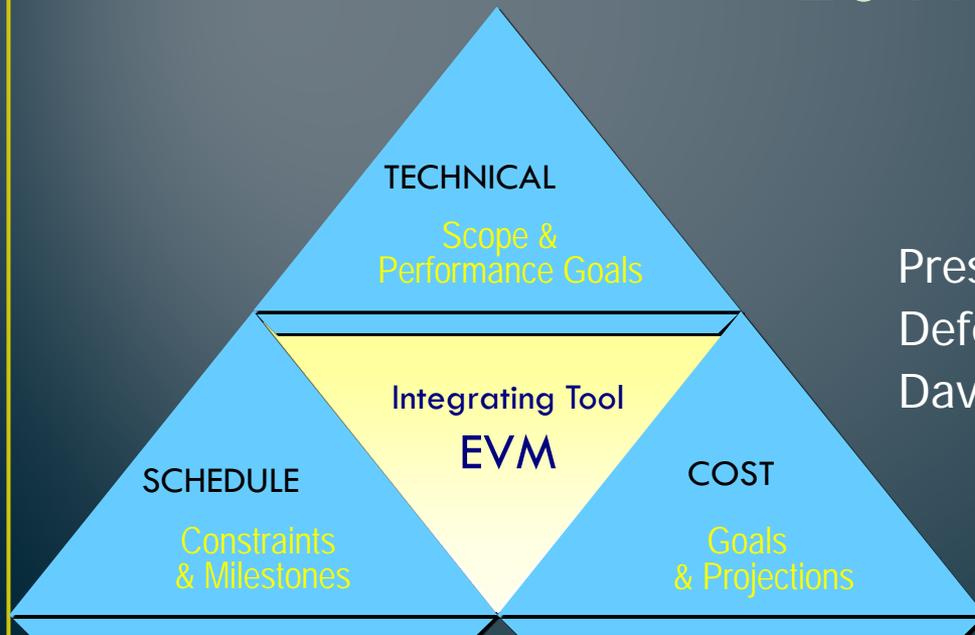




Integrated Baseline Reviews (IBR)

Lunch & Learn
20 August 2014



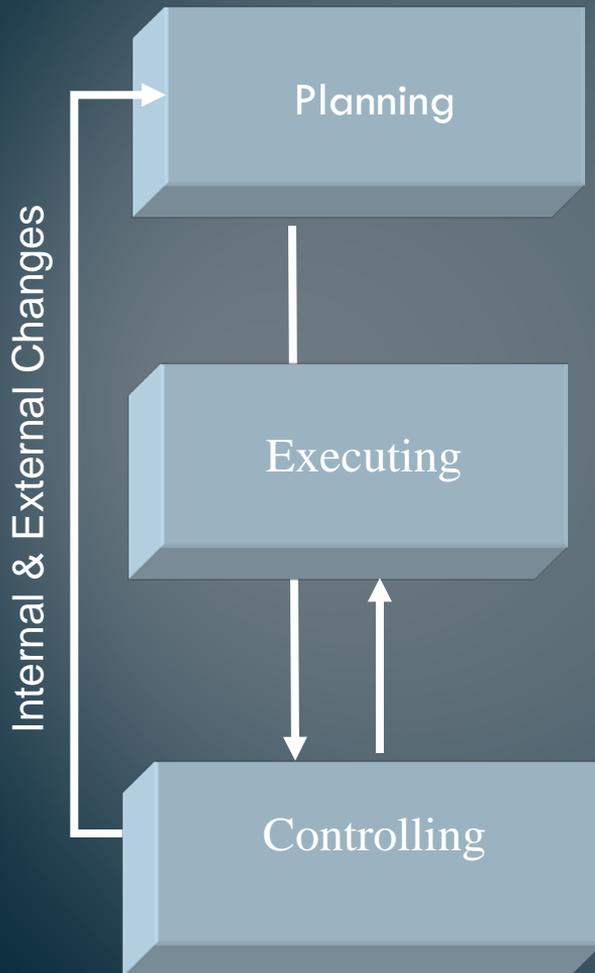
Presented by:
Defense Acquisition University
Dave Treshansky David.Treshansky@dau.mil

Agenda

- **What is an IBR**
- **IBR Purpose/Objectives**
- **IBR Process**
- **IBP Preparation (Government & Contractor)**
- **IBR Execution – The Review**
 - **CAM (Baseline) Discussions**
- **IBR Findings/Out brief/Closeout**
- **IBR User Lessons Learned**

The EVM Process

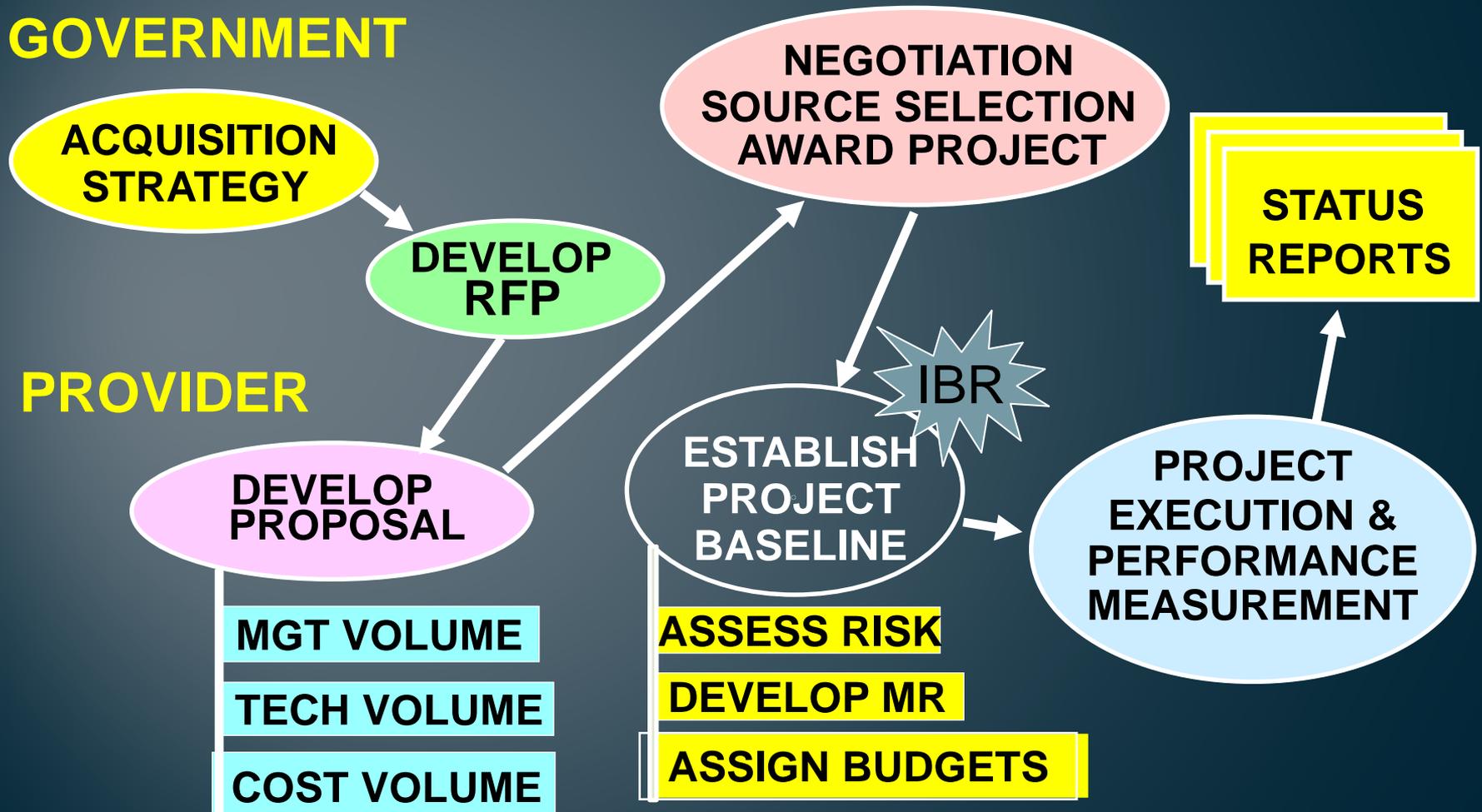
- *Integrated Program Management* -



- **An Integrated Plan Is Established (PMB)**
 - *Work Is Defined, Scheduled, and Resources Are Allocated to Lowest Level for Execution*
 - *Risks Are Identified (the IBR Process)*
 - *Risk Management Plan Established*
- **Budgets Are “Earned” As Work Is Completed (Earned Value)**
- **Actuals Are Accumulated (ACWP)**
- **Status Provided Against Baseline (PMB)**
- **Variiances Are Isolated (Cost/Schedule Drivers)**
 - *Early Warning*
- **Management Actions**
 - *Corrective Action Identified & Implemented*
 - *Changes Are Implemented & Controlled*
- **Final Estimated Cost & Schedule are Forecast**

Earned Value Management within the Contracting Process

GOVERNMENT





DoDI 5000.02 EVM Policy

Interim DoDI 5000.02, November 25, 2013

Table 8. EVM Requirements

REQUIREMENTS	WHEN REQUIRED	SOURCE
For Cost/Incentive Contracts¹ ≥ \$50 Million²		
• Compliance with EVM system guidelines in ANSI/EIA-748 ⁵	At contract award and throughout contract performance	Part 7 of Reference (c) This instruction
• EVM system formally validated and accepted by cognizant contracting officer	At contract award and throughout contract performance	
• Integrated Program Management Report (DI-MGMT-81861 ³)	Monthly	
• Integrated Baseline Reviews	Within 180 calendar days after contract award, exercise of options, and major modifications	
For Cost/Incentive Contracts¹ ≥ \$20 Million² but < \$50 Million²		
• Compliance with EVM system guidelines in ANSI/EIA-748 ⁵ (no formal EVM system validation)	At contract award and throughout contract performance	Part 7 of Reference (c) This instruction
• Integrated Program Management Report (DI-MGMT-81861 ³) (tailoring of formats recommended)	Monthly	
• Integrated Baseline Reviews	Within 180 calendar days after contract award, exercise of options, and major modifications	
For Cost/Incentive Contracts¹ < \$20 Million²		
	At the discretion of the Program Manager based on cost-benefit analysis	Part 7 of Reference (c) This instruction
• Integrated Program Management Report, Format 6 (DI-MGMT-81861 ³)	At the discretion of the Program Manager based on Government requirements	
For Firm Fixed-Price Contracts¹ regardless of dollar value		
	Limited Use—will be approved by the MDA based on a business case analysis	Part 7 of Reference (c) This instruction
• Integrated Program Management Report, Format 6 (DI-MGMT-81861 ³)	At the discretion of the Program Manager based on Government requirements	
Notes:		
1. The term, "Contracts," includes contracts, subcontracts, intra-government work agreements, and other agreements. "Incentive" contracts include fixed-price incentive.		
2. Application thresholds are in then-year dollars.		
3. DI-MGMT-81861 = Data Item Description: Integrated Program Management Report (Reference (az))		
4. EVM shall be applied to cost/incentive Indefinite Delivery/Indefinite Quantity contracts at the task order level. For each task order follow the above table.		
5. ANSI/EIA-748 = American National Standards Institute (ANSI)/Electronic Industries Alliance (EIA) Standard 748, Earned Value Management Systems (Reference (ba)).		

Contracts ≥ \$50M TY

- Compliance with 32 EVMS Guidelines
- Formal EVM system Validation
- Integrated Program Management Report (IPMR) – All formats required
- **Integrated Baseline Reviews**
- Ongoing surveillance

Contracts ≥ \$20M but < \$50M TY

- Compliance with 32 EVMS Guidelines
- NO Formal EVM system Validation
- IPMR tailored – Formats 1, 5, 6, and 7 required
- **Integrated Baseline Reviews**
- Ongoing surveillance

Contracts < \$20M TY

- EVM optional (PM's risk-based decision)
- Cost-benefit analysis required
- IPMR tailored – Formats 1 and 5 recommended, Format 6 may be recommended

- *Contracts -- Cost/Incentive contracts, subcontracts, inter-government work agreements*
 - *Limited use of EVM on FFP Contracts -- Requires approval from the MDA*
 - *Discouraged on Level of Effort and Time & Material Contracts*



The PM's Guide to IBR Process



The Program Managers' Guide to the Integrated Baseline Review Process



OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000



MEMORANDUM

SUBJECT: The P

In accordan

JUN 04 2003

MEMORANDUM FOR SERVICE ACQUISITION EXECUTIVES

SUBJECT: The Program Manager's Guide to the Integrated Baseline Review Process

In accordance with Department of Defense (DoD) acquisition policy, Program Managers (PMs) must conduct Integrated Baseline Reviews (IBRs) on contracts with Earned Value Management (EVM) requirements. IBRs are intended to provide a mutual understanding of risks inherent in contractors' performance plans and underlying management control systems. Properly executed IBRs are an essential element of a PM's risk management approach.

While most IBRs generally conform to DoD policy, inconsistent policy interpretation resulted in the development of individual Service/Agency IBR guidebooks, differing perceptions of purpose and value, and inconsistent IBR execution. To improve the consistency of the overall IBR Process, *The Program Managers' Guide to the Integrated Baseline Review Process* was developed (TAB A). This Guide clearly defines the purpose, goals, and objectives of an IBR. It also describes attributes of an effective IBR and discusses a baseline review process that will lead to a better understanding of program risks.

This Guide is the principal IBR reference and should be used to implement an integrated baseline discipline on an acquisition program. PMs are strongly encouraged to use this Guide during IBR training, when preparing for an IBR, and then again during the actual execution and conduct of the IBR. Attached at TAB B is a letter of endorsement from the former Under Secretary of Defense (Acquisition, Technology and Logistics) encouraging the use of the IBR Guide to improve the consistency of the overall process. The IBR Guide resides on the Office of the Secretary of Defense EVM web site (www.acq.osd.mil/pm/). Comments or questions on the IBR Guide may be directed to Ms. Debbie Tomsic, (703) 695-0707.

Nancy U. Spruill
Nancy U. Spruill
Director, Acquisition Resources
and Analysis

Attachments:
As stated



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Nancy U. Spruill
Nancy U. Spruill
Director, Acquisition Resources
and Analysis



National Defense Industrial Association
Program Management Systems Committee

Integrated Baseline Review (IBR) Guide

Revision 1
September 1, 2010

National Defense Industrial Association (NDIA)
2111 Wilson Blvd., Suite 400
Arlington, VA 22201
(703) 522-1820
Fax (703) 522-1885
www.ndia.org

Primary Objective

We jointly need to be able to answer this basic question...

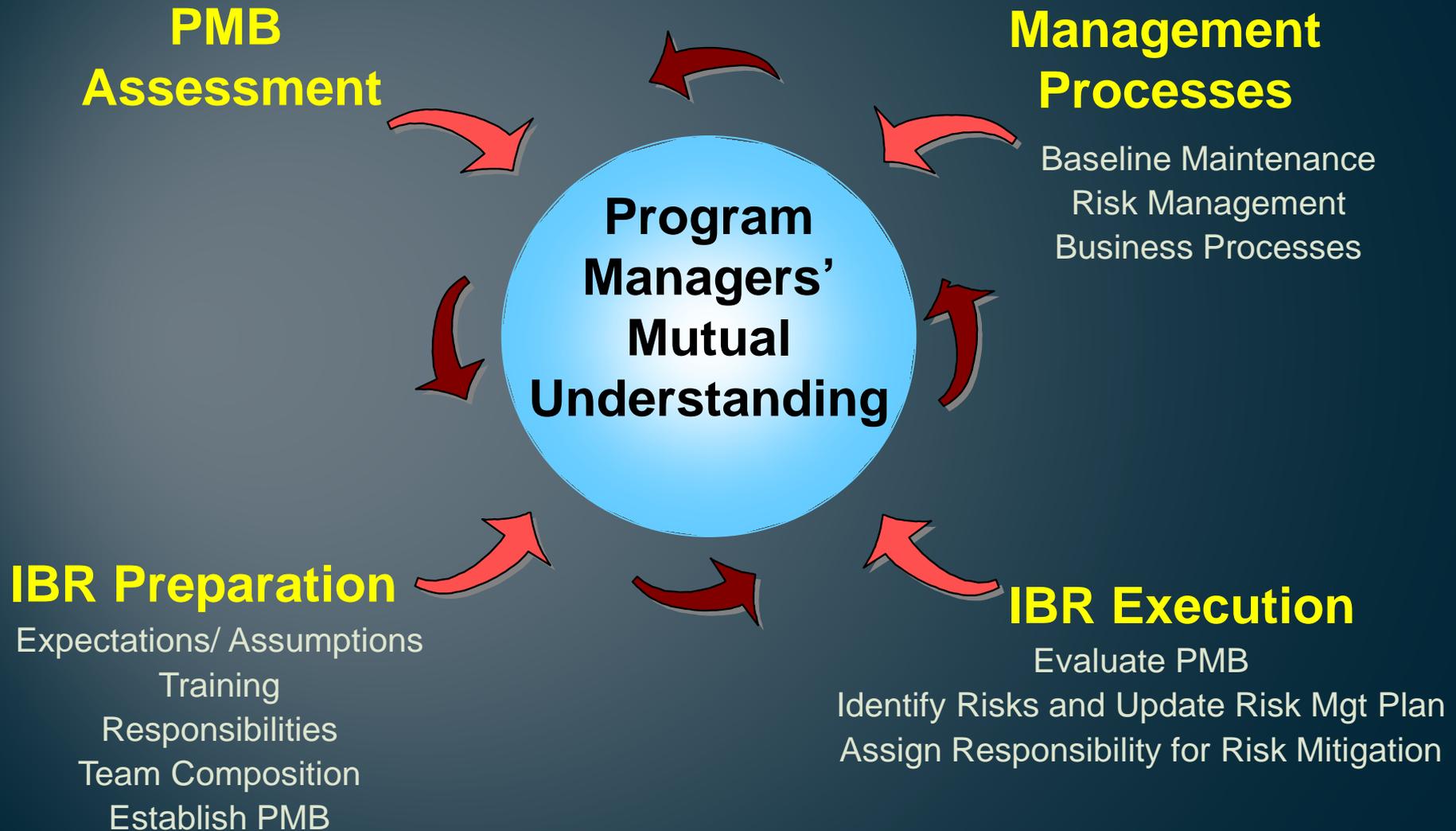
Can we execute this contract
(technical work scope),
given the available
schedule and budget
resources?



Supporting Objectives

- **Confirm compliance with the following business rules :**
 - Technical scope of work is fully included and consistent with authorizing documents
 - Key schedule milestones are identified
 - Supporting schedules reflect a logical flow to accomplish the technical work scope
 - Resources (budgets, facilities, personnel, skills, etc.) are adequate and available for the assigned tasks
 - Tasks are planned & can be measured objectively
 - Underlying PMB rationales are reasonable
 - Managers have implemented required management processes.
- **Assess MR with respect to project risk not in the PMB**
- **Assess overall how PMB achieves the above objectives**

Integrated Baseline Review Process



Who conducts the IBR?

- Primary responsibility for the IBR resides with the Government PM who will function as the review chief (or a designated senior leader).
- Team members are predominantly from the program's technical staff and may be augmented by subject matter experts, EVM analysts, and DCAA/DCMA reps.

IBR Notification to Contractor



<Company Name>
<Company Address>

Ref: (a) Contract <Contract Number>

Dear <Company Contracting Officer>:

The <PMA Name> Integrated Product Team (IPT) plans to conduct an Integrated Baseline Review (IBR) on the <Program Name> in <Company City and State> <Review Dates>.

The purpose of the IBR is to achieve a mutual understanding of the Performance Measurement Baseline and its relationship to the underlying Earned Value Management (EVM) systems and processes. The objectives are to gain insight into cost and schedule risk areas associated with the remaining effort, as well as develop confidence in the program's operating plans. This will be accomplished by evaluating the performance measurement baseline to ensure it captures the entire remaining technical scope of work, is consistent with contract schedule requirements, and has adequate resources assigned.

Enclosed is a list of administrative and documentation requirements that need to be submitted electronically for government review prior to <Date Documentation Required>. Forward all electronic submissions to <POC email address>. Please note the IBR team requires non-escort badges, a working area with tables, access to a fax machine, printers, and telephones.

IBR team training is scheduled for <Training Dates>. <Company Name> personnel are invited. The location of the training, tentative agenda and the list of proposed team members will be provided under SEPCOR.

<Government IPT Lead's Name> will be the IBR Team Leader for this review. Questions concerning the IBR may be directed to <Government IPT Lead's Name> <Government IPT Lead's Phone Number>, or <EVMS Analyst's Name> <EVMS Analyst's Phone Number>.

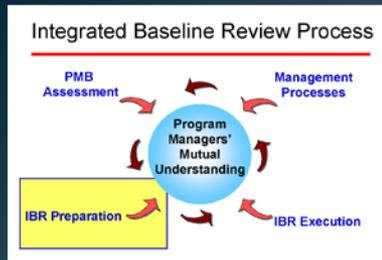
If you have any questions pertaining to this notification, contact <Contracts Specialist's Name>, at <contracts Specialist's Phone Number>.

Sincerely,

<PCO'S Name>
Procuring Contracting Officer

Encl: Review Requirements

Copy to: PEO <>
DCMA HQ
DCMAC-C
DCAA Resident Office



IBR Preparation

- PMB Development (Contractor)
- Expectations
- Risk Areas & Criteria
- Team Composition
- Responsibilities
- Training

Preparation for the IBR should begin as soon as practical.

Contract Price

PMB Budget Allocation

Fee/Profit

Total Allocated Budget

NCC

CBB

OTB

AUW

Overrun

Performance Measurement Baseline

Management Reserve

- Withheld for Unknowns
- No Scope or Schedule

**Summary Level
Planning Packages**

- Specific Scope @ higher WBS level
- Time-phased budget
- Strict Controls

Control Accounts

**Work
Packages**

- Integrated Scope, Schedule & Budget
- Detailed Plans

**Planning
Packages**

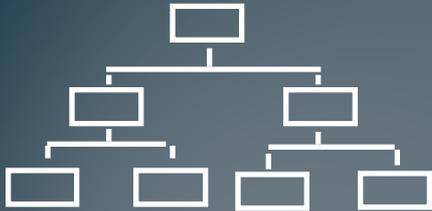
- Integrated Scope, Schedule & Budget
- No Detailed Plans

Undistributed Budget

- Temporary Holding
- Work Authorized but no detailed Budget or Schedule

PMB Development Steps

Step 1. Define the Work Scope



- Identify the scope of work
- Plan the work at the control account / work package level

Step 2. Schedule the Work



- Arrange the work packages in order
- Schedule work packages

Step 3. Allocate Budgets to Schedule

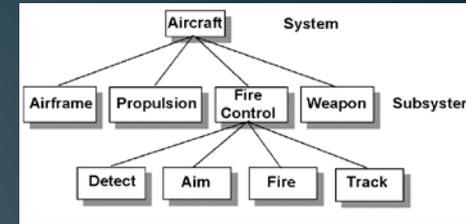


- Classify the work and select an EV technique
- Budget the work packages
- Spread the budget over time
- Calculate cumulative BCWS

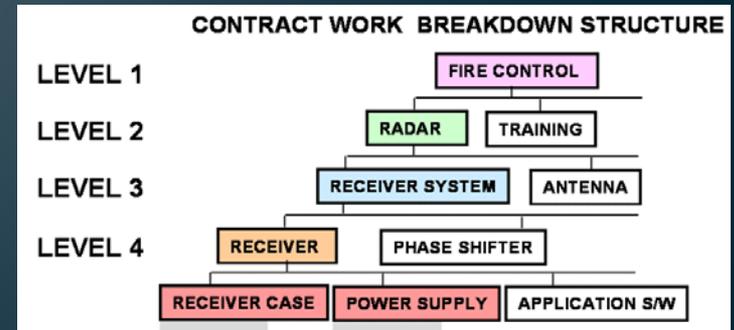
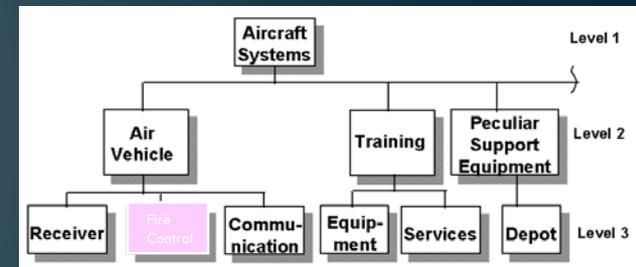
Identifying the Work Scope

- Acquisition Strategy and Request for Proposal Documents
 - Program Work Breakdown Structure & WBS Dictionary
 - Contract Line Items
 - Contract Specifications
 - Statement of Work / Statement of Objectives

- Contract Documents
 - Contract Work Breakdown Structure & Dictionary
 - Contract Statement of Work
 - Specification Tree
 - Integrated Master Plan



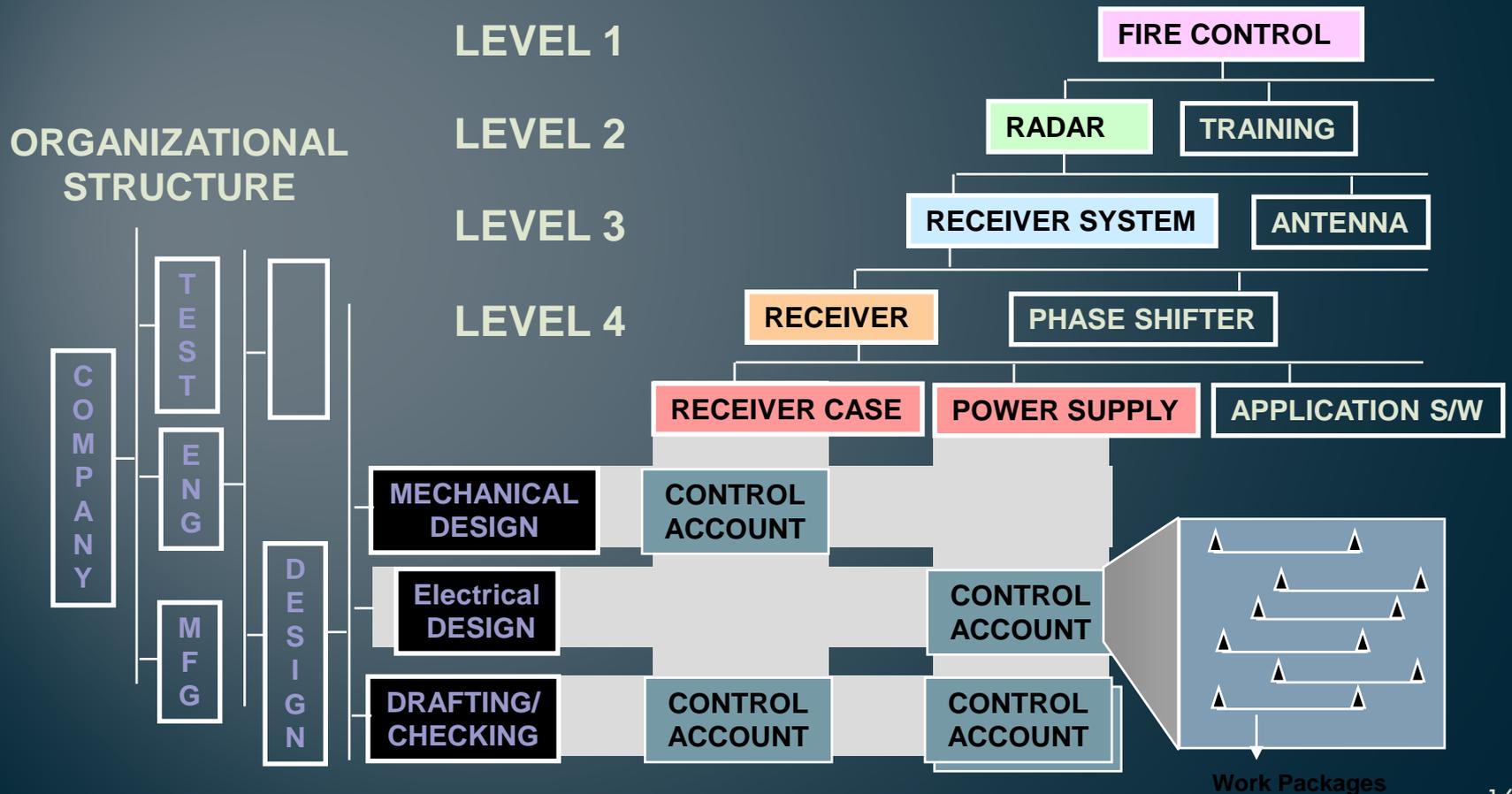
Program Work Breakdown Structure



The Control Account: A Key Management Control Point

(Responsibility Assignment Matrix)

CONTRACT WORK BREAKDOWN STRUCTURE



Determine When Tasks Happen

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Work Package 1									
Work Package 2									
Work Package 3									
Work Package 4									

Classify the Work and Assign Earned Value Techniques

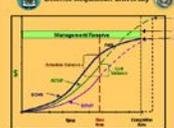
- **Discrete Tasks**
 - 0 - 100 Method
 - 50 - 50 Method
 - Incremental Milestone Method
 - Equivalent Unit Method
 - Percent Complete Method
 - Supervisor's Estimate Method
- **Apportioned Effort** - measured as a factor, e.g., 10% of discrete task
- **Level of Effort** - Scheduled work earned based on passage of time

Apply Budget and Calculate Cumulative BCWS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Work Package 1	▲ 2	3	▲ 2						
Work Package 2		▲ 2	5	▲ 4					
Work Package 3				▲ 6	10	6	5	▲ 1	
Work Package 4							▲ 1	4	▲ 4
Monthly BCWS	2	5	7	10	10	6	6	5	4
Cumulative BCWS	2	7	14	24	34	40	46	51	55

Result: Time Phased PMB

Earned Value Management
Gold Card
Defense Acquisition University



VARIANCES

- Cost Variance: $CV = BCWP - ACWP$
- Schedule Variance: $SV = BCWP - EV$
- Performance Variance: $PV = EV - ACWP$

PERFORMANCE INDEXES

- Cost Performance Index: $CPI = BCWP / ACWP$
- Schedule Performance Index: $SPI = BCWP / EV$

OVERALL STATUS

- Overall CPI: $CPI_{Overall} = BCWP_{Total} / ACWP_{Total}$
- Overall SPI: $SPI_{Overall} = BCWP_{Total} / EV_{Total}$

CRITICAL INFORMATION

- Overall Status: $CV_{Total} = BCWP_{Total} - ACWP_{Total}$
- Overall Status: $SV_{Total} = BCWP_{Total} - EV_{Total}$

PERFORMANCE MEASUREMENT

- Overall Status: $CV_{Total} = BCWP_{Total} - ACWP_{Total}$
- Overall Status: $SV_{Total} = BCWP_{Total} - EV_{Total}$

Total Allocated Budget

Management Reserve

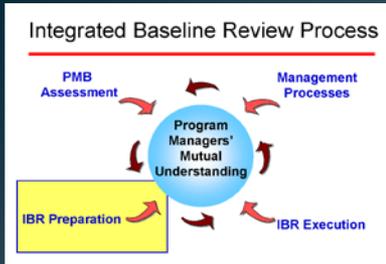
BAC

Timephased BAC = PMB = BCWS_{CUM}

\$

Time

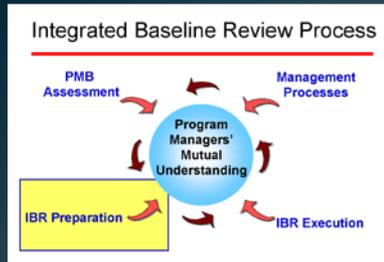
Completion Date



IBR Preparation - Expectations

PMs should develop a plan for conducting the review:

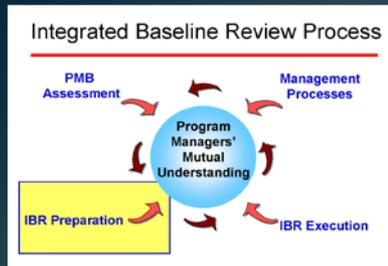
- Define the objectives for the IBR
- Identify key responsibilities
- Identify documentation needs
- Plan & conduct IBR training
- Plan & schedule review dates
- Review work scope documents
- Identify required technical expertise
- Establish how IBR findings will be documented and resolved
- Establish risk evaluation criteria
- Identify procedures for risk identification, documentation, and incorporation into project risk management planning.



IBR Preparation – Documentation

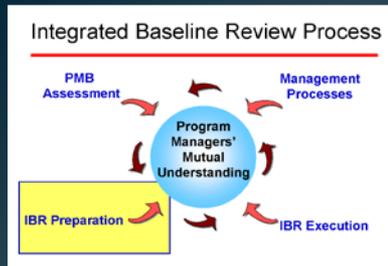
Identify Documentation Needs

- CWBS
- CWBS Dictionary
- Contractor's Organizational Breakdown Structure
- Responsibility Assignment Matrix
- Work Authorization Documents
- Integrated Master Schedule
- Risk Management Plan and Register
- Control Account Plans
- Current CPR & CFSR
- Detailed Control Account Schedules
- EVM System Description
- Subcontractor Data
- Basic Contract
- P000 Mods
- EVMS Surveillance Reports
- DCMA/DCAA findings (CAR)



IBR Preparation – Risk Areas and Criteria

- **Technical risk.** The ability of the project's technical plan to achieve the objectives of the scope of work.
- **Schedule risk.** The adequacy of the time allocated for performing the defined tasks to successfully achieve the project schedule objectives.
- **Cost risk.** The ability of the PMB to successfully execute the project and attain cost objectives, recognizing the relationship between budget, resources, funding, schedule, and scope of work.
- **Resource risk.** The availability of personnel, facilities (mfg/test), and equipment, when required, to perform the defined tasks needed to execute the program successfully.
- **Management processes risk.** The degree to which the management processes provide effective and integrated technical/schedule/cost planning and baseline change control.



Team Composition and Training

PM's Expectations

- IBR objectives
- IBR approach and expectations
- Risk identification and documentation

Management Processes

- Baseline maintenance
- Risk management
- Business processes (including EVM)

Project Management Aspects

- Statement of work/statement of objectives
- Work breakdown structure dictionary/matrix
- Work authorization document
- Control account plans
- Terms and acronyms
- Funding
- Budget and schedule baselines
- Subcontractor management
- Management reserve

IBR Execution - Generic Agenda

In-Briefing

~2 - 3 DAYS

Detail Risk

- Control Account
- CAM / GCAM
- Baseline Discussions
- Document

Summary Risk

- Contract level
- Support team
- Document

Daily Team Meetings

Final Outbriefing

Baseline Discussion “Do’s”

- Start on time
- Both sides limit attendance
 - Try to have no more than 8 people in the room
- Set the Tone
- Follow a logical flow
- Summarize at the beginning what you want to look at
- Phrase all questions as simply as possible
- If unsure that you understand CAM’s answers
 - Repeat it back in your own words
- Probe deeper into any areas that seem ill-defined
 - If still unsure about definition, bring to IPT lead attention

Baseline Discussion “Do’s”

- Government should be prepared
 - Familiar with the system & Contractors processes and Documentation
 - Plan for the discussion
- CAM should be prepared
 - Documentation available
 - Monthly spread of resources and planning documents
 - Understand document content
 - Show support for answers
 - Communicate!
- Both sides honor ground rules

Baseline Discussion “Do’s”

- Ask for copies of relevant documents to back-up concerns
- Take time to:
 - Read information given to you
 - Write legible, complete notes
- Document discussion and review with CAM
- Arrive at a joint conclusion with CAM
 - “Yes, we can manage within this baseline”

Baseline Discussions “Don’ts”

- DON'T:
 - Ask Yes/No questions
 - Tie yourself to a list of questions
 - Allow discussion to stray from the objective
 - Lose control of the discussion
 - Formal presentation vs. review of the actual baseline
 - Ignore the documentation
 - Word questions negatively
 - Make derogatory comments
 - Make constructive, out of scope direction
 - Allow CAM to let others describe his control account

Typical Problems

- Discussion is not in the CAM's workplace
- Information/documentation not available
- Interruptions (phones, people, beepers)
- "Strap-hangers" outnumber participants
- CAM is not prepared/familiar with documentation
- "Assistant" answers all the questions
- "Tells you" versus "Shows you"
- "I am an engineer ... not a bean counter"



IBR Execution

After the Interview

- Take time to reflect and compile your observations immediately after the interview
- Maintain your own interview file - Keep notes for subsequent write-ups and reference
- If problems found during interview
 - Note discrepancies
 - Communicate to team leader – clear and concise with supporting documentation
 - If EVMS issues identified, provide to DCMA to work separately not as part of the IBR
 - Let the team leader handle problems with the supplier
- Consider contractor information as proprietary

IBR Findings

- Document findings on a “Concern Area Report”
 - Well written descriptions as to concern as to technical/cost/schedule area impacted
 - Document which CAM you discussed the issue with
 - Describe corrective actions to be taken
- Develop a schedule for addressing deficiencies identified during the IBR
 - Attach documentation to prove resolution
 - Describe how to avoid the risk in the future
- PM is ultimately responsible for the IBR findings and resolution

IBR Execution

-Out-briefs/IBR Closeout-

- Daily – At the end of each day, the IBR Team will conduct out-briefs where each sub-team reports findings from the CAM Discussions.
- Exit – Conduct prior to the final out-brief where the IBR Team can discuss concerns and action items
- IBR Closeout
 - Reporting Results of the IBR – The results of the IBR will be reported to the contractor
 - Customer and Contractor will agree on a corrective action plan immediately after the exit-brief
 - The IBR coordinator will work closely with the IBR team to ensure that all action items are closed

Project IBR Risks/Issues

- Poor CAM knowledge of the EVM system
- Wrong earned value type
 - Excessive use of LOE or subjective methods
- Poor inputs from subcontractors
- Technical Risks
 - Scope is not covered by control account
 - State-of-the-Art or Outdated Technology
 - Poorly defined SOW or System Specifications
 - Lack of Software Development capability
 - Make or Buy decision analysis is lacking
 - Interfaces not clearly defined
 - Lack of technical expertise or design tools

Project IBR Risks/Issues (cont.)

- Schedule Risks
 - Key Elements are missing
 - Inadequate schedule durations to achieve objectives
 - Critical Path issues
 - Key Tasks missing
 - Interrelationships are poorly defined
- Cost Risks
 - Funding
 - Inadequate budgets, or not properly time-phased
 - Poor basis of estimate
 - Wrong labor mix
 - Unstable labor rates
 - Labor environment (unions, labor shortages, etc.)
- Mgmt Processes Risks
 - Degree To Which The Program Mgt Processes Provide Effective Integrated Cost/Schedule/ Technical Planning And Control, Timely And Reliable Performance Data, And Early Visibility Into Risks

IBR Recommendations

- Identify and Train Team Early
- Define IBR Team roles – government and contractor
- Start off with an ice-breaker for all parties to meet their counterparts
- Conduct High Level Daily Wrap Ups
 - Identify Programmatic Issues
 - Give Others the “Heads Up” on Findings
 - Get Clarification during the review
 - Make sure everyone stays focused on “Baseline Planning” and not Technical Discussions
- Document all findings
- Develop Action Plan to resolve findings

User Lessons Learned

- IBR IS NOT AN EVM REVIEW! It is an INTEGRATED TECHNICAL Review (with EV and BM support)
- Understand IBR Preparation Requirements and timing (Government & Contractor)
- Start Planning for the IBR as Soon as Possible
- DO NOT PROCEED unless the both sides are prepared (i.e. PMB has been developed and the Government has had time to study the contractors plans and documentation).
- Conduct Joint (Contractor and Government) IBR Training
Have contractor teach/explain their documentation/procedures to the Government

User Lessons Learned

- Make sure the contractor has performed an SRA (Know how to interpret the results)
- Group “Briefings” with a room full of attendees does not produce the desired results.
- Open Communications PRIOR to the event will lessen the formal IBR burden
- Leadership absence or disengagement sends a clear message that EVM is not a Government priority
- Establish meaningful thresholds for each of your Risk criteria.

Team Handbook as a Road Map

INTEGRATED BASELINE REVIEW TEAM HANDBOOK

<PROGRAM NAME>

<CONTRACT NUMBER>

<COMPANY NAME>

<COMPANY CITY, STATE>

<IBR DATE>

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EVM Analysis Resources

- DCMA - Defense Contract Management Agency
 - Onsite contractor Surveillance & Expertise
 - Control Account Manager (CAM) Interviews
 - Verification of Policy Compliance
- DAU - Defense Acquisition University
 - Gold Card - Summary of EVM Techniques
 - Tailored Training and Recommendations
 - Acquisition Community Connection: <https://acc.dau.mil/>
 - Continuous Learning Modules (CLMs) – short online courses
- EVM Data Analysis Tools, such as wInsight –
 - Color Coded Variance Charts and Graphs
 - Electronic Interface with Contractor Data
- Schedule Analysis Tools – Critical Path
- PM's Guide to IBRs and EVM Implementation Guide
- ANSI Standard 748

OSD EVM Homepage: <http://www.acq.osd.mil/pm/>

Earned Value Management

ACC Practice Center > Earned Value Management

DAU Quick Links Help

BECOME A MEMBER
BENEFITS OF ACC MEMBERSHIP

Sign In

Login with your CAC
Insert your CAC now, and click this button.

Login with your CAC

Login with your Password

User Name:

Password:

[Forgot your password?](#)

Login

Benefits of ACC Membership

Browse

- ACC Home Up one level
- [Earned Value Management](#)
- DoD EVM Policy & Guidance
- EVM Community Connection
- EVM Contract Documents
- EVM Research Library
- EVM Tools
- EVM Training Center
- OMB Recommended References

Terms

Earned Value Management

Community

[Conduct a Search](#) [Other Actions](#)

Search

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Main View All Contributions What's New Q & A

Welcome



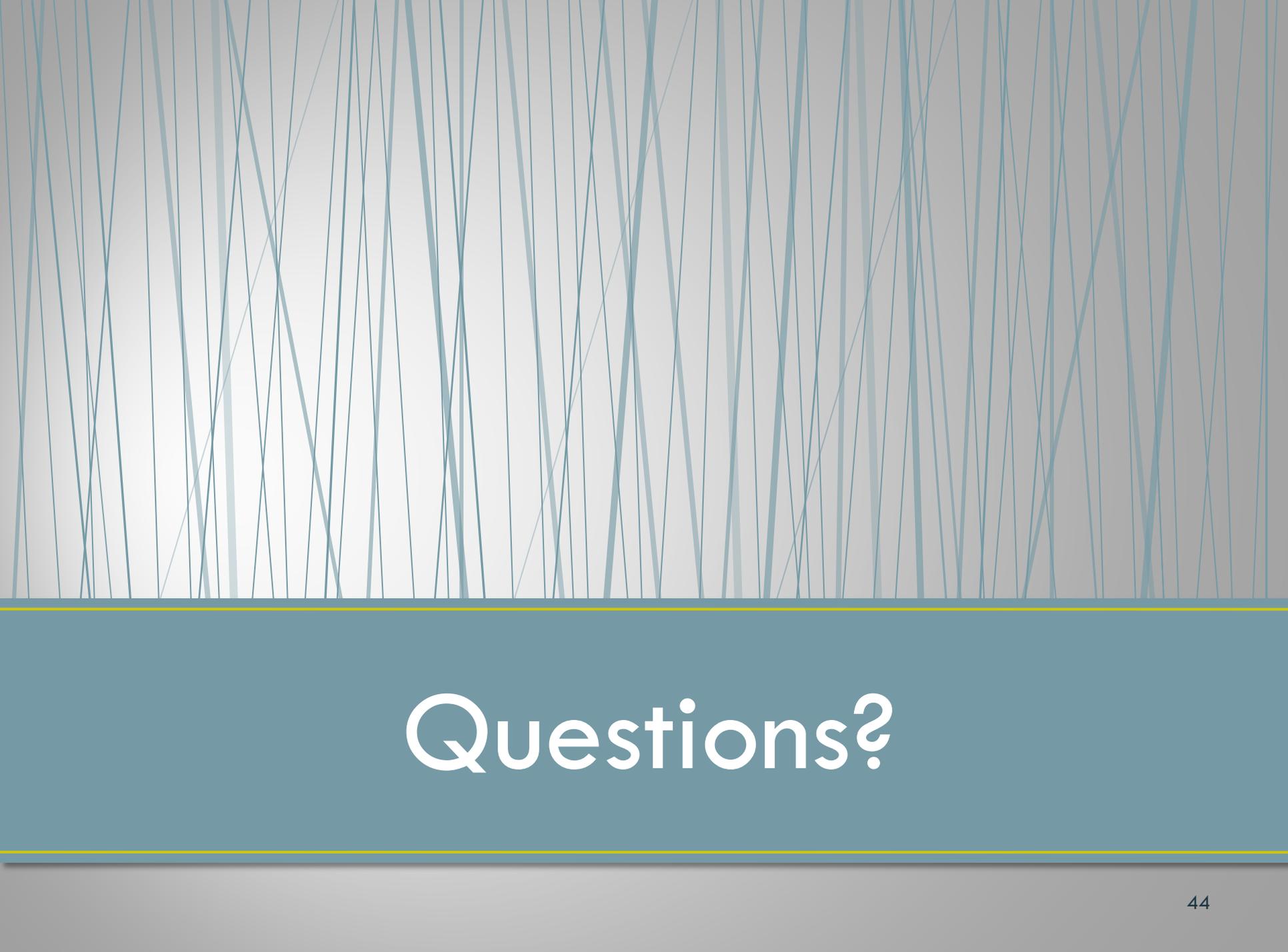
Popular Content

- EVMS forProject
- DAU Gold Card - July 2012
- I went through the learning on the website and there wasnt an exam at the end of the lesson as...
- Earned Value Management Implementation Guide - October 2008
- Fundamentals of EV module 1 - Basics - Updated Mar 05
- NDIA ANSI EIA 748-A Intent Guide Outdated
- Where is the DCMA Interpretive Guide (DIG)?
- CPR DID DI-MGMT-81466A - MAR 30, 2005
- NDIA ANSI EIA 748 Intent Guide - Updated November

Earned value is a management technique that relates resource planning to schedules

Summary

- EVM is the most comprehensive program management tool
- Senior DOD and Congressional Leaders use it to make program decisions
- Management involvement ensures EVM data is used in a proactive manner to manage programs and make timely corrective action decisions
- A well conducted IBR ensures the Government /Contractor team mutually understands the detailed plan to develop the system, the risks involved, and how to handle those risks.

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Questions?