Improving EVMS Surveillance by using Data Driven Metrics

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Learning Objectives

Understanding EVMS Data Driven Metrics

Learn how DDM may be used to improve your organizations EVMS surveillance & processes

Introduction to Automated & Data Driven EVMS Surveillance

What is Surveillance?

NDIA – Integrated Program Management Division (IPMD) Surveillance Guide defines the following goals of an Earned Value Management System (EVMS) surveillance process:

1. Ensure that the organization's EVMS has been effectively implemented in accordance with the organization's EVMS documentation
2. Ensure the EVMS provides timely, accurate, and reliable integrated project management information for internal and customer use
3. Assess the project's commitment and ability to maintain and use its EVMS as an integral part of its project management process

It's not a validation review or integrated baseline review – but uses the EIA-748 32 Guidelines and EVMSIG as a roadmap to conduct surveillance

Trend Towards Automated Surveillance

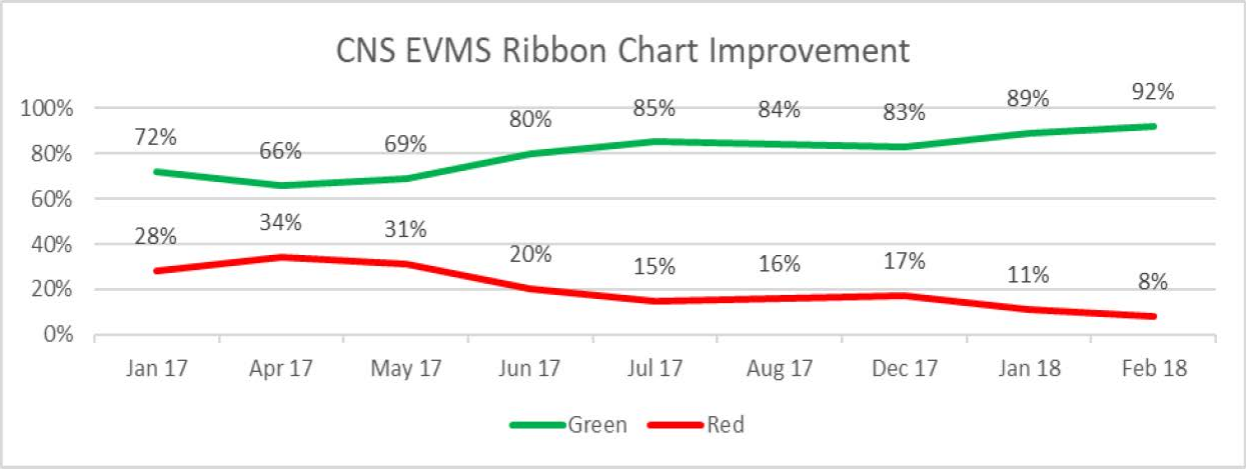
- Department of Energy and DCMA are moving towards an automated surveillance process based on standard and proven metrics that are indicative of overall EVM System “health”
  - DOE completing Consolidated Nuclear Security (CNS) Certification Pilot utilizing data driven metrics (Test Protocols)
  - Self Governance Model eliminating the need for traditional certification review and enabling remote monitoring
  - Supporting continuous contractor EVMS improvement
  - DCMA has completed their Data Driven Metrics (DDMs) pilots and rolled out the use of metrics for surveillance
  - Ensure consistency of surveillance and limits the need for onsite engagements

Initial DCMA Findings

- 8 reviews in 2016/2017 time period
- Total of 58 deficiencies noted against the guidelines
  - Includes both compliant and non-compliant guideline
- GLs 6, 10, 27, or 29 had deficiencies in over 50% of reviews
- Total of 10 deficiencies were determined to be significant in the 8 reviews
  - GL 6 – non compliant in 2 of 8 reviews
  - GL 27 – Non compliant in 2 of 8 reviews
  - In 3 of 8 reviews contractor systems were determined to be compliant in initial assessment
- Contractors concurred with 92.3% of the 65 total determination findings in FY16-17
  - Materiality is often contested (likely due to withholdings)
  - If significant finding is issued, tends to be closed quickly, level 2 tends to take longer

*From DCMA presentation at NDIA IPMD Meeting

Initial DOE Findings



Data shows performance improvements over time as a result of a formal Self-Governance program.

* From DOE presentation at NDIA IPMD Spring Meeting

Metric Deep Dive

Sample DCMA Automated Metrics GL 10 & 11

Refers to the EIA-748 guidelines that the metric is testing

								Testing and Metrics						
2														
3	Baseline Coun	Test Metric Coun	Unique Test Metric ID	Revised? (x = Yr	Attribute ID	Current Template Revisic	Test Metric Rev Date	Test Steps	Test Metric Numerator (X)	Test Metric Denominator (Y)	Metric Threshol	Min Freq	Artifacts	Test Type
82	67	58	10A302a	x	10A3	v3.0	23-Mar-17	Have PPs incurred actual costs?	X = Count of PPs with $ACWP_{CUM}$	Y = Total count of PPs	X/Y ≤ 2%	M	13	A
83	68	59	10A302b	x	10A3	v3.0	23-Mar-17	Have PPs earned performance?	X = Count of PPs with $BCWP_{CUM}$	Y = Total count of PPs	X/Y ≤ 2%	M	13	A
84	69	60	10A303a	x	10A3	v3.0	23-Mar-17	Do all PPs have duration?	X = Count of PPs with baseline duration	Y = Total count of PPs	X/Y ≤ 10%	M	11	A
85	70	61	11A101a	x	11A1	v3.0	23-Mar-17	For all CAs, does the BAC value for the CA equate to the sum of the WP and PP budgets within the CA?	X = Sum of the absolute values of (CA BAC – the sum of its WP and PP budgets)	Y = Total program BAC	X/Y ≤ 1%	P-IBR	13	A

GL 10

- To the extent it is practicable to identify the authorized work in discrete work packages, establish budgets for this work in terms of dollars, hours, or other measurable units.
- Where the entire control account is not subdivided into work packages, identify the far term effort in larger planning packages for budget and scheduling purposes.

GL 11

- Provide that the sum of all work package budgets plus planning package budgets within a control account equals the control account budget.

Full list of current metrics available at: http://www.dcma.mil/HQ/EVMS/

DCMA Test Metric Specification – GL 10

- Details of each test metric is published so that there is a common understanding of the test and associated thresholds

EVMS Test Metric Specification

1. Guideline No:	2. Unique Test Metric ID:	3. Test Type:	4. Frequency:
10	10A302a	Automated	Monthly

5. Attribute:
10A3: Planning packages have the following characteristics:
- Are the logical aggregations of work within a control account, normally the far-term effort that can be identified, budgeted, and time-phased in baseline planning, but cannot yet be detail planned into work packages.

6. Test Step:
Have PPs incurred actual costs?

7. Test Metric:	8. Metric Threshold:
X = Count of PPs with $ACWP_{CUM}$ Y = Total count of PPs	X/Y ≤ 2%

9. UN/CEFACT Required DEI(s)

10. Data Elements Required:
13 EV Cost Tool Data
13C $ACWP_{CUM}$
13AT Planning Package UIDs

11. Assumptions:
1. $ACWP_{CUM}$ is collected at the WP/PP level

12. Instructions:
1. Identify and count the total number of PPs; this is the denominator (Y) of the test metric.
2. Identify and count PPs that have incurred actual costs ($ACWP_{CUM}$ is not zero); this is the numerator (X) of the test metric.
3. Calculate the test metric (Block 7): X divided by Y.
4. If the result is within the threshold (Block 8), the metric passes

13. Numerator Code

14. Denominator Code

Sample DOE Test Protocols – GL 11

	Guideline 11 - Provide that the sum of all WP budgets plus planning package budgets within a control account equals the control account budget.				
	The purpose of this GL is to maintain the integrity of the Performance Measurement Baseline (PMB), the budgets of the work packages and planning packages shall sum to the associated control account's authorized Budget at Completion (BAC).				
#	**Interpretive Discussion**	**Test Steps**	**Test Metric**	**Metric Threshold**	**Artifacts**
11.A.1	**Do the sum of all WP budgets plus planning package budgets within a control account equal the budgets authorized for those control accounts?**				
	All CAs contain the budget that represents the work scope assigned to the responsible organization for that specific effort. This includes WPs and PPs. The value of the budget assigned to individual WPs and PPs within the control account must sum to the total budget authorized for that control account. IMPACT OF NONCOMPLIANCE Lack of integration of WP to CA invalidates the usefulness of EVM reporting.	**Automated Tests**			
		1	1. X = Sum of BAC rollup <> Next Higher Level BAC	X / Sum of BAC at lower level. Pass: X = 0 Flag: X > 0	EVM Cost Tool
		2	2. X = Sum of BCWScum and BCWScur rollup <> Next Higher Level BAC	X / Sum of BCWScum and BCWScur at lower level. Pass: X/Y = 0 Flag: X/Y > 0	
		Manual Tests			
		1. Verify all WP/PP BACs summarize to the CA BAC	X = Sum of WP/PP BACs not summarize to the CA BAC	X / Sum of all CA BACs Pass: X/Y = 0 Flag: X/Y > 0	EVM Cost Tool

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Full list of current metrics available at: https://energy.gov/

Sample DCMA Manual Metrics – GL 1, 2, & 3

								Testing and Metrics						
2														
3	Baseline Coun	Test Metric Coun	Unique Test Metric ID	Revised? (x = YE	Attribute ID	Current Template Revisic	Test Metric Rev Date	Test Steps	Test Metric Numerator (X)	Test Metric Denominator (Y)	Metric Threshol	Min Freq	Artifacts	Test Type
5	-	1	01A101b	NEW	01A1	v3.0	23-Mar-17	Is there a single product-oriented WBS?	X = Occurrence of a WBS that is not product-oriented	n/a	X = 0	A	03, 20, 38, 46	M
6	2	2	01A201a	x	01A2	v3.0	23-Mar-17	Are SOW requirements included in the WBS?	X = Count of sampled SOW paragraphs identifying scope that are not in the WBS	Y = Total count of sampled SOW paragraphs identifying scope	X/Y = 0%	Initial no more than annual	04, 05	M
7	3	3	02A101a	x	02A1	v3.0	23-Mar-17	Is there a single OBS used on the contract?	X = Count of mismatches between the program organizational breakdown	n/a	X = 0	A	07, 20	M
8	4	4	02A102a	x	02A1	v3.0	23-Mar-17	Are all major subcontractors and intra-organizational work with an EVMS DFARS clause flow down requirement included in the OBS reporting requirements in Format 2?	X = Count of major subcontractors and intra-organizational elements with an EVMS DFARS clause flow down requirement not identified in the OBS reporting requirements in Format 2	Y = Total count of major subcontractors and intra-organizational elements with an EVMS DFARS clause flow down requirement	X/Y = 0%	A	06, 20, 21	M
9	5	5	03A101a	x	03A1	v3.0	23-Mar-17	Is control account data traceable between system artifacts including schedule, cost data, and work authorization documents? • Do baseline dates align between the work authorization documentation (WAD) and	X = Count of sampled incomplete CAs with IMS baseline dates outside the WAD POP	Y = Total count of sampled incomplete CAs in IMS	X/Y ≤ 5%	Q	09, 11	M

GL 1

- 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.

GL 2

- Identify the program organizational structure, including the major subcontractors, responsible for accomplishing the authorized work, and define the organizational elements in which work will be planned and controlled.

GL 3

- Provide for the integration of the planning, scheduling, budgeting, work authorization and cost accumulation processes with each other, and as appropriate, the program work breakdown structure and the program organizational structure.

Sample DOE Test Protocols – GL 1

1	**Guideline 1 - Define the authorized work elements for the project. A work breakdown structure (WBS), tailored for effective internal management control, is commonly used in this process.**				
2	A Work Breakdown Structure (WBS) is the structure and code that integrates and relates all project work (scope, schedule and cost). It is the cornerstone of effective project planning, execution, control, status, and reporting. All the work contained within the WBS is to be identified, estimated, scheduled, and budgeted. The WBS contains the scope baseline necessary to achieve the technical objectives of the work described. It is generally a multi-level framework that organizes and graphically displays elements representing the work to be accomplished in logical relationships. Relationships among WBS elements and detailed descriptions of each element are presented in the WBS dictionary accompanying the hierarchical diagram.				
3	**#**	**Interpretive Discussion**	**Test Steps**	**Test Metric**	**Metric Threshold**	**Artifacts**
4	**1.A.1**	**Is a single product-oriented WBS used for a given project extended to the control account level as a minimum?**				
5		The key aspect of this QE LOI is a single, product/deliverable-oriented WBS extended to the CA level at a minimum to integrate, plan, and manage the project work scope, schedule and budget requirements. IMPACT OF NONCOMPLIANCE Without a single WBS that contains all authorized project work, the project cannot be properly planned, managed, and executed.	**Manual Tests:**			
6			1. Review the WBS and verify only one WBS structure is used for the project.	a. Compare the WBS Index to the WBS structure in the RAM, WADs, IMS, EVM Cost Tool, Control Account Plan (CAP), and the IPMR/CPR Format 1 and verify the WBS structure is consistent through the system.	Document all discrepancies as compliance concerns	Project WBS Index, WBS Dictionary, RAM, WADs, IMS, EVM Cost Tool, CAP, IPMR/CPR (CDRL)
7				b. Using the previous trace artifacts, verify the WBS is extended to the control account level at a minimum		Project WBS Index, WBS Dictionary, RAM, WADs, IMS, EVM Cost Tool, CAP
8				c. Verify the WBS is a product oriented WBS consistent with the DOE PM WBS Handbook. Compare the WBS Dictionary structure with the DOE PM WBS Handbook guidance. Trace all levels of the current WBS.		Project WBS Index, WBS Dictionary, DOE PM WBS Handbook.
9				d. Identify any WBS elements that are not part of the project scope. If present, these WBS elements should not be considered for purposes of this LOI.		Project WBS Index, WBS Dictionary, SOW, Performance Work Statement

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EVMS Continuous Process Improvement

3 Steps to Data Driven Surveillance

Task 1 Assessment	Task 2 Data and Process Design	Task 3 Implementation & Training
• Project plan review and assessment of current EVMS capabilities to support DDM • Review current schedule and cost management capabilities to identify sources of data and recommend enhancements as required to support metrics and tool implementation • Additional data analysis and assessment of manual sources of data like Work Authorization Documents (WADs)	• Design coding changes, such as Planning Package/Work Package flags, Control Account/Summary Level Planning Package flags and identifying elements of cost • Design process changes to support the monthly reporting timeline and support corrective action planning	• Installation and configuration of analysis tool • Project test of metrics, reporting, and root cause analysis • Data clean up and additional changes • Training on DDM, government processes, and selected tool

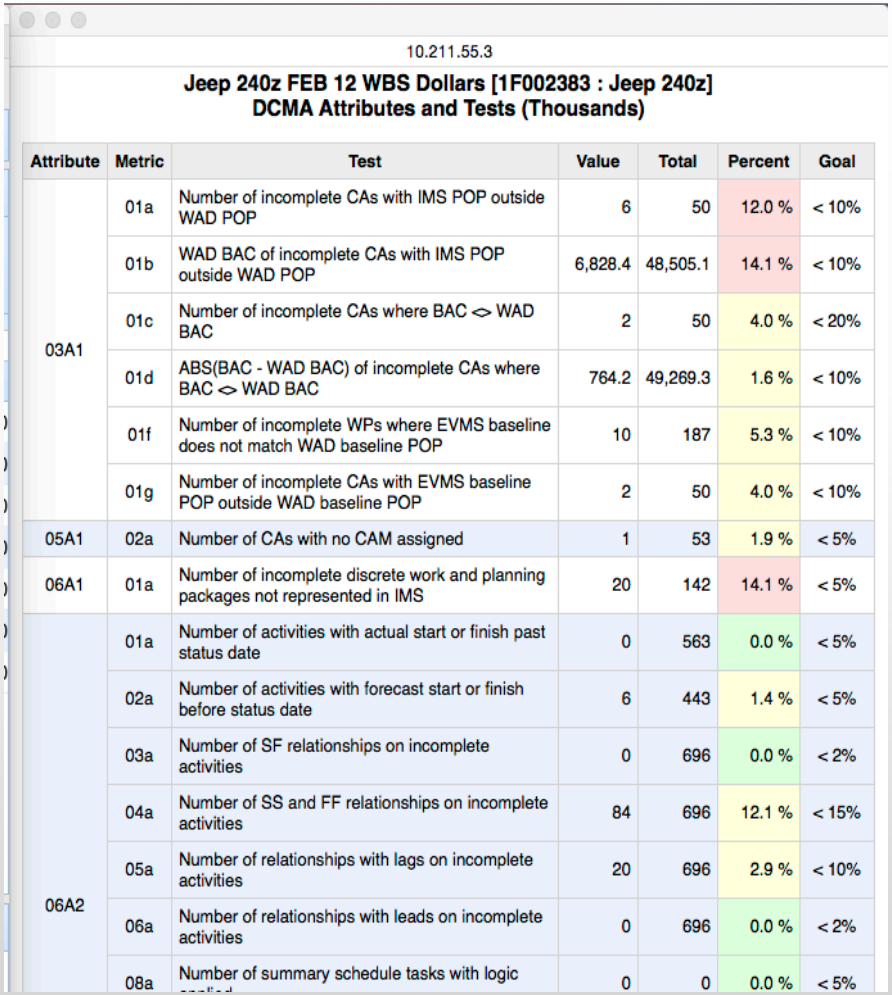
Surveillance by Exception

- Similar approach to managing project analysis but for surveillance
- Surveillance is more efficient because you don't need to review every metric, every month
- Focus on:
  - Metrics associated with top GL deficiencies
  - "At-a-glance" assessment of metric health
  - Metrics that have been red for several periods
  - Metrics that are trending negatively

Favorite Metrics for Top GL Deficiencies

Unique Test Metric ID	Test Steps	Test Metric Numerator (X)	Test Metric Denominator (Y)	Metric Threshold
06A101a	Does each discrete WP, PP and SLP have task(s) represented in the IMS?	X = Count of incomplete discrete WPs, PPs and SLPs in the EV cost tool that are not in the IMS	Y = Total count of all incomplete discrete WPs, PPs, and SLPs in the EV cost tool	X/Y = 0%
06A209a	Are schedule network constraints limited?	X = Count of incomplete activities (tasks and milestones) with hard constraints	Y = Total count of incomplete activities (tasks and milestones)	X/Y = 0%
06A213a	Are activity interdependencies defined?	X = Count of incomplete activities (tasks and milestones) with either missing predecessors or missing successors	Y = Total count of incomplete activities (tasks and milestones)	X/Y ≤ 10%
06A501a	In the IMS, do all of the activities (tasks and milestones) have baseline start and baseline finish dates?	X = Count of activities (tasks and milestones) without baseline dates	Y = Total count of activities (tasks and milestones)	X/Y ≤ 5%
10A102a	Are EVTs assigned to WPs?	X = Count of incomplete WPs without an assigned EVT	Y = Total count of incomplete WPs	X/Y ≤ 5%
10A109a	Does each WP/PP have an assigned budget?	X = Count of in-process and remaining WPs and PPs with BAC ≤ 0	Y = Total count of in-process and remaining WPs and PPs	X/Y ≤ 5%
27A104a	Are ETCs generated for WPs, PPs, and SLPPs?	X = Count of incomplete WPs, PPs, and SLPPs without ETC	Y = Total count of incomplete WPs, PPs, and SLPPs	X/Y < 10%
27A106a	Do EACs consider performance to date?	X = Count of incomplete CAs where $\lvert TCPI_{EAC} - CPI_{CUM} \rvert > 0.1$	Y = Total count of incomplete CAs	X/Y < 25%
29A401a	Are there changes to open WPs?	X = BAC for WPs where current month BAC ≠ previous month BAC	Y = Total BAC for open WPs	X/Y < 5%
29I401a	Are baseline dates being updated to mask legitimate variances?	X= Count of sampled baseline date changes without substantiation	Y = Total count of sampled baseline date changes	X/Y < 10%

“At-A-Glance” View



10.211.55.3

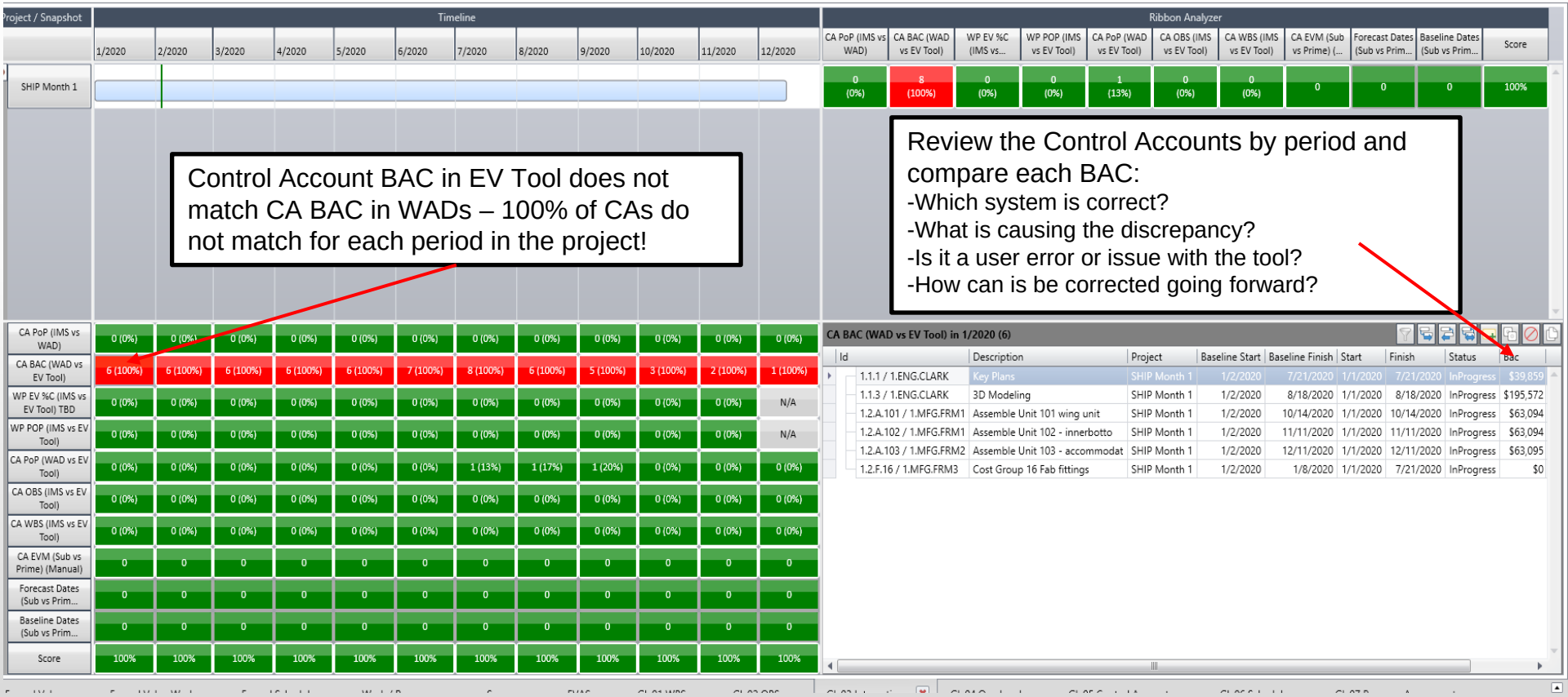
Jeep 240z FEB 12 WBS Dollars [1F002383 : Jeep 240z]
DCMA Attributes and Tests (Thousands)

Attribute	Metric	Test	Value	Total	Percent	Goal
03A1	01a	Number of incomplete CAs with IMS POP outside WAD POP	6	50	12.0 %	< 10%
	01b	WAD BAC of incomplete CAs with IMS POP outside WAD POP	6,828.4	48,505.1	14.1 %	< 10%
	01c	Number of incomplete CAs where BAC <> WAD BAC	2	50	4.0 %	< 20%
	01d	ABS(BAC - WAD BAC) of incomplete CAs where BAC <> WAD BAC	764.2	49,269.3	1.6 %	< 10%
	01f	Number of incomplete WPs where EVMS baseline does not match WAD baseline POP	10	187	5.3 %	< 10%
	01g	Number of incomplete CAs with EVMS baseline POP outside WAD baseline POP	2	50	4.0 %	< 10%
05A1	02a	Number of CAs with no CAM assigned	1	53	1.9 %	< 5%
06A1	01a	Number of incomplete discrete work and planning packages not represented in IMS	20	142	14.1 %	< 5%
06A2	01a	Number of activities with actual start or finish past status date	0	563	0.0 %	< 5%
	02a	Number of activities with forecast start or finish before status date	6	443	1.4 %	< 5%
	03a	Number of SF relationships on incomplete activities	0	696	0.0 %	< 2%
	04a	Number of SS and FF relationships on incomplete activities	84	696	12.1 %	< 15%
	05a	Number of relationships with lags on incomplete activities	20	696	2.9 %	< 10%
	06a	Number of relationships with leads on incomplete activities	0	696	0.0 %	< 2%
	08a	Number of summary schedule tasks with logic	0	0	0.0 %	< 5%

Evaluate overall metric health as the first step of monthly analysis:

- How many metrics are red and yellow?
- Are there new issues?
- Are the red/yellow metrics critical issues?
- Are there data corrections to be made before CAM analysis begins?
- If corrective actions were implemented in a prior period, do the metrics confirm the action was successful?
- Do we have documentation from prior periods to explain or justify ongoing issues?

Metrics Analysis – WAD Integration



Metrics Analysis – WAD Integration

WAD Baseline Integration Report

Jeep 240z FEB 12 WBS Dollars [1F002383 : Jeep 240z]
WAD Baseline Integration (Thousands)

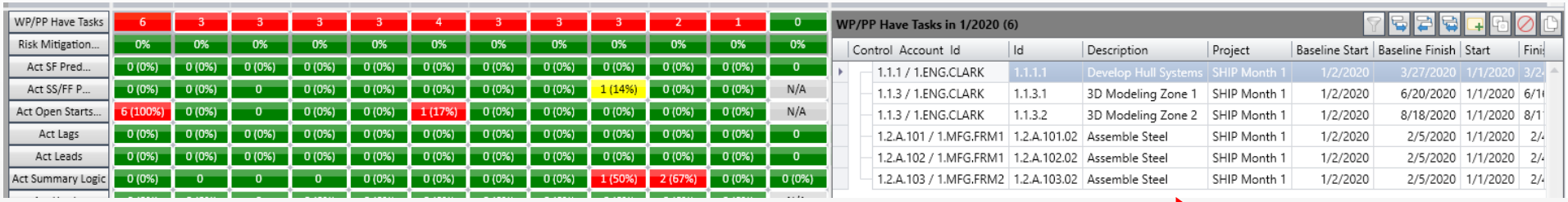
WBS	DESCRIPTION	WAD BAC	EVMS BAC	DELTA BAC	IMS START	WAD START	EVMS START	IMS FINISH	WAD FINISH	EVMS FINISH
12.3.7.6	Repair of Hardware (CLIN 0012)	1,199.1	1,199.1	0.0	2013-09-24	2011-11-27	2013-09-29	2014-06-27	2014-06-29	2014-06-29
1.3.1.1	EVM Implementation (CLIN 0001)	1,499.7	1,499.7	0.0	2012-01-03	2011-10-30	2011-10-30	2013-09-27	2013-09-29	2013-09-29
1.3.1.11	Safety (CLIN 0001)	305.2	305.2	0.0	2011-11-28	2011-10-30	2011-10-30	2013-09-04	2013-09-29	2013-09-29
1.3.1.13	Program Management Tasks (CLIN 0001)	1,404.9	1,404.9	0.0	2011-11-07	2011-10-30	2011-10-30	2013-09-27	2013-09-29	2013-09-29
1.3.1.14	Program Travel (CLIN 0001)	514.5	514.5	0.0	2011-11-07	2011-10-30	2011-10-30	2013-09-27	2013-09-29	2013-09-29
1.3.1.2	Program Schedule (CLIN 0001)	623.5	623.5	0.0	2012-01-03	2011-10-30	2011-10-30	2013-09-27	2013-09-29	2013-09-29
1.3.1.3	Risk Management Process (CLIN 0001)	1,130.0	1,139.0	-9.0	2012-02-13	2011-10-30	2011-10-30	2013-09-27	2012-09-29	2013-09-29
1.3.1.4	Obsolescence Management (CLIN 0001)	75.0	830.2	-755.2	2011-11-01	2011-10-30	2011-10-30	2012-10-26	2012-12-28	2012-10-28
1.3.1.5.1	Technical Data Package (CLIN 0001)	134.9	134.9	0.0	2012-02-27	2011-11-27	2012-04-01	2012-11-02	2012-09-25	2012-11-25
1.3.1.5.3	Data Management Tasks (CLIN 0001)	329.0	329.0	0.0	2011-11					
1.3.1.6	Program Reviews (CLIN 0001)	132.0	132.0	0.0	2012-05					
1.3.1.7	Integrated Product Teams (CLIN 0001)	1,488.7	1,488.7	0.0	2011-11					
1.3.1.8	Security Requirements (CLIN 0001)	113.3	113.3	0.0	2012-07					
1.3.1.9	Quality (CLIN 0001)	1,010.5	1,010.5	0.0	2011-11					
1.3.2	Engineering (CLIN 0001)	80.3	80.3	0.0	2012-04-02	2011-10-30	2011-10-30	2012-05-31	2012-07-01	2012-07-01
1.3.2.1	Systems Eng Mgmt Plan (CLIN 0001)	54.5	54.5	0.0		2011-10-30	2011-10-30		2012-04-01	2012-02-26
1.3.3.2	POM PGA (CLIN 0001)	3,121.3	3,121.3	0.0	2011-12-07	2011-10-30	2011-10-30	2013-09-19	2013-09-29	2013-09-29
1.3.3.3	POM CGA (CLIN 0001)	1,054.5	1,054.5	0.0	2012-01-09	2011-10-30	2011-11-27	2013-03-22	2013-03-31	2013-03-31

[03A101a IMS POP outside WAD POP]

Report compares BAC and Baseline Start/Finish dates in the EV tool, WADs, and IMS to evaluate consistency and integration.

Metrics Analysis

In each period, there are between 1-6 WPs/PPs that do not have corresponding tasks in the schedule



WP/PP Have Tasks	6	3	3	3	3	4	3	3	3	2	1	0
Risk Mitigation...	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Act SF Pred...	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0
Act SS/FF P...	0 (0%)	0 (0%)	0	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (14%)	0 (0%)	0 (0%)	N/A
Act Open Starts...	6 (100%)	0 (0%)	0	0 (0%)	0 (0%)	1 (17%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	N/A
Act Lags	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0
Act Leads	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0
Act Summary Logic	0 (0%)	0	0	0	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (50%)	2 (67%)	0 (0%)	0 (0%)

WP/PP Have Tasks in 1/2020 (6)

Control Account Id	Id	Description	Project	Baseline Start	Baseline Finish	Start	Finish
1.1.1 / 1.ENG.CLARK	1.1.1.1	Develop Hull Systems	SHIP Month 1	1/2/2020	3/27/2020	1/1/2020	3/2
1.1.3 / 1.ENG.CLARK	1.1.3.1	3D Modeling Zone 1	SHIP Month 1	1/2/2020	6/20/2020	1/1/2020	6/1
1.1.3 / 1.ENG.CLARK	1.1.3.2	3D Modeling Zone 2	SHIP Month 1	1/2/2020	8/18/2020	1/1/2020	8/1
1.2.A.101 / 1.MFG.FRM1	1.2.A.101.02	Assemble Steel	SHIP Month 1	1/2/2020	2/5/2020	1/1/2020	2/
1.2.A.102 / 1.MFG.FRM1	1.2.A.102.02	Assemble Steel	SHIP Month 1	1/2/2020	2/5/2020	1/1/2020	2/
1.2.A.103 / 1.MFG.FRM2	1.2.A.103.02	Assemble Steel	SHIP Month 1	1/2/2020	2/5/2020	1/1/2020	2/

Review each WP/PP, starting with the near term:

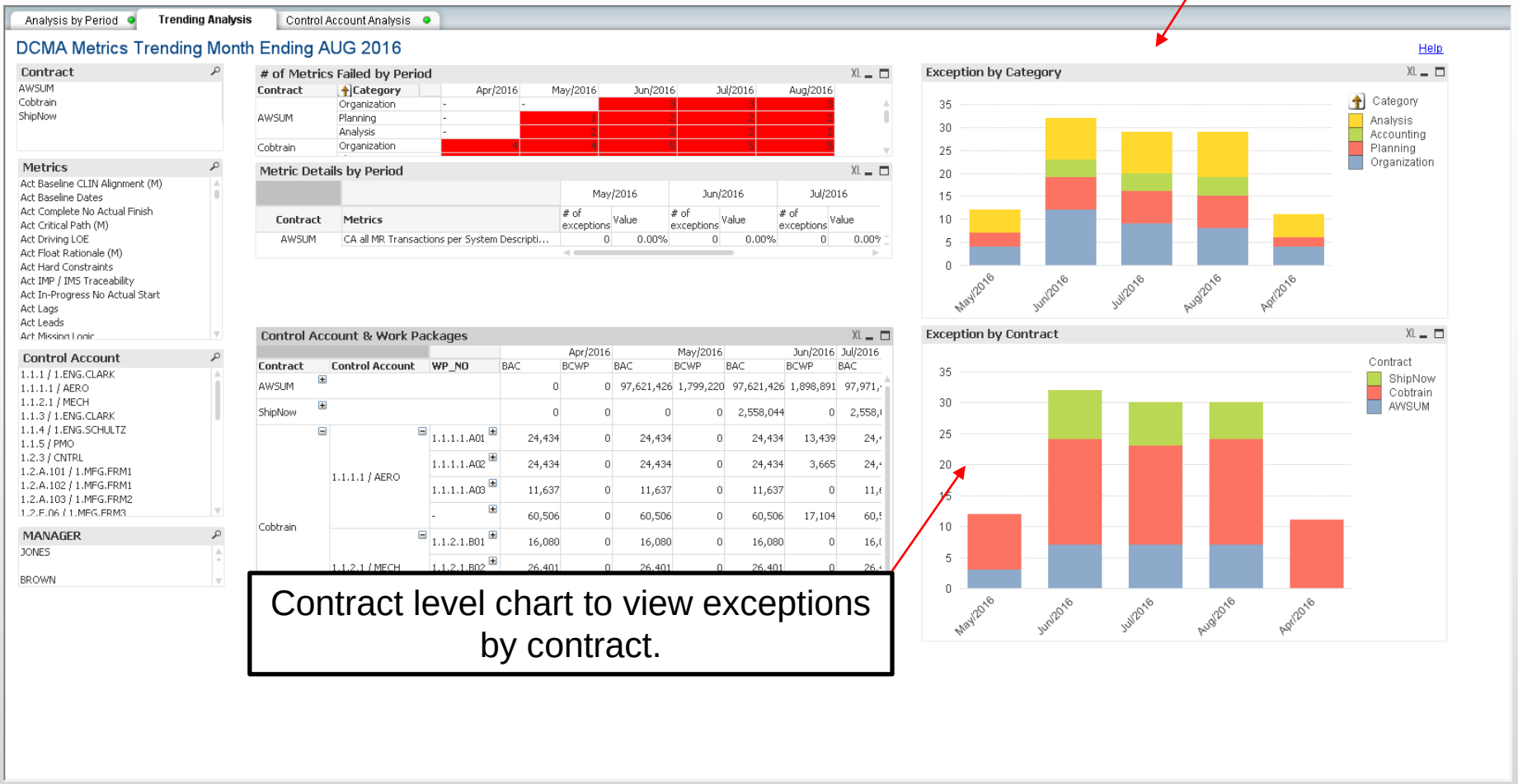
-Are the WPs/PPs in the EV tool or schedule correct?

-Are tasks coded correctly in the schedule?

-How can is be corrected going forward?

Metric Trending

Track metrics by category, over time to identify trends and highlight areas to focus on.



Contract level chart to view exceptions by contract.

Develop a Culture of Continuous Process Improvement

Commit	• Management commitment to automated surveillance to drive actionable EV results
Develop Routine	• Include surveillance by exception in monthly process
Share Resp.	• Assign responsibility to all project team members
Measure Results	• Share metric trends and improvements
Be Patient	• Continuous process improvement takes time

People Drive Change – Not The Change Itself

Project Name

Data Driven Surveillance

Purpose

✓ Utilize DCMA or DOE data drive surveillance metrics to conduct internal surveillance and continuous improvements

If people don't change:

ultimately won't achieve your PURPOSE

Particulars

✓ Assess current processes and tools

✓Create and Implement design changes as necessary

✓Deliver training

If people don't change:

the change PARTICULARS don't matter

People

- ✓ Control Account Managers
- ✓ Program Managers
- ✓ Program Planning & Scheduling
- ✓ Program Finance

Benefits of Data Driven Metrics

- Encourages a commitment to automate your organization's internal EVMS surveillance processes
- Focused approach to reviewing, trending and analyzing metrics for a streamlined process
- Continuously improve EVMS processes, enhancing project performance management by identifying project controls weaknesses

BDO is pleased to offer a complimentary review of your data driven metrics and explore how they can be used to improve the effectiveness of your EVMS!

- BDO will analyze a project dataset from your organization to identify and troubleshoot some of the metrics
- We will develop and present a briefing regarding the key metrics and potential areas of improvement
- Contact Dave Scott at dmscott@bdo.com or Jessica Coral at jcoral@bdo.com for additional information