

IPMD EIA-748 E Committee

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General Timeline

Activities	2019	2020	2021	2022	2023
Kickoff Working Group (April 2019)					
Establish working group plan					
Produce Draft A					
Complete comment and adjudication cycle					
Produce Draft B					
Complete comment, adjudication cycle, work with stakeholders re policy, process, procedure updates					
Final draft - publish finished, stable document content so all parties can prepare for transition					
Initiate reaffirmation cycle with SAE					
Complete SAE review, comment, and approval cycle					
SAE publishes Rev E – 2022					
Publish updated IPMD Intent Guide, Application Guide					

Summary of Approach

- **Focus on GL (Section 2) “Streamlining and Modernization”**
- **Improve flow of GLs through the process**
 - Ensure that GLs are sequential
- **Defer attributes, definitions and implementing requirements to Section 3**
- **Review/rewrite in Sections for internal draft**
 - Iterate through entire document for releasable draft
- **Open for global comments**
 - Expect significant amount of commentary!
 - Will use IPMD Meeting sessions to outbrief adjudication

- 2.1 Organization
 - a. (1) Define the authorized work elements for the program. A work breakdown structure, tailored for effective internal management control, is commonly used in this process.
 - b. (2) Identify the program organizational structure, including the major subcontractors, responsible for accomplishing the authorized work, and define the organizational elements where work will be planned and controlled.
 - c. (3) Integrate the program work breakdown structure and organizational breakdown structure to identify management control points where responsibility is assigned to specific work scope.
 - d. (4) Provide for the integration of the scheduling, budgeting, work authorization, and cost accumulation processes with each other and, as appropriate, the program work breakdown structure and organizational structure.

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- 2.2 Planning, Scheduling, and Budgeting
 - a. (5) Schedule the authorized work in a manner that describes the sequence of work and identifies significant task interdependencies required to meet the requirements of the program.
 - b. (6) Identify in the schedule the physical products, milestones, technical performance goals, or other objective indicators that will be used to measure progress.
 - c. (7) Establish a baseline comprised of scope, schedule and budget in control accounts. Budget for far-term efforts may be held in higher-level accounts until an appropriate time for allocation at the control account level. Initial budgets established for performance measurement are based on either internal management goals or the external customer negotiated target cost including estimated for authorized but undefinitized work.
 - d. (8) Authorize control account scope, schedule and budget comprised of elements of cost (labor, material, subcontractors, etc.).

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- 2.2 Planning, Scheduling, and Budgeting
 - e. (9) Plan the authorized scope, schedule and budget into work packages and/or planning packages. Determine budgets in terms of dollars, hours, or other measurable units.
 - f. (10) Establish objective performance measurement criteria for each work package. Only that effort which is not measurable is identified as level of effort.
 - g. (11) Apply indirect rates for each organizational component (pool) to the program's direct resource budgets, at the applicable level, to determine the indirect budgets that support the establishment of the performance measurement baseline.
 - h. (12) Identify any undistributed budget to establish the performance measurement baseline.
 - i. (13) Identify any management reserve to establish the program total cost.
 - j. (14) Provide that the program target cost is reconciled with the sum of all internal program budgets and management reserve.

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- 2.3 Progress Assessment and Data Collection
 - a. (15) Using predefined performance measurement criteria, status the schedule and assess physical progress to determine budget earned. Earned Value for material items may not be credited earlier than the actual receipt of the material nor later than the consumption of the item.
 - b. (16) Collect actual costs (direct and indirect), by elements of cost, from a formal system controlled by the general books of account for comparison to corresponding budgets in the EVMS. Where actual costs are not available for comparison, estimated costs will be entered into the EVMS.
 - c. (17) Account for all purchased material, for which earned value has been calculated, that will be residual to the project.

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- 2.4 Analysis and Management Reports
 - a. (18) At least on a monthly basis, calculate the following information for the control account using actual cost data from, or reconcilable with, the accounting system:
 1. Comparison of the amount of planned budget and the amount of budget earned for work accomplished. This comparison provides the schedule variance.
 2. Comparison of the amount of the budget earned and the actual (applied where appropriate) direct costs for the same work. This comparison provides the cost variance.
 - b. (19) For each control account, evaluate significant differences between both planned and actual schedule performance and planned and actual cost performance and analyze the reasons for the variances in the detail needed by program management.
 - c. (20) Evaluate indirect cost variances and the impact of indirect cost performance on individual program performance.

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- 2.4 Analysis and Management Reports
 - d. (21) Using the results of control account variance analysis and indirect performance evaluations, update the control account estimates at completion to reflect future resource requirements to complete the remaining authorized work and, by comparing to budgets, calculate the variance at completion.
 - e. (22) Summarize and review the data elements and associated variances through the program work breakdown structure and/or organizational structure to support management needs and any customer reporting specified in the contract.
 - f. (23) Implement managerial actions taken as the result of earned value information.
 - g. (24) Develop a revised estimate of cost at completion for all authorized work based on performance to date, estimates of future resource requirements, and an evaluation of program risks and opportunities. Compare this estimate with the contract budget base to identify variances at completion to support internal management needs, applicable customer reporting, and funding requirements.

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- 2.5 Revisions and Data Maintenance
 - a. (25) Incorporate customer directed changes in a timely manner, documenting and reconciling the effects of such changes in scope, schedule, and budget. When incorporating a customer directed change prior to negotiation, plan the work based on the estimated value of the scope.
 - b. (26) Document and reconcile current budgets to prior budgets in terms of changes to the authorized work as a result of internal replanning.
 - c. (27) Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs, earned value, or budgets. Adjustments are made only for correction of errors, routine accounting adjustments, effects of customer or management directed changes, or implementation of a single point adjustment.
 - d. (28) When necessary propose, document, and establish a total project budget greater than the contract budget base (over target baseline) and/or a total project schedule exceeding the contractual period of performance (over target schedule) to support management of the remaining authorized work. Notification must be provided to the customer prior to implementation.

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