↓	0	2	1.056	1.135	2	-61,200	-34,000	1,384,600	1,418,600	1,482,067	1,490,440	1,473,006	1,489,000
111	2100	PROJ MANAGEMENT	x	Brown	45.70	0.959	0.942	0.965	0.931	↓	0	1	1.044	1.055	1	-17,400	-3,200	618,400	621,600	656,476	671,613	648,003	660,000
112	2200	SYS ENGINEERING	x	Price	85.04	1.027	0.901	0.895	0.886	↓	0	1	2.650	2.650	1	-26,400	0	283,400	283,400	314,445	313,195	314,784	315,000
113	2300	FUNC INTEGRA	x	Price	71.62	0.978	0.952	0.979	0.939	↓	0	0	0.911	1.145	0	-17,400	-30,800	482,800	513,600	507,094	510,256	503,152	509,000
12	3000	PRIME EQUIP		Smith	30.31	0.920	0.924	0.940	0.917	↓	2	2	1.006	1.037	2	-365,400	-309,000	14,606,400	14,915,400	15,812,106	16,764,596	15,623,197	15,897,000
121	3100	SENSORS	x	Smith	20.87	0.908	0.971	0.920	0.920	↓	0	0	0.992	1.008	0	-10,600	-21,600	1,728,400	1,750,000	1,779,179	1,921,986	1,858,007	1,858,000
122	3200	COMMUNICATIONS	x	Tideman	34.63	0.777	0.844	0.806	0.825	↓	0	1	1.034	1.109	1	-130,800	-87,000	2,043,000	2,130,000	2,420,756	2,875,343	2,496,119	2,457,000
123	3300	ALY EQUIP	x	Tideman	27.57	0.877	1.133	1.206	1.130	↓	1	0	0.967	0.957	0	78,200	8,400	2,418,200	2,400,800	2,134,517	2,350,686	2,041,400	2,136,000

DOE Forecast Chart



Six Period Summary Report

MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]  
Six Period Summary

ITEM	AUG 16	SEP 16	OCT 16	NOV 16	DEC 16	JAN 17
BCWS_c	429,000	816,000	286,000	1,677,000	1,439,200	1,645,400
BCWP_c	443,000	840,000	526,000	1,042,000	1,557,600	1,511,400
ACWP_c	540,000	706,000	836,000	1,220,000	1,395,800	1,707,000
SCH VAR_c	14,000	24,000	240,000	-635,000	118,400	-134,000
SCH VAR %_c	3.26	2.94	83.92	-37.87	8.23	-8.14
SPI_c	1.033	1.029	1.839	0.621	1.082	0.919
CEI	0.000	0.000	0.000	0.000	0.000	0.667
COST VAR_c	-97,000	134,000	-310,000	-178,000	161,800	-195,600
COST VAR %_c	-21.90	15.95	-58.94	-17.08	10.39	-12.94
CPI_c	0.820	1.190	0.629	0.854	1.116	0.885
BCWS	1,415,000	2,231,000	2,517,000	4,194,000	5,633,200	7,278,600
BCWP	1,376,000	2,216,000	2,742,000	3,784,000	5,341,600	6,853,000
ACWP	1,485,000	2,191,000	3,027,000	4,247,000	5,642,800	7,349,800
SCH VAR	-39,000	-15,000	225,000	-410,000	-291,600	-425,600



# Trend Dashboard

MOH-2 JAN 17 WBS Dollars :: DOE Trend Analysis :: DOE Trend Analysis

HIER	WBS	DESCRIPTION	LL	CAM	PctCmp	SpiCur	SpiTrCum	SpiCum	SpiCum3	SpiCum6	CpiCur	CpiTrCum	CpiCum	CpiCum3	CpiCum6	PctCmp	PctSpent	BEI	CEI
1	1000	MOH-2		Jones	32.95	0.919	↓	0.942	0.863	0.941	0.885	↓	0.932	0.951	0.924	32.95	35.34	0.842	0.667
11	2000	PROJ MANAGEMENT		Brown	62.79	0.964	↓	0.985	0.855	0.981	0.778	↓	0.934	0.950	0.921	62.79	67.21	1.000	1.000
111	2100	PROJ MANAGEMENT	x	Brown	45.70	1.000	↑	0.959	0.856	0.956	0.947	↔	0.942	0.965	0.931	45.70	48.51	1.000	1.000
112	2200	SYS ENGINEERING	x	Price	85.04	1.000	↔	1.027	0.886	1.023	0.350	↓	0.901	0.895	0.886	85.04	94.35	1.000	1.000
113	2300	FUNC INTEGRA	x	Price	71.62	0.795	↓	0.978	0.833	0.974	0.833	↓	0.952	0.979	0.939	71.62	75.23	1.000	1.000
12	3000	PRIME EQUIP		Smith	30.31	0.904	↓	0.920	0.855	0.921	0.885	↓	0.924	0.940	0.917	30.31	32.81	0.842	0.667
121	3100	SENSORS	x	Smith	20.87	0.916	↑	0.908	0.916	0.916	0.920	↓	0.971	0.920	0.920	20.87	21.49	1.000	1.000
122	3200	COMMUNICATIONS	x	Tideman	34.63	0.845	↑	0.777	0.705	0.776	0.795	↓	0.844	0.806	0.825	34.63	41.03	0.750	1.000
123	3300	AUX EQUIP	x	Tideman	27.57	0.812	↓	0.877	0.783	0.872	0.756	↓	1.133	1.206	1.130	27.57	24.33	1.000	1.000
124	3400	ADPE	x	Zepka	41.89	0.731	↓	0.961	0.827	0.950	0.629	↓	1.053	0.997	1.027	41.89	39.79	0.875	1.000
125	3500	COMP PROGRAMS	x	Pino	47.62	1.115	↔	1.023	0.945	1.027	1.115	↑	1.066	1.145	1.064	47.62	44.66	1.000	1.000
126	3600	PCC	x	Zepka	28.99	0.991	↓	0.993	0.917	0.994	0.986	↑	0.850	0.890	0.848	28.99	34.09	1.000	0.500
127	3700	DATA DISPLAY	x	Troop	41.13	1.169	↑	0.585	0.573	0.598	1.000	↔	1.000	0.908	0.966	41.13	41.13	1.000	1.000

DOE Trend Analysis Chart

MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]  
DOE Trend Analysis

Encore Analytics, LLC

Six Period Summary Report

MOH-2 JAN 17 WBS Dollars [1000 : MOH-2]  
Six Period Summary

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SPI_c	1.033	1.029	1.839	0.621	1.082	0.919
CEI	0.000	0.000	0.000	0.000	0.000	0.667
COST VAR_c	-97,000	134,000	-310,000	-178,000	161,800	-195,600

Admin::MOH-2 JAN 17 WBS Dollars:: [1000 : MOH-2]::Sort: ↑ Hier::Elements: 25/25



# PARS User Training

State	Active Users	%	Active Projects	%
CA	17	5%	14	16%
CO	2	1%	0	0%
HQ	130	42%	0	0%
ID	13	4%	2	2%
IL	16	5%	7	8%
LA	4	1%	1	1%
NJ	3	1%	0	0%
NM	15	5%	13	14%
NY	10	3%	7	8%
NV	7	2%	3	3%
OH	9	3%	2	2%
SC	16	5%	9	10%
TN	42	14%	19	21%
TX	2	1%	2	2%
VA	4	1%	1	1%
WA	20	6%	8	9%
WV	1	0%	0	0%
TBD			2	2%
Total	311	100%	90	100%

- Course are in CHRIS and locations are below.
  - Targets primary locations of users
- 
- 26 April – Washington DC – FORS – **Confirmed**
    - **CHRIS CODE 003077/0028**
    - **FORS Room 4A-104 8:00 AM to 5:00 PM**
  - 13 to 17 May - One Event – Richland on May 16<sup>th</sup> – Aligns with EFCOG) – **Confirmed**
  - 21 May - Aiken, SC (SRS) - **Confirmed**
  - 23 May - Oak Ridge, TN (Y-12, ORNL) - **Confirmed**
  - 10 June - Albuquerque, NM (24/311 - NM, TX, NV) – **Confirmed**
  - 13 June - Chicago, IL – **Confirmed** (potential for VTC with other)
  - 17 and 18 July – Washington D.C. – **Confirmed**
  - 5-8 August – Online course – 2.25 hours X 4 days (1:00 to 3:15 pm EDT each day) - **Confirmed**
  - 16-19 September – Online course 2.25 hours X 4 days (9:45 to 12:00 EDT each day) - **Confirmed**
  - November forward – Deskside delivery 8 X 1 hour blocks



# PARS Change Requests (as of April 24, 2019)

April/May 2019 NDIA IPMD  
Department of Energy



413 Resource Center > Reviews & Metrics > PARS & Earned Value Management > Training & Certification > Workshops & Awards > About PM > ENERGY



## PARS Change Request (CR) Workflow



Active Change Requests | Archived Change Requests | Create New Change Request | Help

### Active Change Requests

Click on any change request title to view details and history. Please see [Archived Change Requests](#) for completed or canceled CRs.

DOE's Office of Project Management (PM) has implemented a configuration control board (CCB) to approve Project Assessment and Reporting System (PARS) change requests with an estimated cost equal to, or greater than, \$50,000. Please see the Project Assessment and Reporting System (PARS) Configuration Control Board (CCB) Standard Operating Procedure (SOP) for Planning and Conducting Meetings.

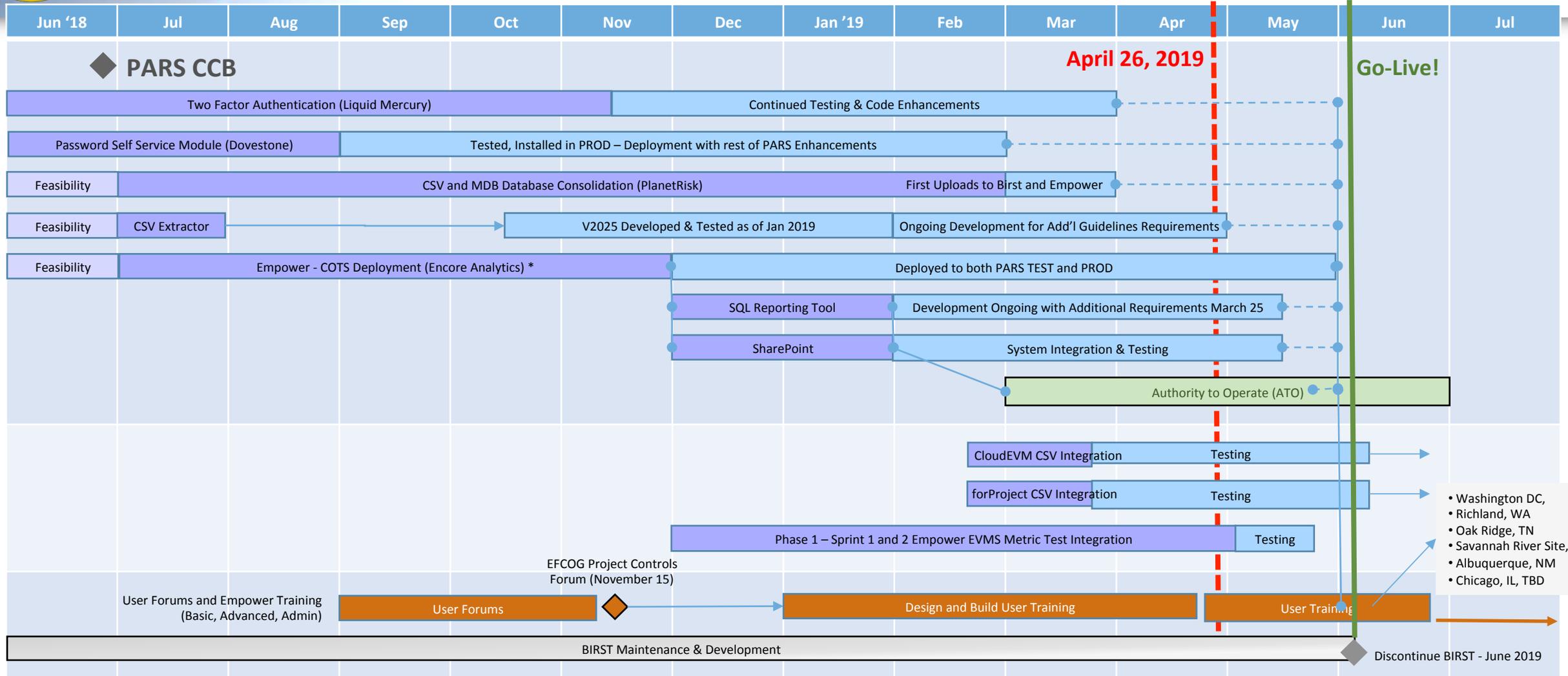
Under Review	Approved For Implementation
<p style="text-align: center;">Awaiting Initial Review</p> <p>(showing 0 of 0 results)</p>	<p style="text-align: center;">In Prioritization &amp; Planning</p> <p>(showing 0 of 0 results)</p>
<p style="text-align: center;">Awaiting Time &amp; Cost Estimates</p> <ul style="list-style-type: none"> <li> 2019-03-14 Automatic SSAAB Report Process</li> <li> 2019-04-19, PM Assessment Narrative</li> </ul> <p>(showing 2 of 2 results)</p>	<p style="text-align: center;">In Development &amp; Testing</p> <ul style="list-style-type: none"> <li> 2018-03-15 PARS Analytical and Reporting Update</li> <li> 2018-07-25, Update PSM Software</li> </ul> <p>(showing 2 of 2 results)</p>
<p style="text-align: center;">Awaiting PARS PMO Action</p> <ul style="list-style-type: none"> <li> 2018-05-09 PARS Change Request; af</li> <li> 2018-05-19, Program Level Analysis and Reporting</li> <li> 2018-08-31-02 SPR-LB2 Program Level Analysis &amp; Reporting</li> <li> 2018-08-31-02 Enhancements to Support CID IT Projects</li> <li> 2018-08-31-04 PM Repository for CESSIS and DOE Historical Benchmarking Data</li> <li> 2018-08-31-08 Budget Information</li> </ul> <p>(showing 6 of 6 results)</p>	<p style="text-align: center;">In Training &amp; Deployment</p> <ul style="list-style-type: none"> <li> 2018-08-21 Updates to Red-Yellow Report</li> </ul> <p>(showing 1 of 1 results)</p>
<p style="text-align: center;">Awaiting CCB Review</p> <p>(showing 0 of 0 results)</p>	
<p style="text-align: center;">In The Parking Lot</p> <ul style="list-style-type: none"> <li> 2018-04-19, Increase Character Limits</li> <li> 2018-08-31-01 Potential Enhancements for Cost Estimating Support (NA-CEPE)</li> </ul> <p>(showing 2 of 2 results)</p>	

Ongoing - Several in PMO Action are not scoped well and rather than push back to rewrite, will work with authors to update and then move forward. Those going to Prioritization and Planning will have focus in the June 2019 timeframe.



# PARS Updated Top Level Schedule

April/May 2019 NDIA IPMD  
Department of Energy



- Washington DC,
- Richland, WA
- Oak Ridge, TN
- Savannah River Site, SC
- Albuquerque, NM
- Chicago, IL, TBD

\* Optimized CSV format.