



Earned Value Management Systems Center (EVMSC) Business Practice 3 EVMS General Support

Effective Date:	November 9, 2023
DAI Code(s):	D5460 – Execute Surveillance D6000 – Analyze Results D3100 – General Customer/Contractor interface
Point(s) of Contact:	Danielle Bemis, Policy Lead Keven Davis, Policy Lead

Purpose: Defines the process for general program support requests as well as a uniform process for DCMA's evaluation of a contractor's Performance Management Baseline (PMB). BP3 is performed in support of the Integrated Baseline Review (IBR), an event led by the Program Management Office (PMO). For contracts valued (including all options if exercised) at \$100M and above, BP3 can also be executed following a major contractual modification, internal changes to the PMB, such as single point adjustments (SPA), Over Target Baselines (OTB), etc. This process uses quantitative analysis techniques to identify risks and tests the reliability of the contractor's PMB. The outcome of the process is a report detailing the PMB analysis, evaluation, and any actionable recommendations to the stakeholder.

Reference(s):

1. **Electronic Industries Alliance (EIA) 748**
 - a. EVMS Standard 32 Guidelines.

Definition(s):

1. **Performance Measurement Baseline (PMB)** A time-phased resourced plan against which the accomplishment of authorized work can be measured.
2. **Integrated Baseline Review (IBR)** Review of a contractor's Performance Measurement Baseline (PMB). It is conducted by Program Managers (PMs) and their technical staffs, or Integrated Product Teams (IPTs), on contracts requiring compliance with DoD Earned Value Management System (EVMS) criteria requirements within 6 months after contract award.

Roles and Responsibilities:

1. **Director**
 - a. Ensures compliance with this BP.
 - b. Ensures locally developed training, guidance and tools align with this BP.
 - c. Assist and mentor the workforce with the implementation and execution of this BP.
 - d. Elevates through the chain of command unresolved challenges, including gaps, in executing the processes and procedures of this BP.
 - e. Ensures the EVMS Center has a process in place to review documentation and provide advice on identified weaknesses to the cognizant Contract Management Office (CMO).

2. Group Lead

- a. Ensures compliance with this BP.
- b. Assigns responsibilities to the Team as outlined in this business practice.
- c. Serves as the conduit between the Segment Lead and the EVMS Center Director to resolve gaps in policy/manuals/guidance.
- d. Assist and mentor the workforce with the implementation of this BP.
- e. Provides oversight of the team's effort and supports communications with the cognizant Contracting Officer (CO), DCMA Contract Management Office (CMO), the Program Management Office (PMO) and the contractor.
- f. Ensures review results are communicated and coordinated with appropriate stakeholders.

3. Segment Lead

- a. Ensures compliance with this BP.
- b. Plans, schedules and executes this business practice in coordination with the Group Lead.
- c. Communicates status with the CO, CMO, PMO, and contractor, as applicable.
- d. Assigns and oversees the efforts of the assigned EVMS Specialist(s) in accordance with the process defined below, ensuring resources are properly allocated.
- e. Coordinate with CO on supplier business system status.
- f. Ensures that submitted work products are timely, accurate and distributed appropriately.

4. EVMS Specialist

- a. Complies with this BP and other issued directives.
- b. Executes the process defined in this BP as directed by the Segment Lead and Group Lead.
- c. Accurately documents all compliance activities.
- d. Maintains appropriate level of communications with Segment Lead.

5. Contracting Officer (referred to as "CO" in this issuance). Coordinate with the EVMS Center for review of contractor proposed EVMS plan.

PROCESS:

- 1. Overview: EVMS assessments will be conducted in accordance with applicable overarching DCMA surveillance policies as well as the requirements of this business practice. DCMA EVMS Center support can be requested from any EVMS stakeholder, such as the PMO, the cognizant CO, the DCMA CMO, etc.
- 2. Risk Assessment: Risk is an ongoing and continuous process. All workload acceptance and participation in EVMS compliance events must be prioritized by a risk assessment in accordance with the EVMSC PDREP Surveillance Planning Training document.

PLAN:

3. General Program Support

- a. If the DCMA EVMS Center is contacted for support for any reason other than an IBR, it will be considered general Program Support.
- b. All general support requests will be escalated to the Group Lead to determine the extent the EVMS Center can provide support. This may include requests from Supervisor of Shipbuilding (SUPSHIP), Department of Energy (DOE) and/or other non-DoD organization requests for support.
 - If the request is for background information on the contractor to support source selection, for example, EVMS status, contract or Corrective Action Request (CAR) history, the EVMS Center will recommend the requestor provide a formal request for source selection support. The EVMS Center will provide a formal response.
 - If the request is to assess potential compliance concerns for an EVMS applicable contract under \$100M, the Team Lead will follow Business Practice 5 – Review for Cause.
 - For all requests, the EVMS Center will work with the requestor to satisfy their request by using an established Business Practice whenever possible.
 - Any analysis conducted for general program support may be used to satisfy a BP4, Earned Value Management (EVM) System Surveillance event, provided all DCMA Earned Value Management System Compliance Metric (DECM) were performed for an evaluated guideline(s).
- c. Documentation will include completing a report to describe the details of the request, the level of support provided, Group Lead/Director approval to perform the task, and Group and EVMS Specialist assigned to complete the task. If reimbursable, the number of hours approved and charging information will also be documented.
 - Use Attachment A to document general Program support.

4. IBR Support

- a. The IBR support process can be executed either at award or after a major modification (e.g., an OTB or any modification requiring an IBR). The process begins when DCMA is notified of the IBR. There are three scenarios for the IBR support process.
 - Scenario 1 – DCMA is requested by the PMO to support the IBR with time to request all the data required to complete all the IBR support metrics from the contractor. This scenario requires that DCMA be notified at least 70 days in advance of the IBR so that personnel have the appropriate amount of time to request data.
 - Scenario 2 – DCMA is requested by the PMO to support the IBR without time to request and evaluate required data, or the PMO requests DCMA use only the data that the PMO has requested to support the IBR. In this scenario, DCMA would only complete the

- DECMs which can be run with the existing data set.
- Scenario 3 – DCMA is not requested to support the IBR by the PMO but has knowledge of the IBR event. This scenario may require DCMA to update or initiate the site System Surveillance Plan. For this event refer to BP4, EVMS Surveillance.
 - b. Each scenario requires various levels of contractor data and Scenario 1 requires requesting data via a formal data notification request. Evaluating selected DECMs will be completed as required by each scenario. These selected DECMs help assess baseline reliability. They may also help identify potential areas of concern with the contractor's EVMS processes and procedures most relevant to early planning stages of a contract, such as organizing and scheduling. In addition to evaluating the selected metrics, IBR support will ensure the appropriate procedures and program level directives/processes are put in place to facilitate successful implementation of the EVMS on the contract.
 - c. If DCMA is asked by a prime contractor or lower tier subcontractor to support a contractor-to-contractor IBR, DCMA involvement and participation will follow one of the three scenarios above based on the requested involvement, timeliness of the request and data availability.

5. IBR Process

a. Preparation

- Once the EVMS Group is notified of a contract award/OTB/Major Modification, they will coordinate with the CMO and the PMO to determine if the PMO would need IBR support from the DCMA EVMS Center.
- If the PMO does not plan to conduct an IBR or does not request DCMA EVMS Center support, the team lead will coordinate with the CMO and the contractor to proceed with conducting surveillance in accordance with Business Practice 4, if applicable.
- The Segment Lead will identify the contractor's EVMS business system status. The IBR support process will move forward regardless of the status of the contractors EVMS.
- If the site does not have an Approved system, the team will initiate a Compliance Review in accordance with Business Practice 6, Compliance Review Process and in accordance with Business Practice 2, System Description Review.
- If the site does not already have an active System Surveillance Plan (SSP) and the contract meets the requirements for surveillance, then continuing surveillance will be initiated in accordance with Business Practice 4, EVMS Surveillance.
- To establish the data call, the Segment Lead will:
 - Identify which scenario approach will be used to execute the IBR support.
 - Scenario 1 is the only scenario that will require a data call. The data call for scenario 1 should request all artifacts

required to complete the appropriate DECMs related to the PMB development.

- Scenario 2 only uses data provided by the PMO.
- Scenario 3 data call will follow the process defined in Business Practice 4.
 - a. If the contractor's EVMS requires internal corporate oversight to ensure compliance to the EIA 748 standard guidelines, DCMA will ask for the documentation and results of any internally conducted surveillance, including internally issued CARs, if applicable.
- Draft and submit the Notification Letter:
 - b. Identify which scenario approach will be used to execute the IBR support.
 - i. If Scenario 1, the Team Lead will coordinate with the appropriate PMO personnel (applicable to IBR events) to draft and submit the Notification Letter with Data Call (Attachment B) to the contractor and PMO no later than 120 days after contract award. At least one month of data is requested for the initial evaluation of the contract PMB.
 - ii. If Scenario 2, DCMA should leverage the PMO data call to ensure there are no redundant data requests. Using the PMO data call in support of the IBR, DECMs will be executed to the extent possible.
 - iii. If Scenario 3, the team will follow the process defined in Business Practice 4.

CONDUCT:

6. Prior to the IBR support event, the team will perform the following:
 - a. In the interest of not overburdening the contractor during their preparation for the IBR, the Team should coordinate communications directly with the PMO whenever possible.
 - b. If applicable, the EVMS Specialist will review the Business Practice 2 findings, if any, to identify open System Description issues and consider potential impacts on the contract PMB.
 - c. If the contractor EVMS status is Approved, the EVMS Specialist will review all EVMS related program instructions which exist below the approved system level documentation (e.g., Program directives, program instructions etc.) to ensure they are in alignment with the approved system processes.
 - d. The team will review the results from internal contractor surveillance for the program being reviewed (if applicable).
 - e. The team may assess EVMS DECMs. Any areas of risk or indicators of potential deficiencies identified by the metrics will be documented for follow-up and/or interview questions during the IBR.
 - f. The team will then consolidate the analysis, results and required follow-up and present them to the Group Lead; this should be accomplished prior

- to the event.
 - g. The Group Lead will ensure that a thorough analysis was performed, and the team is prepared to execute the IBR support.
 - h. The Team Lead should send the preliminary findings to the PMO for inclusion into the IBR briefings.
7. During the IBR event:
- a. If afforded the opportunity during Control Account Manager (CAM) and other personnel meetings/interviews, the team will attempt to follow-up on DECM findings.
 - b. The team may inform the PMO of interview findings and present an overview during the Exit Brief (if requested).

REPORT:

- 8. Follow Up: The team will follow-up on any concerns that may be an EVM system issue after the IBR with the contractor. This follow-up will require the team to execute the analysis at the EVM system level to determine if there is an EVM system issue at the site. If it is determined there is a system issue, then a CAR may be issued and copied to the contracting officer, in accordance with DCMA Manual 2303-01: Surveillance.
- 9. Document: The team will document all areas of concern and IBR results in the Report Template (Attachment A). If applicable, this will include the disposition of each area of concern and any follow-up required or planned.
- 10. Report: The team will send the Report (Attachment A) to the Group Lead (or delegate) for concurrence. Once the Group Lead (or delegate) has approved the report, the team will submit it to the PMO, the contractor, and CMO POCs. Any formal documentation that is distributed outside the DCMA EVMS Center needs to be archived within the Agency system of record.
- 11. Corrective Action Plan: If a Corrective Action Plan (CAP) is required as a result of this business practice, the team will continue to communicate with the contractor and PMO regarding findings and open actions until the applicable CAP has been completed and verified for closure.
 - a. Document Naming Convention – All documents requiring archival shall use the naming convention CAGEDocTypeDAYMONYYYY.
 - b. Classification Markings – The author of any document(s)/attachments(s) related to this BP shall ensure appropriate classification IAW applicable laws, regulations, and Government-wide policies, and the safeguarding and protection requirements for each.
 - c. Documentation Archival - Any formal documentation that is distributed outside the DCMA EVMS Center needs to be archived within the Agency system of record.

NOTE – In compliance with DCMA manual 3101-04, communications containing reports or other deliverables that are sent outside of the agency must contain a statement and link to the DCMA Customer Satisfaction Survey (i.e. “We greatly appreciate your feedback to help us better support your needs, please complete a brief survey at: <https://www.dcmamil/Customers/Customer-Satisfaction-Survey/>”)

Attachments:

- A. General Support EVMS Report - Template
- B. IBR Notification Letter with Data Call - Template

(on behalf of)

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