



Earned Value Management Practitioners Forum 2018

How to prepare for a DOE EVMS Certification

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Learning Objectives

DOE EVMS Certification Requirements

- Review PM-30 EVMS Certification Requirements
- Discuss PM-30 EVMS Certification Practices e.g., Data Driven Model

Contractor EVMS Roadmap

- Discovery & Planning Phase
- Contactor Readiness Phase
- On-site Review & Closeout Phase

Best Practices & Final Thoughts

- Contactor Best Readiness Practices
- Future of EVMS Reviews e.g., Beyond the Data Driven Model

Founder & Principal Consultant



- Samos Advisors LLC is a leading provider of Project Management and EVM system consulting services serving the U.S. Government and industry clients dedicated to project management excellence
- 30+ years of Project Management and Earned Value Management System design, development, and implementation
- Held various leadership positions in industry and government assuring the implementation and use of Project Management and EVMS as part of effective program management process and reporting tool
- Recognized EVMS SME by the U.S. Department of Defense (DoD), DOE, U.S. Intelligence Community, HHS/CMS and Bio-Pharmaceutical industry
- Trained over 4,500+ acquisition professionals in EVMS basic and advance concepts, variance analysis reporting, & CAM training
- Prepared, trained, and facilitated more than 75+ Government / Industry EVMS reviews (e.g., Contract Implementation Review (CIR), EVMS Post Award Conferences, Integrated Baseline Review (IBR), EVMS Surveillance and EVMS Certification Reviews

DOE PM-30 EVMS Certification

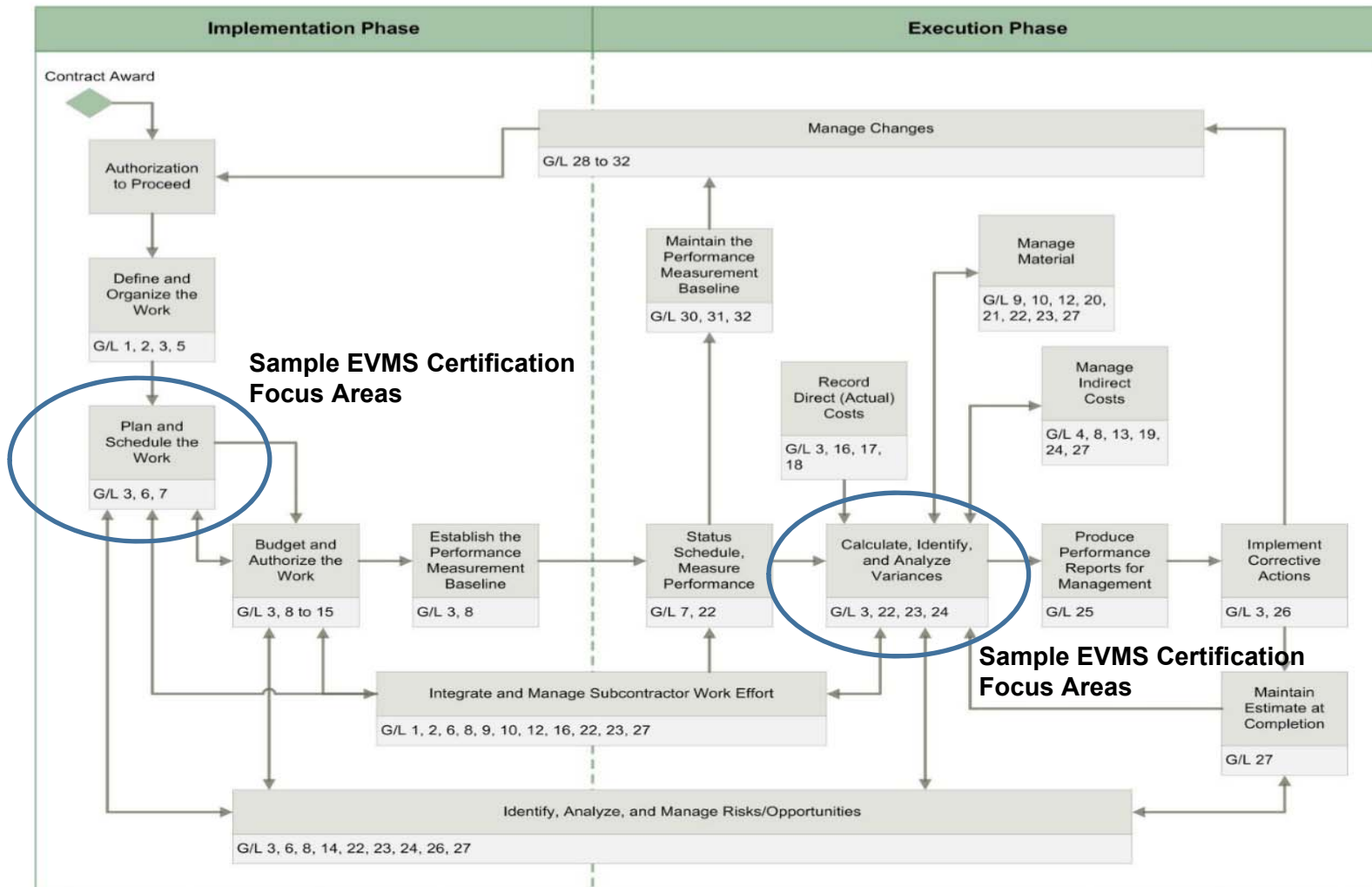
(Background)

- Policy
 - ✓ “DOE Order 413.3B, Program and Project Management for the Acquisition of Capital Assets (in excess of \$100Mil)”
- Purpose
 - ✓ “Verify if an integrated and compliant EVMS has been defined, implemented and is being maintained by the contractor for use on a capital asset acquisition projects”
- Objective
 - ✓ “DOE PM-30 will determine if compliance with the EIA-748 Standard as defined by the NDIA EVMS Intent Guide (see next slide), PASEG and GAO Guide”
- Typically, PM-30 requires a 15 month EVMS certification review cycle

Data Source: Contractor EVMS Certification Plan

DOE PM-30 EVMS Certification

(Data Source: NDIA EVMS Intent Guide)



DOE PM-30 Review Process

(Background)

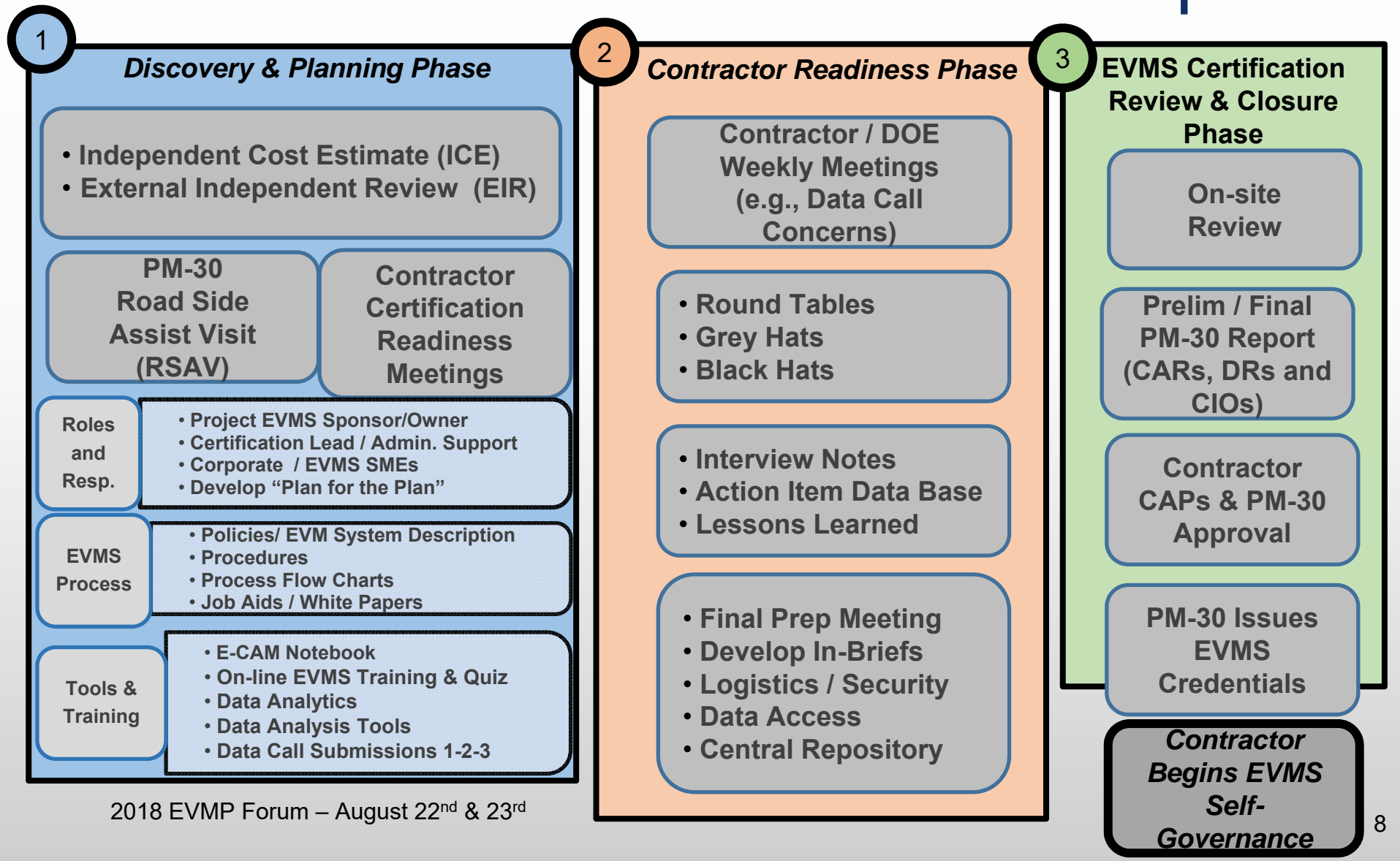
- Determine Scope of Review & Agenda
- Weekly Contractor & PM-30 Conference Calls
- Use of NDIA EVMS Intent Guide and EVMS Attributes for each 32 EVMS guidelines as the basis for compliance
- Manual and Automated Data Driven Model
 - ✓ Complete Compliance Review Check List (CRC)
 - ✓ Established Testing Protocols & Reporting Thresholds
 - ✓ Submission of 3 Contractor “Data Calls”
 - ✓ Isolates [identify] Systemic Issues
 - ✓ Determine EVMS compliance with EIA-748

DOE PM-30 Review Process

(Background)

- PM-30 Area Team Leads document preliminary & final recommendations to the PM-30 Review Chief
 - ✓ Prepare IFF (Interview Finding Forms)
- PM-30 On-Site Review Process
 - ✓ Conduct Contractor / PM-30 In-briefs
 - ✓ Review EVMS Documentation & Story Boards
 - ✓ Conduct Interviews
 - ✓ Follow “Data Driven” Review Approach / Complete IFFs
 - ✓ Conduct Interviews / Daily Meetings
 - ✓ PM-30 Interview & Summarization
 - ✓ Review Director reviews preliminary PM-30 Outbrief with Contractor Site Project Director

Example Contractor EVMS Certification Readiness Roadmap



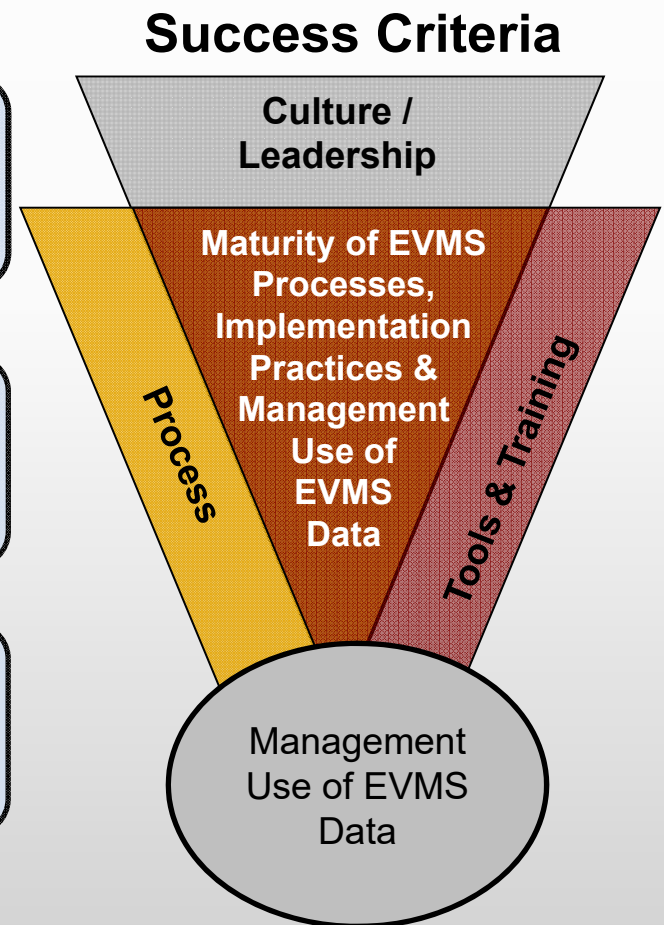
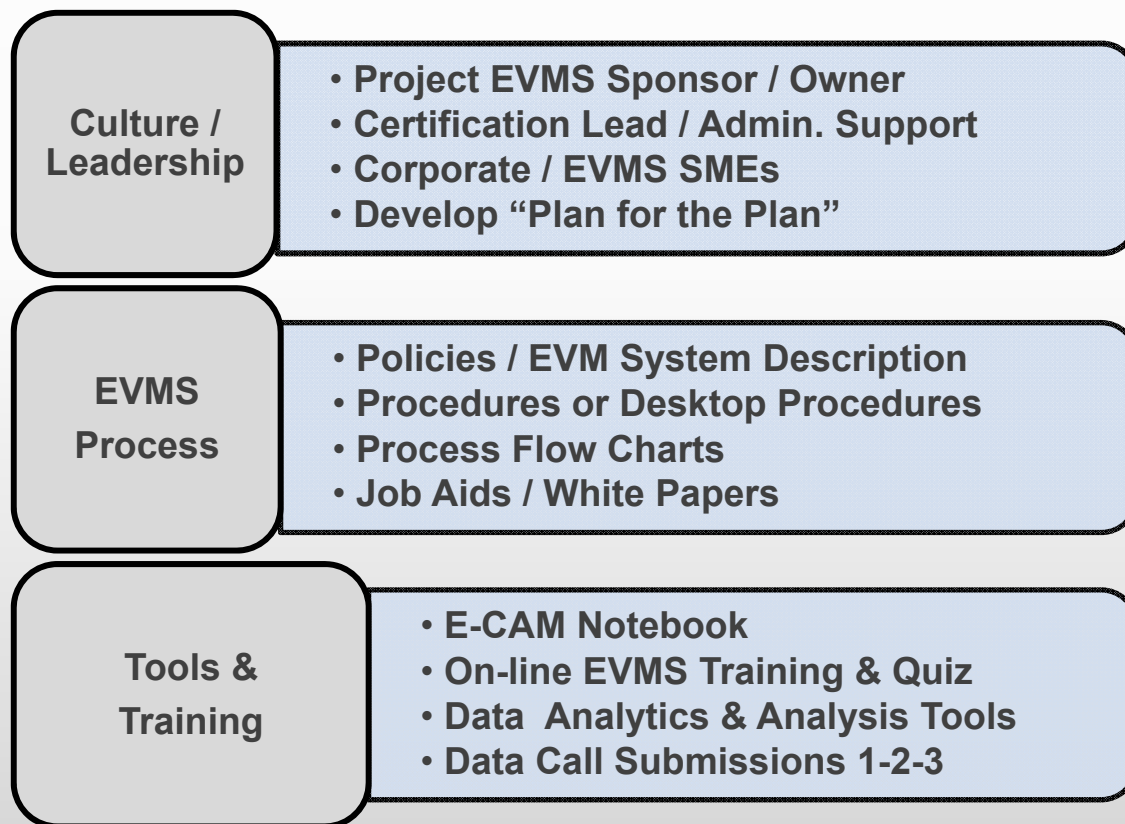
Discovery and Planning Phase

DOE EVMS Certification Entry Criteria

- Independent Cost Estimate (ICE)
- External Independent Review (EIR)
- Achieve Critical Decision 2/3
 - ✓ (Start Construction)
- ✓ PM-30 selects Review Director and Team Members to conduct EVMS Certification Review
 - ✓ Selection of PM-30 review team members may come from another DOE facilities

Discovery and Planning Phase

Series of Contractor Kick-off Meetings



Contractor Readiness Phase

- Conduct “Joint” Leadership Teleconference Calls
- Contractor Interview Strategy
 - ✓ Develop Certification Schedule & Strategy
 - 1 Page Cartoon Summary and Detail Schedule
 - e.g., Project Stakeholders, Project Director, Project Controls, CAMs
 - ✓ Roundtable: Open Discussion Forum
 - Focus on critical project management and EVMS issues
 - Record & distribute action items, issues and/or concerns
 - ✓ Grey Hats: Some Coaching / Simulate PM-30 Interviews
 - Review process and implementation practices (data traces)
 - Identify and resolve systemic issues
 - ✓ Black Hats: No Coaching / Simulate PM-30 Interviews
 - Compliance Review Check List
 - Review Data Driven Results
 - Conduct Control Account Data traces

Sample PM-30 CRC Check List

DOE Attribute and Testing Protocols

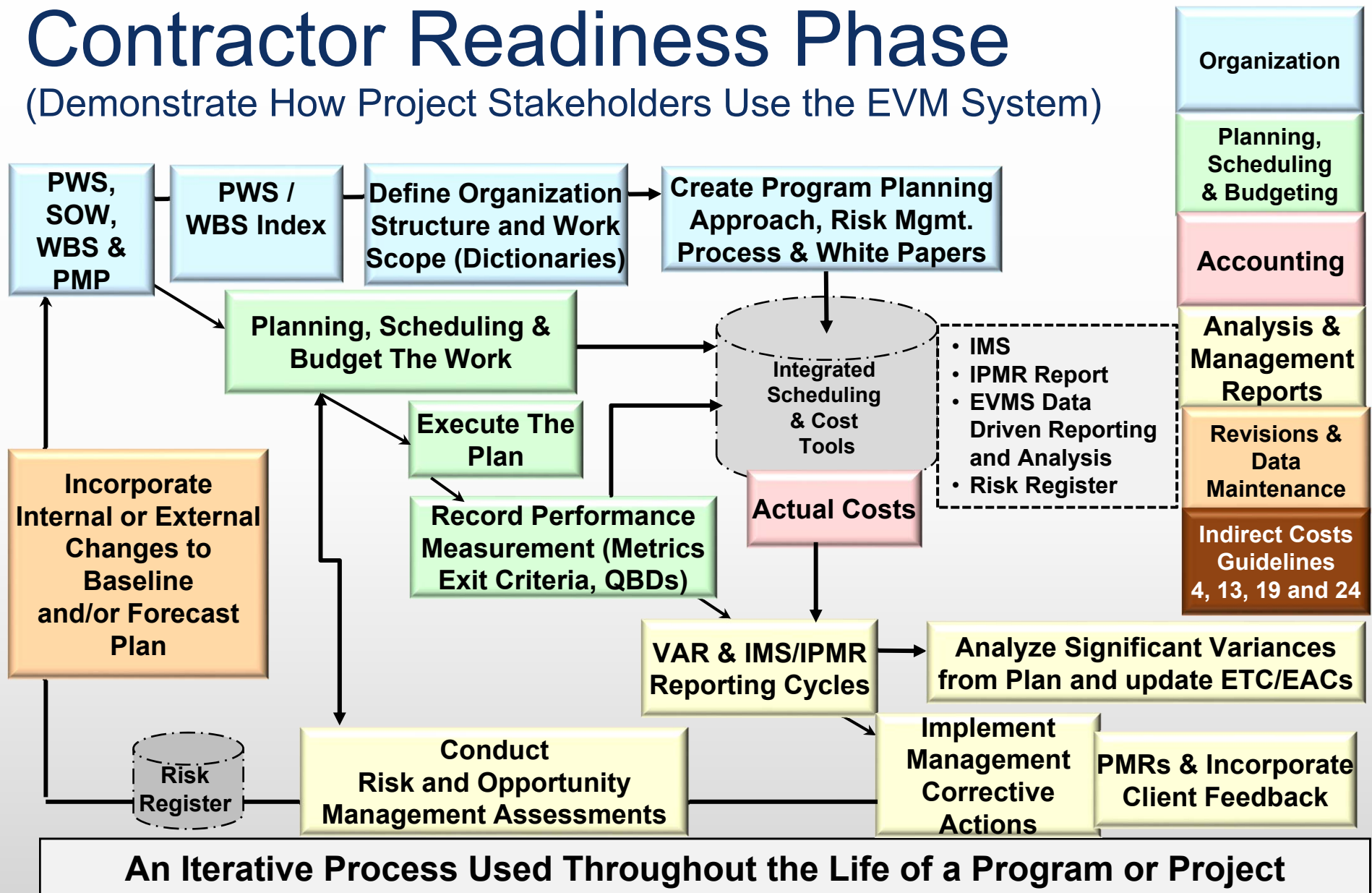
Sample Contractor Responses

Attribute	Test Method	X-Value	Y - Value	Artifact 1	Artifact 2	Threshold	Sample PM/CAM Response
1. Does the IMS reflect all authorized, time-phased discrete work to be accomplished, including details for any significant subcontracted effort and High Dollar Value (HDV)/ critical materials that could affect the critical path (CP) of the IMS?	Manual	X = # of High Dollar Value/Critical Item (HDV/CI) materials listed in the HDV/CI material items list that are not found in the IMS	Y= Total # of HDV/CI material items	HDV/CI Material Items List	IMS Flat File	>0%	Demonstrate and discuss your HDV/CI material list. Do you understand why this list is important to critical path analysis? Are these items in the IMS? If they are not in the IMS explain why. Answer: Demonstrates traceability and integration of the EVMS system.
	Automated	X = Count of incomplete discrete WPs, PPs, and SLPPs found in the EVMS cost tool code that are not found in the IMS code	Y = Total count of all incomplete discrete WPs, PPs, and SLPPs found in the EVMS cost tool	Cost Tool	IMS Flat File	>0%	Demonstrate that incomplete WPs, PPs, and SLPPs found in Cobra are also found in the IMS. If the two do not agree explain why. Answer: Demonstrates traceability and integration of the EVMS system.

EVMS Attributes Maps back to NDIA EVMS Guide

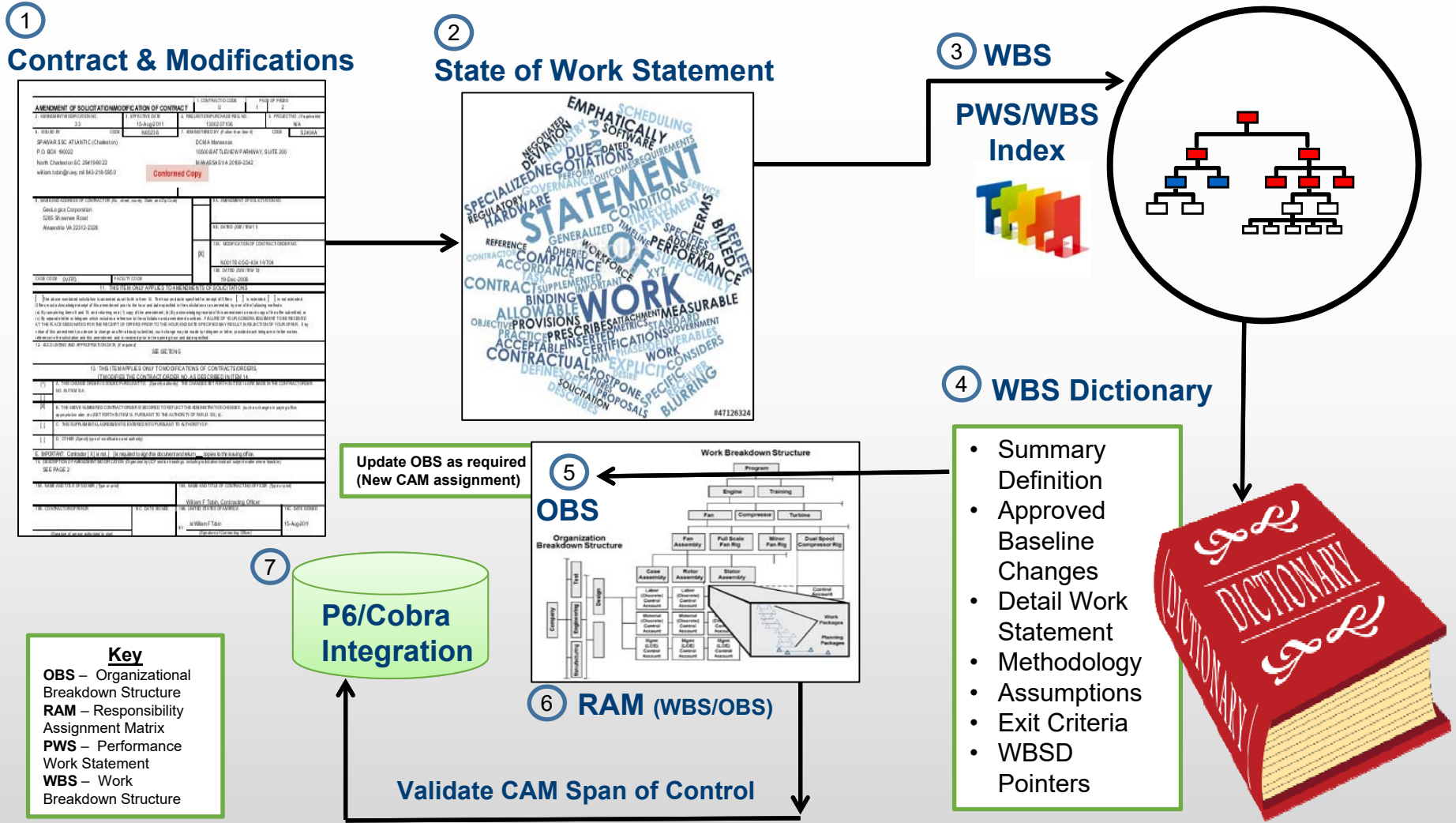
Contractor Readiness Phase

(Demonstrate How Project Stakeholders Use the EVM System)



Contractor Readiness Process

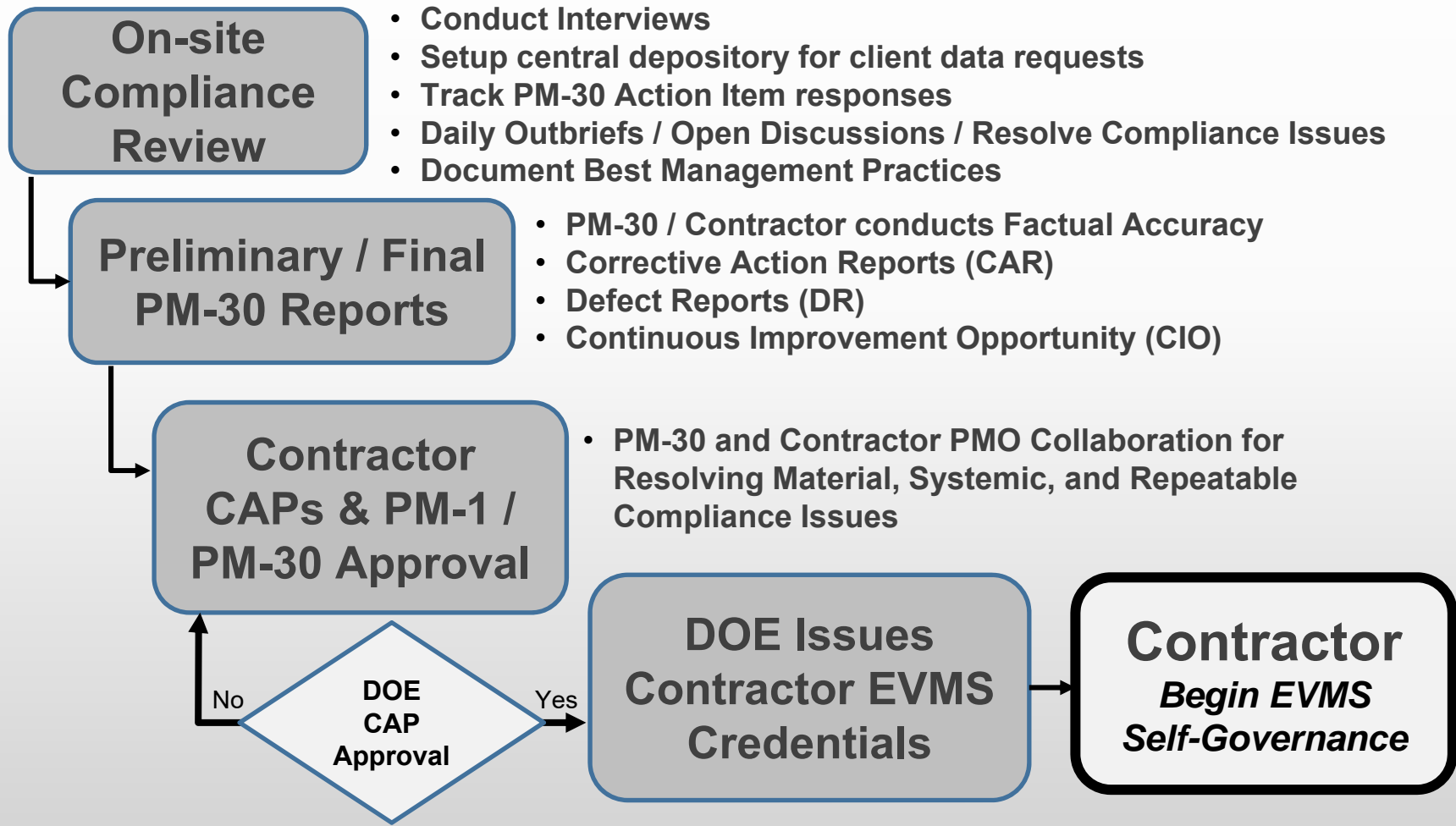
(Example Organization for Project Management Data Trace)



Contractor Readiness Phase

- Conduct Contractor EVMS Self Assessment
 - ✓ “Self-disclosures” vs. “Avoidance”
- Final Contractor Prep Meeting
 - ✓ Consistency in contractor responses to client
- Develop In-Brief
 - ✓ Reference contractor EVMS compliance plan
 - ✓ Provide CAMs with support / information regarding systemic and/or project-wide issues
- Other Items
 - ✓ Meeting Space / Security [Building Access] / Internet Connectivity / Logistics [transportation and lunch]
 - ✓ Data Access / Avoid Paper Copies / Scribes
 - ✓ Central Data Repository

EVMS Onsite Review / Post Compliance Closure Cycle



Key Takeaways

- **Best Practices**

- ✓ **Overall Contractor Readiness:** Schedule all certification readiness activities well in advance and no longer than 1 hour in duration
 - ❑ Conduct readiness activities along side of EVMS business rhythms calendar (e.g., Schedule Status, CAM ETC/ EAC Reviews, Management VAR Reviews)
 - ❑ Let the Program Manager, Project Controls, and CAMs de-conflict their work schedules in support of EVMS certification readiness activities
 - ❑ Assign Central POC for scheduling all Round Table, Grey and/or Black Hat Interviews
 - ❑ Provide Immediate “Feedback” to project stakeholders

Key Takeaways

- **Tips & Tricks**

- ✓ **EVMS Compliance Interviews:** Must demonstrate use of EVMS processes, management implementation practices, tools and use of EVMS data to make timely, accurate and predictable management decisions.

- Listen! Ask Auditors to Repeat Question!

- Tell Me! Show Me! Demonstrate EVM System Integration!

- Use of Job Aids and Process Flow Charts!

- Be Organized! E-CAM Notebook! File Management!

- PM and CAM Data Traces

- Show CAM “Fast Fact Sheet”

- Demonstrate integration of PMO and EVMS Calendars

- Perform forward and backward control account data traces

- Resolve concerns and issues from Data Driven Results

Presenter Final Thoughts!

EVMS Compliance Reviews

- **First Stage:**
 - ✓ C/SCSC (Cost/Schedule Control system Criteria)
 - ✓ “Cumbersome Reviews”
- **Second Stage:**
 - ✓ ANSI-748 / EIA-748 EVMS Standard
 - ✓ Lack of “Review Standards”
- **Third Stage**
 - ✓ Alliances between Government and Industry to form EVMS Standardization Practices; e.g., NDIA, CPM, EFCOG: GAO, Working Groups, etc.,
- **Fourth Stage (Current State)**
 - ✓ DCMA / DOE Data Driven Reviews (Standardization of Reviews)
 - ✓ Review Focus: Isolate and discuss “EVMS Systemic Issues”
- **Fifth Stage (Future State)**
 - Improve upon data collection process and Data Driven Model “Techniques”
 - Government moves toward “Team Focus” reviews versus solely “CAM Focus”
 - e.g., Conduct “Joint EVMS Team Reviews” involving the contractor CAM as well as applicable Government and Contractor project stakeholders