Change Log

Revision	Changes Incorporated
1.1	Updated CPR-5 to remove “Total PMB” phrase
1.1	Changed Format 7 to Format 8
1.1	Clarified wording on page 22 so that ETC is periodic and EAC is cumulative
1.1	Indented clauses 5.2 through 5.7 to be children of clause 5.1
1.1	Clarified wording in clause 11.2.4 removing reference to CAM
1.1	Corrected header for Annex C-2
1.1	Clarified wording in clause 9.5.1 of Annex C-1 omitting CPR Format numbers.
1.1	Inserted “Format 6” phrase into Annex C-3 in the CMS Reports section.
1.1a	Incorporated Submarine comments from PCF-COR-INS-0082-Rev)-EVM_(Industrial Interface)_guide-SI-O-SUBS.
1.1a	Page 20 and 21 - inserted 2.5 under CWBS. Modified 3.1 and 3.3 and inserted 3.5, 3.7 and 3.8 under CMS.
1.1a	Page 21 - Added 4. Risk and Opportunity Management
1.1a	Page 22 – Added 5.3 under IBR and modified wording of 6.6 for CPR Format 5
1.1a	Page 23 – Added 6.7 and 6.8 for CPR Format 7 and CPR Format 8
1.1a	Page 24 – Inserted “or as deemed appropriate by the contractor” in the Subcontractor Management section.
1.1a	Annex C1 – reworded 8.1 under Applicable Standards
1.1a	Annex C1 – inserted specific processes to be included in the EVMP
1.1a	Annex C1 – inserted clause for reconciling financial and contract data under Data Integrity Checks
1.1a	Annex C1 – clarified 10.8 EVM Flow Down to Major Subcontractors
1.1a	Annex C3 – reinforced wording for receiving both baseline and current schedules and inserted an item to ensure roll up of activities to both work packages and control account levels.
1.1a	Annex C3 – Inserted additional report types under Progress Reports (Statused Schedule)
1.1a	Annex C4 – Accomodated Format 7 as electronic EV data and Format 8 as funding data.
1.1a	Inserted Annex C5, C6 and C7
1.1a	Added rows to Annex E for annexes c5 through c7
1.1b	Modified Tailoring Table to accommodate CPR changes above.
1.1b	Inserted Format 7
1.1c	Incorporated Fleet comments on Change Control, Annex C6; into Level 1, 2 and 3
2.0	Up-Issue to Revision 2

PCF-CPR-INS-0082-Rev2-EVM(Industrial Interface)guide

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Project Controls Guide

Industry Interface Document:

Earned Value Management Requirements

PCF-CPR-INS-0082-Rev2-EVM(Industrial Interface) guide

Revision: 2.0

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PCF-CPR-INS-0082-Rev2-EVM(Industrial Interface)guide

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Level 2 Contract

Annex A: Pre-Qualification Questionnaire – Example Questions and Evaluations
Annex B: Earned Value Management Requirements
Annex C: Data Item Descriptions (DID)
Annex C-1: Earned Value Management Plan (EVMP)
Annex C-2: Contract Work Breakdown Structure (CWBS) and Dictionary
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Annex G8: CPR Format 8 (Time-phased Estimate at Completion)
Annex G9: Contract Cost and Schedule Status Report (For minor subcontractors)

Level 3 Contract

Annex A: Pre-Qualification Questionnaire – Example Questions and Evaluations
Annex B: Earned Value Management Requirements
Annex C: Data Item Descriptions (DID)
Annex C-1: Earned Value Management Plan (EVMP)
Annex C-2: Contract Work Breakdown Structure (CWBS) and Dictionary
Annex C-3: Contractor Master Schedule (CMS)
Annex C-4: EVM Performance Reports – Contract Performance Reports (CPR see Annex G)
Annex D: DID Evaluation Pro-forma
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1. Introduction

1.1. The Earned Value Management (EVM) Requirements Guide has been developed to provide guidance for the implementation and ongoing management of EVM within DE&S projects or programmes. It is written for DE&S personnel and supports the deployment of EVM, describing the approaches that may be applied and how those approaches can be tailored for each level of project. Given the broad range of projects, this document cannot perfectly articulate the requirement for every possible eventuality. Its objective is to secure the minimum required outputs for monitoring and assessing contract effectiveness both in terms of cost and time, throughout the duration of the effort. Recognising the range of projects and contracts a heat map is included which covers the types of contracts that DE&S place and the applicability of using EVM. This heat map will help the document user in understanding what to include within their Project's requirement.

1.2. This guide aids DE&S personnel to identify the EVM Industry requirements for their project and assists when preparing the various tender documentation and contracting documentation. An overview of the EVM aspects that should be considered and may be tailored to suit the contract is included in the first dozen pages. The balance of this document provides tailored requirements for each contract level.

1.3. This guide includes an EVM related Contract Data Requirements List (CDRL) which identifies the data or information as deliverables including their format, timing and acceptance criteria. To ensure standardisation, Data Item Description's (DID's) are used for each item on the CDRL. Universally recognised EVM Contract Performance Reporting (CPR) templates are included in the G series of Annexes. By adopting a consistent format, DE&S will be able to assimilate and analyse the data faster and more efficiently. Standardisation will also bring benefits to suppliers and reduce the number and quantity of reports they produce.

1.4. The guide will be reviewed and updated as needed by Corporate Project Controls to incorporate changes and updates from lessons learned. Many of the requirements will be tested through DE&S Transformation via a series of exemplar projects and the feedback will be used to refine this document, generating a more comprehensive suite of Project Controls requirements.

1.5. It is recognised that implementation of EVM in an evolving environment is challenging and Project Team/User feedback on the document guide would be welcome.

1.6. The guide will align to the Acquisition System Guidance (ASG) and the Commercial Toolkit. To ensure consistency in approach, The ASG will hold the master document and should be the first point of reference for updates and related information.

2. How to use this guide

2.1. This document is essentially split into two parts. The first part covering the introduction, benefits and general commentary regarding EVM. The second part covers the actual Industry requirements which offers five levels of EVM. The document has in-built flexibility so that PTs can realise the benefits of adopting EVM for their Projects. A tailoring guide is provided in a table format which includes principle definitions for five EVM levels ranging from Full EVM requirement, gradually reducing to where minimum EVM related information is required. The table will be updated periodically to reflect feedback and learning from Projects as EVM implementation matures.

2.2. For each of the five EVM levels a series of Annexes are included which describe in detail the requirements of each level. The levels are also summarised in the tailoring table to provide an illustration of the contents at each level. Tailoring of a level to meet a specific requirement can be undertaken upon consultation with the Project Controls (PC) Domain Functional Manager (DFM) and the Corporate team who will assist as needed. This document makes use of a Contract Deliverables Requirements List (CDRL), specifying the frequency of the requirements and any mandated events that are required.

2.3. After using the guide to determine the appropriate EVM level, the user / PT will be able to use the content of the Annexes to construct an EVM contract schedule which can then be ratified by the PC DFM cost lead. The requirement is then reviewed by the Legal Services Team as part of the usual process prior to being included within a contract. A clause within the body of the contract such as

"The Contractor shall perform EVM in accordance with the Contract Schedule" will then be included within the contract terms and conditions.

2.4. Given the broad range of DE&S delivered projects, the guide cannot cover every possible scenario so the Project Controls DFM team, or Corporate team, will be able to provide direct advice and guidance to PTs regarding the requirement for their individual project.

2.5. In the exceptional circumstances where the Project Team believe that applying one of the 5 levels EVM to the Industry deliverables of their project is not applicable then a waiver should be requested from the Corporate Project Controls Functional Manager. The PT should outline why the adoption of EVM is inappropriate and what alternative project controls data will be provided by Industry, bearing in mind that the PT will still need to supply summary level EVM data to meet DE&S reporting requirements.

3. Background

3.1. The Benefits of Implementing EVM

3.1.1. The implementation of EVM brings several benefits to both DE&S and Industry, by generating a common set of behaviours and understanding. EVM has been used across the globe in a variety of Industries and on numerous projects for the last 50 years.

3.1.2. DE&S has chosen to use EVM as a fundamental building block to support effective control of its projects. Recognised benefits include an early warning of performance issues, tracking of both time and cost in a consistent and regular manner, along with:

3.1.2.1. Authorised work and related resources are integrated using a product-oriented work breakdown structure. This helps Projects to organise and coordinate the contributions of each area (including Contractor), and ensure that work, schedule and cost are integrated.

3.1.2.2. Managing and reporting data across an array of different systems is inefficient and ineffective. With an Earned Value Management System (EVMS), there is one reliable central data source resulting in faster reporting cycles and more time for analysis. DE&S is using an Oracle based P3M (Projects, Programme and Portfolio) solution that is compliant with the Association for Project Management (APM) standards.

3.1.2.3. Managing by exception helps management to focus on the most critical issues. This prevents information overload and reduces the risk that something will be overlooked.

3.1.2.4. Improved decisions can be made by conducting an analysis into historical project data. This will be enhanced by having and maintaining consistent data collection and reporting for all projects. By analysing data and decisions in past projects, DE&S will be able to gain insight for future projects.

3.1.3. Significant cost and schedule variances are detectable when the planned work has reached as little as 10% complete on any portion of a project. This means a project's performance and productivity issues can be identified early in its life.

3.1.4. The use of variance analysis and generating performance metrics is common practice.

3.1.4.1. The Cost Performance Index (CPI) is the Budgeted Cost of Work Performed (AKA Earned Value) divided by the Actual Cost of Work Performed (ACWP). A value above 1 indicates that the project is doing well against the budget. This metric is produced in a current period and on a cumulative basis.

3.1.4.2. A similar metric is generated for Schedule Performance Index (SPI); this is the Budgeted Cost of Work Performed (BCWP) divided by the Budgeted Cost of Work Scheduled (AKA Planned Value). It is useful for identifying schedule problems in the project, especially when used with critical path information. Because schedule problems are often resolved by additional spending, a poor SPI is predictive of later cost problems.

3.1.5. The SPI and CPI metrics can be used as the basis of producing a range of calculations to generate outcomes for the Estimate at Completion (EAC) which can be used to gauge the accuracy of the existing Estimate or the Contractor EAC. These metrics can be generated automatically by an EVM System or manually calculated for any reporting period and for cumulative to date. Additional metrics are known as "To Complete Performance Index" (TCPI) which calculate the performance needed to achieve the budget, or EAC can also be produced. The TCPIs can be particularly useful for assessing the realism of any EAC.

3.1.6. Whilst the use of EVM on firm price and competitive contracts may appear limited as the cost to DE&S should not change, it does provide insight into the schedule performance along with potential early warning of where a supplier is experiencing cost pressures which may manifest into financial difficulties. Contractors may resist supplying EVM data on a competitive or firm price contract.

3.1.7. As a general rule, EVM is unlikely to deliver tangible benefits on short-term contracts (less than 1 year) and contracts below £5M. There will, of course, always be exceptions where high risk exists and the use of EVM is warranted. The extent to which EVM can be applied to Equipment Support Projects (ESP) is still emerging and the use of EVM along with other Key Performance Indicators (KPIs) appears to be the practical solution.

3.2. EVM for Fixed and Firm Price Projects

3.2.1. Traditionally, EVM on Fixed and Firm Price (FFP) contracts have not been encouraged as it's assumed that all financial risk has been transferred to the Contractor. However, this approach does not recognise that when Earned Value is applied effectively, it provides early visibility into cost and schedule performance issues and is an effective tool for the Contractor to manage their cost risk. By adopting EVM on FFP, the Contractor will benefit by using the same cost risk mitigations when they are exposed to the cost risk. DE&S will also receive performance data which will help improve future cost and schedule estimates. Poor cost performance can also provide early warning of financial issues, which may involve DE&S requiring additional funds above the agreed contract price. Ultimately, significant financial pressures could lead to supplier fragility issues.

3.2.2. Both DE&S and the Supplier are exposed to schedule risk and adopting EVM will provide early warning especially when the Authority will, in many cases, supply Government Furnished Assets (GFX).

3.2.3. Understanding and managing project performance, establishing and maintaining the DE&S interface and manpower requirements are keys to ensuring that DE&S has the correct manning levels and funding to meet its obligations. DE&S understanding, confidence in meeting its obligations to both Supplier and its Customers will be weakened by not having full visibility of Cost and Schedule Performance. DE&S requires that EVM be applied at a level of detail that ensures effective control appropriate to the cost and schedule risk exposure.

3.3. EVM for Equipment Support Projects (ESP)

3.3.1. It is DE&S policy to apply EVM to major projects; whether funded as Equipment Procurement Projects (EPP) or Equipment Support Projects (ESP). For ESP, the work within each project needs to be separated into those elements that can be measured by applying discrete EVM measurements from those that can only be measured by applying the EVM Level of Effort (LOE) technique. The volume of LOE tasks, when measured in pounds' sterling, is high in ESP. Nevertheless, EVM must be applied to the total contract value. Those portions of ESP that must be measured as LOE will rely on other Key Performance Indicators (KPIs) to generate a full picture of performance. EVM does a good job of assuring adequate discipline when planning, statusing, analysing and reporting performance. Even though the proportion of discretely measurable elements may be less than on EPP, the impact of poor performance on those elements can drive overall project duration and resources.

3.4. Alignment of Performance Measurement Baselines (PMB)

3.4.1. The alignment of DE&S and Contractor PMBs is necessary to provide a consistent basis for performance management and Management Information (MI). The DE&S and Contractor's PMB needs to be aligned to ensure the following:

3.4.1.1. Acceptance and alignment of contractual data through:

3.4.1.1.1. Milestones

3.4.1.1.2. Government Furnished Equipment handover

3.4.1.1.3. Other Contractor interfaces and touch points

3.4.1.1.4. Initial alignment of funding and budget 3.4.1.2. Contractual deliverables and associated review cycle times

3.4.1.3. Continuity in performance reporting metrics.

3.4.1.4. Direct Management Information (MI) rollup capability.

3.4.1.5. Management Reserve (DE&S / Contractor) drawdown will be managed through a governed Change Control process.

4. Approach to Identifying Requirements

4.1. Overview

4.1.1. This guide sets out Industry recognised EVM methodology, standards and approaches to which DE&S will expect the Contractor to work to and provide data and information. The document makes use of a series of Annexes that identify the Information and data required, the methodology and frequency of data supply and any required activities or events. The use of standardised reporting formats ensures that any data supplied by Industry will more readily integrate with the DE&S information system.

4.1.2. The following sections provide a brief explanation and overview of the Annexes contained within this document. The appropriate aspects of the Annexes have been included within each of the five levels of EVM requirements.

4.2. **Pre-Qualification Questionnaire (Annex A)**

4.2.1. The pre-qualification questions assist with ensuring potential contractors have the requisite EVM expertise. If issuing a tender, follow the Commercial Guidelines, being sure to obtain Project Management and Project Control relevant and related experience. Suggested pre-qualification questions are included at Annex A.

4.3. **Earned Value Management Requirements (Annex B)**

4.3.1. Contains requirements for implementing EVMS.

4.4. **Data Item Description (DID) (Annex C)**

4.4.1. A DID defines the content, format and timescales for the deliverables listed on the CDRL. The Pro-Forma DID is also used to assess and document compliance by the Contractor. Failure to demonstrate compliance to the DIDs will result in the deliverable being rejected by the Authority until such time that the deliverable is redelivered in an acceptable format.

4.4.2. Annex C contains four annexes:

C1: Earned Value Management Plan (EVMP)

C2: Contract Work Breakdown Structure (CWBS) and Dictionary

C3: Contract Master Schedule (CMS)

C4: EVM Performance Reporting

4.5. **Data Item Description (DID) Pro-Forma (Annex D)**

4.5.1. Authority generated proforma used to accept/reject the deliverable provided in support of the contract. This proforma is to be used to capture any non-conformance from the DID requirements and comments regarding the quality, accuracy and compliance to the DID. The DID Pro-forma will also act as an auditable project record demonstrating compliance with the requirements of the contract.

4.6. **Contract Data Requirements List (CDRL) (Annex E)**

4.6.1. The CDRL provides a standardised approach that clearly and unambiguously details the Authority's data needs.

4.6.2. The CDRLs are listed in a single location to ensure that the full scope of the contract deliverables can be located within a single list as opposed to separate aspects of the contract which potentially could be overlooked. The CDRL list also assists with verification activities and contract closure.

4.7. **Mandated Project Events (Annex F)**

4.7.1. Included are EVM related events that are required for implementation and for ongoing monitoring, control and surveillance have been described in Annex F.

4.8. **Contract Performance Reporting (CPR) Templates (Annex G)**

4.8.1. Standard EVM CPR templates are included at Annex G.

5. Ensuring EVM provides meaningful information

5.1. Tailoring

5.1.1. DE&S has historically applied EVM based on Contract value as the primary consideration, coupled with project type, risk, complexity and CADMID phase. The following heat map shows where DE&S would benefit from the most detailed application, by concentrating on higher risk areas.

EVM Heat Map Contract Type & project value (DE&S Relative Exposure to Cost & Schedule)

	Commodities	PFI / FMS/ COTS / MOTS	Competitive Firm / Fixed	Single Source Firm / Fixed	TCIF / Cost Reimbursement
Cat A > £400M	Level 4	Level 3	Level 3	Level 2	Level 1
Cat B £100M - £400M	Level 4	Level 3	Level 3	Level 2	Level 1
Cat C £20M - £100M	Level 4	Level 4	Level 4	Level 3	Level 2
Cat D < £20M	Level 5	Level 5	Level 5	Level 4	Level 4

RED	**Higher Exposure**
AMBER	**Medium Exposure**
GREEN	**Lower Exposure**

5.2. Tailoring Definitions

5.2.1. Given the range of DE&S Suppliers, Projects and Contracts it is currently not possible to provide perfect definitions covering every conceivable contract. The levels outlined below represent a starting position and judgment is needed to ensure the appropriate level is selected. The selection decision must be ratified with the Domain Functional Manager for Project Controls.

- 5.2.1.1 - Level 1 – Full EVM reporting, All CPRs, Compliant system to EIA 748 / APM. Typically, high risk Cat A & B projects, TCIF/Cost Reimbursement Contracts for EPP & ESP. All development projects Cat A, B & C.
- 5.2.1.2 - Level 2 – Reduced Reporting, Fewer types of CPRs. Typically, Firm/Fixed price contracts for CAT A & B production contracts, High risk Cat C (£40M - £100M).5.2.1.3 -
- Level 3 – Reduced reporting. Fewer types of CPRs, Very High-Risk Single source contracts £20M - £40M. Cat A & B MOTS & COTS where significant risk exists. ESP Firm Price Cat A & B.
- By exception High-Risk Cat D projects. Competitive and PFI arrangements for Cat A & B.
- 5.2.1.4 - Level 4 – DEFCON 647 information should be used for this category. Reduced reporting, typically Cat D £5M - £20M, or Cat C low-risk contracts such as repeat spares and repairs. Cat C PFI Contracts. Commercial off the Shelf (COTS). Modified Off the Shelf MOTS). Commodity type contracts at all levels where risk is low.
- 5.2.1.4 - Level 5 – Minimum EVM requirements. Use Standard DEFCON 647 Management Information if appropriate. Remaining projects. Contracts of less than 12 months' duration.

5.3. Tailoring Table

5.3.1. To complement the heat map the following table further explores the levels and aspects that can be applied and the range of tailoring that can be made. The definitions do not cover every possible outcome and should be used as a guide. Consider value, risk, complexity and project type when judging which definition applies. The data provided via the EVM requirements s not a substitute or replacement for any other information or data requirements such as Key Performance Indicators, project management requirements, DEFCONs and open book pricing data. As level 4 and 5 definitions have significantly reduced EV requirements they will rely upon using DEFCON 647 “business as usual” data rather than specific DIDs. This approach will be periodically reviewed.

Requirement	Level 1	Level 2	Level 3	Level 4	Level 5
Organisation					
Earned Value Management Plan[1] and Project Control System Description (PCSD)	X	X	X		
Work Breakdown Structure (WBS)	X	X	X	X	
WBS Dictionary	X	X	X	X	
Planning, Scheduling and Budgeting					
Contractor Master Schedule	X	X	X	X	
Plan on a Page (POAP)				X	X
Milestone Schedule					X
Analysis and Reporting					
Contractor Performance Reports (CPR)					
Format 1 – WBS	X	X	X	O	
Format 2 – Organisation	X	O			
Format 3 – Change	X	X	X	O	
Format 4 – Staff	X	O			
Format 5 – Variance Analysis	X	X	X	O	
Format 6 – Schedule Reports	X	X	X	O	
Format 7 – Electronic EVM Data	X	X	O		
Format 8 - ETC and EAC*	X	X	O		
Spend against Plan				X	O
* ETC and EAC Frequency					
Comprehensive - Quarterly	X				
Comprehensive - Annually		X	O		
CAM Assessment - Monthly on CPRs	X	X	X		
In year spend forecast	X	X	X	X	X
Revisions and Data Maintenance – Change Control	X	X	X	X	
Risk[2]					
Risk and Opportunity Management Plan	X	X	O		
Cost Risk Analysis	X	X	O		
Schedule Risk Analysis	X	X	O		

[1] The EVM Plan may be embedded within the Project Management Plan.

[2] DIDs for Risk components may be developed as DE&S transformation matures. This requirement is not a replacement or substitute for Information required by the Project Management function.

Active Risk Manager (or similar Risk Register)	X	X	O		
Authority Oversight and Governance					
Integrated Baseline Review	X	X	X		
Demonstration Reviews	X	X			
Surveillance Reviews	X	X			
Requirement	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Verification of EVM source data	X	X	X		

Key X = Required O = Optional Blank = Not Required

8. Acronyms

Acronym	*Definition / Meaning*
ACWP	Actual Cost of Work Performed
APM	Association for Project Management
ASG	Acquisition System Guidance
AUW	Authorised Unpriced Work
BCR	Baseline Change Request
BCWP	Budgeted Cost Work Performed
BCWS	Budgeted Cost Work Scheduled
BOE	Basis Of Estimate
CAM	Control Account Manager
CBB	Contract Budget Baseline
CDRL	Contract Data Requirements List
CFC	Customer Funded Change
CLIN	Contract Line Item Number
CMS	Contract Master Schedule
COTS	Commercial Off The Shelf
CPA	Critical Path Analysis
CP&F	Contracting Purchasing and Finance
CPI	Cost Performance Index
CPR	Contract Performance Report
CRA	Cost Risk Analysis
CWBS	Contract Work Breakdown Structure
DID	Data Item Description
DPS	Defined Pricing Structure
DT	Delivery Team
EAC	Estimate at Completion
EIA	Electronic Industries Alliance
EPP	Equipment Procurement Programme
ESP	Equipment Support Programme
ETC	Estimate to Complete
EV	Earned Value
EVM	Earned Value Management
EVMP	Earned Value Management Plan
EVMS	Earned Value Management System

FFP	Fixed Firm Price
GFA	Government Furnished Assets
GFE	Government Furnished Equipment
GFF	Government Furnished Facilities
GFI	Government Furnished Information
GFX	Government Furnished Items (Includes GFA, GFE, GFF and GFI)
IBR	Integrated Baseline Review
IEAC	Independent Estimate at Completion
ITN	Invitation To Negotiate
ITT	Invitation To Tender
Acronym	***Definition / Meaning***
MI	Management Information
MOTS	Modified Off The Shelf
OBS	Organisational Breakdown Structure
PCM	Project Controls Manager
PFI	Private Finance Initiative
PMB	Performance Measurement Baseline
PMP	Project Management Plan
POAP	Plan On A Page
PT	Project Team
RAM	Responsibility Assignment Matrix
SOR	Statement Of Requirements
SOW	Statement of Work
SPI	Schedule Performance Index
SQEP	Suitably Qualified and Experienced Personnel
SRA	Schedule Risk Analysis
T&Cs	Terms and Conditions
TCIF	Target Cost Incentive Fee
TCPI	To Complete Performance Index
VAR	Variance Analysis Report
WBS	Work Breakdown Structure

7. References

7.1. Association for Project Management (APM)

7.1.1 Earned Value Management: APM Guidelines (2008),
7.1.2 TheEarned Value Management Compass (APM,2010)
7.1.3 The Earned Value Management Handbook (APM,2013)
7.1.4 A Guide to Conducting Integrated Baseline Reviews (IBR) (2016]

7.2. Electronic Industries Alliance (/EIA-748) EVMS Standard

7.2.1 DE&S Guide: EVM – Contract Performance Report Completion Guidance
7.2.2 DCMA Fourteen Point Schedule Health Check.

Level 3 Contract

Term	Definition
Actual Cost of Work Performed (ACWP or AC)	The sum of all cost incurred or accrued up to a point in time.
Association for Project Management (APM)	A UK based chartered body for the project profession that sets standards and values that describe the benchmark for professional project management. For Earned Value Management, the APM standard is embodied in three publications: 7. *Earned Value Management: APM Guidelines (2008),* 8. *The Earned Value Management Compass (APM,2010),* and; 9. *The Earned Value Management Handbook (APM, 2013)*.
Budgeted Cost for Work Performed (BCWP)	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	Planned Value (PV)
Basis of Schedule (BOS)	A document that provides justification for the durations, resource loadings and logic assigned to tasks in the schedule.
Change Control	A process for ensuring configuration control and obtaining appropriate approval
Contract Budget Baseline (CBB)	The amount of the authorised cost of a contract and the estimated cost of authorised non-priced work. This is the baseline that measures cost compliance.
Contract Cost and Schedule Status Report (CSSR)	A simplified report that provides to DE&S a contractor's position with regard to planned, actual and forecast expenditures over the period of performance of the contract.
Contract Data Requirements List (CDRL)	A listing of the deliverables in a contract.
Contract Extensions	An expansion of some element of a contract that may increase period of performance or scope of work
Contract Line Item Number (CLIN)	A clause in a contract that identifies the items or services being acquired.
Contract Master Schedule (CMS)	The contractor's schedule for accomplishing the scope of work.
Contract Milestones	Those points in time when the Contractor will achieve or expects to receive significant deliverables
Contract Performance Reports (CPR)	A set of reports used in an Earned Value Management System that complies with the APM requirements and EIA 748.
Contracting, Purchasing and Finance (CP&F)	A DE&S software tool.
Contract Work Breakdown Structure (CWBS)	That portion of the DE&S Work Breakdown Structure which devolves the contractor's scope of work into manageable subordinate elements.
Contract Work Breakdown Structure (CWBS) Dictionary	The definition of the content of each element in a WBS that makes clear the scope, schedule and cost associated with each element

Term	Definition
Control Account	An element of the Work Breakdown Structure (WBS) where control of scope, schedule and cost are assigned to a responsible person
Control Account Manager (CAM)	The person responsible for achieving the scope, schedule and cost associated with an element of the Work Breakdown structure.
Cost Variance (CV)	An EVM term for the difference between the value of work performed and its cost. (BCWP-ACWP=CV)
Data Item Description (DID)	Document defining the data required from a contractor
Defined Pricing Structure (DPS)	A format defined within UK regulation requiring industry to provide data to the Government for all Single Source Qualifying Defence Contracts. A product or service orientated hierarchy that defines the logical relationship among all components to a specific level that does not constrain the contractor's ability to define or manage the project or resources to deliver that project
Earned Value Management Plan (EVMP)	A description of how the Earned Value Management System will be applied.
Earned Value Management System (EVMS)	A sound management approach that provides all levels of management with early visibility into cost and schedule performance. An EVMS will: • Relate time-phased budgets to specific contract tasks or statements of work. • Provide the basis to capture work progress assessments against the baseline plan. • Relate technical, schedule, and cost performance. • Provide valid, timely and auditable data and information for proactive project management analysis and action. • Supply managers with a practical level of summarisation for effective decision making.
EIA	Electronic Industries Alliance.
Government Furnished Asset (GFA)	An asset that is furnished by the government.
Government Furnished Equipment (GFE)	Equipment that is furnished by the government.
Government Furnished Information (GFI)	Information that is furnished by the government.
Government Furnished Structures (GFS)	Structures or facilities that are furnished by the government.
Government Furnished Items (GFX)	Includes Government Furnished Equipment (GFE), Government Furnished Assets (GFA), Government Furnished Information (GFI), and Government Furnished Structures (GFS).
Integrated Baseline Review (IBR)	An assessment of the content and integrity of the performance measurement baseline.

Major Subcontractor(s)	Those subcontractors where the subcontractor portion of the overall contract cost is equal to or greater than 20% or £20M of the contract
Managerially Significant	Having importance and recognition to the management team.
Mandated EVMS Review	A required assessment.
Term	**Definition**
Mandated Reviews	Required assessments.
New Contract Phases	Additional, subsequent portions of a scope of work.
Nominated EV Standard	The standard that has either been mandated or agreed as governing the Earned Value requirements for a contract.
P3M Integration Team	A DE&S team that is implementing an automated system for project controls.
Payment Milestone	A milestone that has a payment value associated with it.
Performance Measurement Baseline (PMB)	A time-phased budget of the work to be performed against which cost and schedule performance is measured
Pre-Contract Award Readiness Review	An assessment of a contractor's ability to execute a contract should it be awarded
Project Control Manager (PCM)	The senior member of the project control team.
Project Controls	The organisation tasked with developing and implementing data gathering, management and analytical processes that predict, understand and constructively influence time and cost outcomes.
Project Controls System Description (PCSD)	A narrative that identifies and describes how a project control system will be implemented, including the data gathering, management and analytical processes used to predict, understand and constructively influence time and cost outcomes.
Project Management Plan (PMP)	A narrative that documents the actions necessary to define, prepare, integrate and coordinate the various project activities, including how it will be executed, monitored, controlled, and closed.
Readiness Assessments	The Contractor process for measuring organisational preparedness and identification of needs and development prior to execution of major phases of a contract.
Risk Register	A log or table that contains the identified risks for performing a body of work. It includes a description of the risks, a description of the actions which are to be taken to avoid or reduce the risk, the probability of occurrence and the impact if realised.
Statement of Work (SOW)	A narrative of the scope to be accomplished.
Suitably Qualified and Experienced Personnel (SQEP)	A person or persons with sufficient demonstrated experience and relevant qualifications to provide assurance that they will be able to accomplish the work assigned to them.
Schedule Variance (SV)	The difference between the Earned Value (EV) and the Planned Value (PV).
System Surveillance	An assessment which is undertaken to assure that a system, such as an EVMS, is performing as expected.

Level 3 Contract Requirements for Earned Value Management

Variance at Completion (VAC)	The difference between the Budget at Completion (BAC) and the Estimate at Completion (EAC).
Work Breakdown Structure (WBS)	Defines how the scope of work is subdivided to accomplish the overall objective.

Level 3 Annex A – Prequalification Questionnaire (PQQ) – Example Questions & Evaluation Criteria

Example PQQ Questions	Evaluation Criteria (Depending on the scoring of the PQQ the examples below can be tailored to match)	Follow on to ITT/ITN
Has the contractor previously implemented Earned Value Management? Can the Contractor provide an overview of their Earned Value Management Capability utilising three relevant and related examples, together with any issues or challenges encountered and how these were resolved? If EVM has not been previously utilised please outline how contractor intends to comply with DE&S requirements? Describe the organisation's tools and processes to deliver EVM. Explain how you would establish your company as an EVM capable supplier and over what timescale.	The Contractor has provided sufficient evidence to demonstrate experience of utilising Earned Value Management demonstrating a good level of understanding of EVM and the challenges encountered or has indicated sufficient understanding of, and ability to comply with, DE&S requirements in a manner that is sufficient to proceed. Are the tools and processes sufficiently mature to deliver the EVM intent?	Requesting key documentation that provided further detail of the processes employed, how performance data is monitored and controlled and how it is reported. Provide examples of successful EVM deployment.

Annex B – EVM Requirements

1. Earned Value Management System Implementation

1.1. The Contractor, in accord with CDRL (DID-PC-001), shall develop, deliver and update as needed over the term of the contract, an Earned Value Management Plan (EVMP) that:

1.1.1. Describes an EVMS that is compliant with the Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008), The Earned Value Management Compass (APM,2010)* and *The Earned Value Management Handbook (APM,2013)* (collectively, the *Nominated EV Standard*) or an equivalent standard (such as EIA-748) to be agreed by the Authority; and

1.1.2. Describes how tools, processes and Suitably Qualified and Experienced Personnel (SQEP) are available to support the implementation and use of an EVMS throughout the contract duration. The Contractor shall conduct Earned Value Management (EVM) in accordance with the Approved EVMP until contract completion.

1.1.3. Describes how the EVMS is governed, lists the accountabilities and outlines the approval and timeframe for regular review and updating.

1.1.4. Details how configuration control is applied to the EVMS system. Describes the Change Control process (including but not limited to change to the EVMP, engineering, technical, baseline, or contract changes).

1.1.5. The Contractor shall facilitate the Authority's Representative to conduct a Pre-Contract Award Readiness Review to enable assurance to the Authority of the Contractor's ability to comply with the contract.

1.2. The Contractor shall, within three months (or earlier specified date as agreed by the Authority) after the Contract award, have an established EVMS that complies with the requirements as defined in the Nominated EV Standard and the Approved EVMP.

1.3. The Contractor shall, within a period of three months after award (or as agreed by the Authority), facilitate the Authority review of the Contractor's EVMS in accordance with the Nominated EV Standard for the purpose of assessing compliance with the requirements of the contract.

1.4. The Contractor shall ensure that its EVMS continues to meet the requirements of the contract subsequent to successful completion of an EVMS Demonstration Review, during which any issues found shall be rectified.

1.5. The Contractor shall facilitate the Authority Representative to conduct ongoing System Surveillance of its EVMS in accordance with the Nominated EV standard to assess continuing compliance with the requirements of the Contract. The Authority reserves the right to conduct a review of the Contractor EVMS at any time.

1.6. The Contractor shall, in accordance with the EVMP, provide all facilities and assistance reasonably required by the Authority to conduct EVMS Mandated Reviews (IBRs, Demonstration and Surveillance Reviews) including Readiness Assessments for Contract Extensions or New Contract Phases.

2. Contract Work Breakdown Structure

2.1. The Contractor shall develop, deliver and update a Contract Work Breakdown Structure (CWBS) in accordance with CDRL (DID-PC-002) that meets both the Authority reporting requirements and can be aligned with the Defined Pricing Structure (DPS) where applicable.

2.2. The Contractor shall manage the Contract in accordance with the approved CWBS & CWBS Dictionary. Alignment of data from CWBS to Contract Line Item Number (CLIN) is to be maintained to enable the Authority Contracting, Purchasing and Finance (CP&F) data requirements.

2.3. The Contractor shall maintain and update the CWBS Structure and Dictionary throughout the contract using configuration control as defined within the agreed Change Control Process. Proposed changes to the CWBS that may affect Authority or DPS requirements must be provided to the Authority, within one week of the change being proposed, and must include an updated CWBS Dictionary for Approval. No change that may affect Authority requirements may be implemented without prior approval.

2.4. The Contractor may amend the approved CWBS or CWBS Dictionary, without first obtaining the Authority's approval under clause 2.3 as long as changes are formally recorded as part of the agreed Change Control Process under delegated authority and:

2.4.1. All elements affected by the amendment are below the reporting level;

2.4.2. The amendments are consistent with the Approved CWBS; and

2.4.3. The Authority is notified within thirty calendar days of the changes being made.

2.5. The CWBS implemented shall enable reconciliation of the EVMS back to the Contract. The Contractor Budget Baseline shall be equal to the Contract Price minus margin/fees. The Contractor Budget Baseline shall comprise of the Performance Measurement Baseline and Management Reserve. The Performance Measurement Baseline shall be set with a deterministic schedule with the balance of cost being defined as Management Reserve and the balance of schedule remaining being defined as schedule reserve.

3. Contract Master Schedule (CMS)

3.1. The Contractor shall develop, deliver and update a Contract Master Schedule (CMS) in accordance with CDRL-(DID-PC-003). This will include the Performance Measurement Baseline (PMB), a current forecast schedule with updated performance against the PMB, and a high-level summary schedule as agreed with the Authority.

3.2. The Contractor shall use the approved CMS as the primary schedule for managing the Contract.

3.3. The Contractor shall conduct schedule health checks to assure compliance with DE&S standards. The standards applied are consistent with the Defence Contract Management Agency (DCMA) Fourteen Point Schedule Health Checks, or as otherwise agreed with the Authority.

3.4. The Contractor shall ensure that the CMS fully incorporates all of the defined scope within the CWBS and will be used as the basis of the Performance Measurement Baseline (PMB).

3.5. Rolling wave planning may be used when establishing the baseline schedule to set the detail at an appropriate level in relation to the understanding of the work to be delivered. Typically, the planning horizon between detailed work packages and outline planning packages would be approximately 18 months or at natural project break points, as agreed

with the Authority. Where planning packages are used they are expected to have a defined scope, duration and associated budget.

3.6. The Contractor shall ensure that the CMS is created in a format that allows an Export file compatible with scheduling software as defined by the Authority, e.g. Primavera P6 .xer and .xml file. The output of any alternative software systems must be compatible with being translated to an alternative file format as agreed by the Authority.

3.7. The Performance Measurement Baseline (PMB) must be under configuration control with any approved changes in accord with the standards defined in Annex B EVM Requirements. The PMB change log shall describe the changes to time and budget to Control Account level on the change request.

3.8. The contractor shall preserve a record of historical Budgeted Cost of Work Scheduled and not implement retroactive changes, including but not limited to re-baselining the Performance Measurement Baseline, unless approved by the Authority.

3.9. The Contractor may amend the agreed CMS, without first obtaining the Authority's Approval under clause 3.7 as long as:

3.9.1. payments under the Contract are not affected;
3.9.2. the Baseline dates for Contract Milestones are not affected;
3.9.3. the ability of the Authority to meet its obligations under the Contract is not affected; and,
3.9.4. it does not impact any Authority dependent activities.

3.10. Authority approval of an amendment to the Approved CMS under clause 3.9 shall be obtained when the next update to the CMS is required, as specified in the DID.

3.11. Authority Approval of an amendment to the approved CMS shall not affect either party's responsibilities or obligations under Earned Value Management System (EVMS).

3.12. If the Contractor becomes aware that the baseline is no longer achievable, they shall notify the Authority within seven calendar days.

4. Risk and Opportunity Management

4.1. In accordance with DID-PC-005, the Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a risk process to be jointly managed with the Authority.
4.2. Prior to establishing the Performance Measurement Baseline an assessment will be made of the associated risk, allowing an appropriate Management Reserve to be established.
4.3. The Contractor shall make it possible for the Authority to engage with the regular risk update process via regular risk reviews and formal risk reporting.

5. Integrated Baseline Review (IBR)

5.1. The Contractor shall, within a period of three months (or earlier as agreed with the Authority) after the Contract Award, be suitably prepared for and participate in a formal on-

site IBR by the Authority Representative, in accordance with the Nominated EV Standard to enable an assessment of and acceptance of the Performance Measurement Baseline (PMB).

5.2. The Authority may, at its discretion, conduct subsequent IBRs to reassess and accept a revised PMB.

5.3. Subsequent to the IBR further EVMS demonstration and on-going surveillance reviews shall be completed to ensure the continued validity of the EVMS, as outlined in Annex F.

6. Earned Value Performance Reporting

6.1. The Contractor shall produce Contract Performance Reports (CPR) in accordance with DIDPC-004 with data at the following minimum levels:

6.1.1. CPR Format 1 to the appropriate material level agreed with the Authority to represent a Managerially Significant breakdown of the work, in accordance with DID-PC-004, unless otherwise specified in the Approved EVMP.

6.1.2. CPR Format 3 by each uniquely identified Baseline Change Request, in accordance with DID-PC-004, unless otherwise specified in the Approved EVMP.

6.1.3. CPR Format 5 at the appropriate material level agreed with the Authority to represent a Managerially Significant breakdown of the work, in accordance with DID-PC-004 unless otherwise specified in the approved EVMP. An analysis report is required each agreed monthly reporting period where the cost and schedule variance, current or cumulative to date, or the variance at completion of any reporting element:

6.1.3.1. Adversely affects any activity that lies on the critical path and Sub-Critical Path;

6.1.3.2. Adversely affects the top 10 risk elements as notified from time to time to the Contractor by the Authority Representative; or

6.1.3.3. Either exceeds the variance thresholds in Table 1 or alternate variance thresholds as defined in the approved EVMP.

Project % Complete As a % of BAC	Cumulative Cost Variance	Cumulative Schedule Variance	Variance at Completion
0 - 25%	+/-15% and £50K	+/-10% and £50K	+/-10%
26 – 75%	+/-10% and £50K	+/-7% and £50K	
76 – 100%	+/-7% and £50K	+/-4% and £50K	

Table 1 – Cost and Schedule Variance Thresholds (For this Table: SV%=(SVx100)/BCWS: or (SVx100)/PV CV%=(CVx100)/BCWP: or (CVx100)/EV)

6.1.4. CPR Format 6 – a set of reports or files which shall be agreed with the authority from the contractor scheduling system.

6.1.5. CPR Format 7 to be provided at the appropriate material level agreed with the Authority and including BCWS, ACWP, BCWP and ETC time phased by month and reported in Great British Pounds Sterling.

6.1.6. CPR Format 8 at the appropriate material level agreed with the Authority, provide both the current year and the ten-year forecast of the ETC and sum them with the cumulative ACWP to yield a time-phased ETC and the EAC. A version of the Format 8 based on the current forecast of BCWS from current time through completion is also needed if not provided as a Format 6 schedule report.

6.2. The Contractor shall conduct workshops with the Authority as part of each mandated EVMS review or other project reviews, to agree on the CPR reporting levels, time increments and the reporting threshold for CPR formats over the next project phase. The agreed reporting levels, time increments and reporting thresholds, including to an initial standard agreed with the Authority, shall be documented by the Contractor in an update to the EVMP.

6.3. The Contractor shall provide electronic copies of all CPRs and full open-book access to data (including but not limited to source data for planned value, earned value, actual cost and schedule performance) so that the Authority can validate the data.

6.4. The Contractor shall provide or make available Suitably Qualified and Experienced Personnel (SQEP) to provide in-depth analysis of EVM data presented, typically to include the Project Control Manager (PCM), Control Account Manager (CAM), and senior Project Controls staff or alternatives to be agreed in advance with the Authority.

7. Change Control

7.1. The Contractor shall identify a process that ensures the PMB is not changed without appropriate analysis, communication, and approval. The change control process shall:

7.1.1. Document, track and communicate changes to the Performance Measurement Baseline

7.1.2. Reconcile current budgets to prior budgets in terms of changes to the authorised work in the detail needed by management for effective control

7.1.3. Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs, earned value, or budgets. Adjustments should be made only for correction of errors, routine accounting adjustments, effects of customer or management directed changes, or to improve the baseline integrity and accuracy of performance measurement data 7.1.4 Prevent revisions to the program budget except for authorised changes

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7.2. The Authority shall review and the contractor shall ensure that the change control process and procedures meet the needs of the Authority, in accord with DID-PC-006.

8. Subcontractor Management – Project Control

8.1. The Contractor shall ensure that all Major Subcontractors shall manage their contracts in accordance with the Contractors own approved project management and earned value management plans.

8.2. Contract elements delivered by Major Subcontractor(s) must be listed in the Contractor PMP, EVMP or Contractor Management Plan (as appropriate) with the value and scope of the subcontract. Major Subcontractors must have separate Control Accounts within the Contractors PMB.

8.3. Unless otherwise agreed by the Authority, the minimum requirement for an EVMS (including EVMP, CWBS, CMS and CPRs and Subcontractor PMB shall be flowed down to the appropriate material level agreed with the Authority to represent a Managerially

Significant breakdown of the work where the Subcontract or group of Subcontracts requires effort:

8.3.1. in excess of 12 months and the Subcontract price exceeds £20m;
8.3.2. represents more than 20% of the contract value;
8.3.3. As deemed appropriate by the contractor; or,
8.3.4. as directed by the Authority. Authority direction will be based on a risk assessment of the scope of work being undertaken in the subcontract.

9. Subcontractor Earned Value Management Requirements

9.1. Where EVMS requirements flow down to a Subcontractor, the Subcontractor shall maintain and use, throughout the delivery of the Subcontract, an EVMS compliant with the Nominated EV Standard, Contractor Approved Subcontract EVMP that meets the requirements of this Contract.

9.2. The Contractor shall ensure the Subcontractor's EVMS is compliant during Contractor pre Contract Readiness Reviews, or at the point of Subcontract Award, with the requirements of this Contract. EVMS Reviews shall be in accordance with the Nominated EV Standard.

9.3. The Contractor shall be responsible for reviewing and accepting the Subcontractor's Performance Measurement Baseline (PMB) and Contract Budget Baseline (CBB) through an Integrated Baseline Review (IBR) conducted in accordance with the Nominated EV Standard.

9.4. The Contractor shall permit Authority Representative(s) to participate in any review associated with the Subcontractor's EVMS, including IBRs, EVMS Demonstration Reviews and System Surveillance activities for the Subcontract, to ensure compliance of the Subcontract EVMS with the requirements of the Contract.

9.5. The Contractor shall give the Authority at least thirty days prior notice in writing of when a Subcontractor Review is to be carried out.

9.6. The Contractor shall make available to the Authority records and source data that supports any EVMS compliance review or Demonstration Review or Surveillance Review of a Subcontractor's EVMS within thirty days of receipt or production.

9.7. The Contractor shall include EVM data from approved Subcontractors within their CPRs, which has the same status as the Contractor's EVM data when preparing CPRs in accordance with DID-PC-004.

9.8. The Contractor for small high-risk subcontract(s), especially where placed on fixed or firm price contract(s), instead of a CPR Format 1 shall mandate the delivery from the subcontractor of a Contract Cost and Schedule Status Report (CSSR) similar to the template provided in Annex G9. These reports will be made available to the Authority aligning to the Authority data requirements.

10. Subcontractor Monitoring and Control where EVM does not apply

10.1. The Contractor shall ensure that the approved Subcontractors monitor progress against their own plans.

10.2. The Contractor shall ensure that the approved Subcontractors implement corrective actions to address any deviations from any plan.

10.3. The Contractor shall ensure that the Subcontractors prepare and deliver Subcontract status reports to the Contractor within the same intervals that the Contractor reports to the Authority.

10.4. The Contractor shall derive and include EVM data from approved Subcontractors, which corresponds to the data being provided by the Contractor's EVM data, when preparing CPRs in accordance with DID-PC-004.

10.5. Upon request, the Contractor shall provide the Authority with a copy of the Subcontractors' supporting data / basis of performance reports.

11. Deliverable Data Formats

11.1. The Contractor shall ensure that project/programme data can be exchanged using the Authority preferred software tools. These include:

11.1.1. Microsoft Office tools for narrative documents;

11.1.2. Primavera P6 for schedules; or outputs that can be translated to a .xer and .xml file as agreed by the Authority.

11.1.3. Microsoft Excel compatible for numerical reports

11.1.4. Oracle Unifier

11.2. The output of an alternative software system must be compatible with being translated to a .xer and .xml format file or alternative file as agreed by the Authority. The Contractor shall ensure that the CMS is created in a format that allows an export file compatible with scheduling software defined above or as approved by the Authority.

Annex C1 – Earned Value Management Plan - DID-PC-001

1. **Title:** EARNED VALUE MANAGEMENT PLAN (EVMP)
2. **Number**: DID-PC-001
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The EVMP documents the Contractor's plans, methodologies and processes for ensuring compliance with the EVMS requirements of the Contract. The EVMP shall include a description of the system structure and data flows, Project Controls System Description (PCSD), plans for implementation and subsequent review and maintenance of the Contractor's EVMS. If the Authority agrees that a standalone plan is not required, the EVM elements may be embedded in the Project Management Plan (PMP).

7. **Use/Relationship:**
   - 7.1. The Authority will use the EVMP to:
     - 7.1.1. Gain confidence that the full scope of work related to the EVMS Contractual requirements, together with associated system implementation risk have been captured and are within the plan for implementation of a compliant EVMS on the Contract;
     - 7.1.2. Review and assess the Contractor's proposed EVMS for:
       - 7.1.2.1. compliance with the requirements of the Contract;
       - 7.1.2.2. the EVMS ability to support effective Contract Management; and
       - 7.1.2.3. the EVMS ability to meet the Authority's data requirements.
     - 7.1.3. Understand the design and functionality of the Contractor's EVMS as the basis for conduct of EVMS related reviews;
     - 7.1.4. Gain confidence that the Contractor has appropriate controls procedures in place to maintain a compliant system during the course of the Contract; and,
     - 7.1.5. Form a basis for assessing the ongoing compliance of the EVMS.

   - 7.2. The EVMP is subordinate to the Project Management Plan (PMP) where this document exists.

8. **Applicable Standards, Governance & Related Documentation**
   - 8.1. The Earned Value Management Plan (EVMP) shall describe an EVMS that is compliant with the Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008), The Earned Value Management Compass (APM,2010)* and *The Earned Value Management Handbook (APM,2013)* (collectively, the *Nominated EV Standard*) or an equivalent standard (such as EIA-748) to be agreed by the Authority;
   - 8.2. Integrated Baseline Reviews will be conducted in accordance with Association for Project Management, A *Guide to Conducting Integrated Baseline Reviews (IBR)* 2016 or the EIA-748 Standard, or nominated standard as appropriate.

9. **Reference Documents**
   - 9.1. Association for Project Management (APM)
     - 9.1.1. Earned Value Management: APM Guidelines (2008),
     - 9.1.2. The Earned Value Management Compass (APM,2010)

9.1.3. The Earned Value Management Handbook (APM,2013)
9.1.4. A Guide to Conducting Integrated Baseline Reviews (IBR) (2016]
9.2. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
9.3. DE&S Guide: EVM – Contract Performance Report Completion Guidance
9.4. DCMA Fourteen Point Schedule Health Check.

10. **Requirements:**
10.1. EVMP Overview
10.1.1. The EVMP shall describe the objectives, scope, constraints, and assumptions associated with the Contractor's EVMS activities related to this contract. Any risks identified with the Contractor's EVMS implementation and operation shall be documented in the Risk Register; however, the EVMP shall describe the risk management strategies associated with any EVMS implementation and operation related risks.
10.1.2. Configuration Management to be defined within the context of EV within the EVMP.

10.2. EVM Implementation
10.2.1. The EVMP shall describe the processes and schedule that the Contractor intends to use to implement the EVMS including:
10.2.1.1. a description of the areas of non-compliance between the Contractor's current project management system and the EVMS contractual requirements
10.2.1.2. the corrective actions to be undertaken to rectify the areas of non-compliance, including the timeframes involved.
10.2.1.3. identification of any new or modified procedures, an overview of the scope of the new or modified procedures, and the responsibilities and timeframes for developing and approving these procedures;
10.2.1.4. identification of areas of risk to the proposed EVMS implementation and proposed mitigation strategy;
10.2.1.5. a summary of the implementation schedule, with the full implementation schedule being provided as part of the Contractor Master Schedule (CMS);
10.2.1.6. a description of the activity to ensure Subcontractor implementation of EV related contract requirements.

10.3. EVMS Description
10.3.1. The EVMP shall provide a description of the Contractor's EVMS that demonstrates compliance with the requirements of the contract covering all relevant EV Criteria as defined by the applicable standard. Where Contractor generated processes are referenced copies are to be provided to the Authority. These will include, but not be limited to, processes for Work Authorisation, Scheduling, Risk Management, Change Management, Cost Control, and Accounting processes

10.4. Contractor EVMS Assurance
10.4.1. The EVMP shall describe the Contractor's EVMS quality assurance strategy to ensure that the EVMS remains compliant with the requirements of the Contract, including:
10.4.1.1. The criteria to determine that an EVMS Review is required; and,
10.4.1.2. the company roles/personnel involved in the reviews/activities.

10.4.2. Details of any continuous improvement process the company utilises. Results of Contractor Internal EVMS Assurance reviews and processes shall be shared with the Authority.

10.5. EVM Performance Reports

10.5.1. The EVMP shall describe the EVMS performance reporting processes and timescales used by the Contractor. The EVMP shall confirm adherence to the Contract Terms & Conditions by describing the reporting levels, structures and variance thresholds for the provision of CPRs including the standard reporting levels by CWBS elements.

10.5.2. The EVMP shall detail the variance thresholds that, when exceeded, require the provision of CPR Format 5 and at what level of the CWBS.

10.5.3. The EVMP shall describe any variations to the reporting levels and variance thresholds as the Contract progresses or the risk profile change.

10.5.4. The EVMP shall confirm the electronic formats to be used for the provision of EVMS data to the Authority in order to facilitate data transfer and analysis.

10.5.5. The EVMP shall describe the level and methodology to produce trend data.

10.6. Data Integrity Checks

10.6.1. The EVMP shall detail the methodology and frequency of data, schedule and EV health checks.

10.6.2. The EVMP shall define the process through which it will be possible to reconcile the finance data within the system back to the contract value (price).

10.7. EVM Related Reviews

10.7.1. The EVMP shall describe the facilities and support that will be provided to the Authority in support of IBRs. This should include but is not limited to:

10.7.1.1. The provision of supporting documentation to the Authority review team no later than thirty working days prior to a review;

10.7.1.2. All documentation shall be delivered electronically to the Authority;

10.7.1.3. Documentation delivered in support of a review shall be the final version that will be presented at the review unless otherwise agreed by the Authority;

10.7.1.4. Selected Control Account Managers (CAM) and Project Management & Control staff shall be available to support pre-planned interviews; and,

10.7.1.5. Access provisions are to be made for the review of documentation in electronic formats such as EVMS process and procedures, schedules, CPR CAM documentation and any related data requested to support the review.

10.8. EVM Flow Down to Major Subcontractors

10.8.1. Unless otherwise agreed by the Authority, the requirement for an EVMS (including EVMP, CWBS, CMS and CPRs and Subcontractor PMB shall be flowed down to the appropriate material level agreed with the Authority to represent a Managerially Significant breakdown of the work where the Subcontract or group of Subcontracts requires effort:

10.8.1.1. in excess of 12 months and the Subcontract price exceeds £20m;

10.8.1.2. represents more than 20% of the contract value; or

10.8.1.3. as directed by the Authority. Authority direction will be based on a risk assessment of the scope of work being undertaken in the subcontract.

10.8.2. The EVMP will detail a list of all significant Subcontracts (where the subcontractor portion of the overall contract cost is => 20% or £20M) incorporating the following information:

10.8.2.1. Subcontract title and description;

10.8.2.2. Subcontract type;

10.8.2.3. Subcontract value and Duration;

10.8.3. Subcontractor EVMS experience including standards that applied and any formal recognition of the applied EVMS.

10.8.4. The EVMS Description of Flow Down arrangements to each Subcontract shall include the following information:

10.8.4.1. Contractors Plans for assessing EV maturity to meet the Authority's EV Standards and Contract Requirements, including plans for Subcontractor Reviews and Surveillance. Note the Authority shall be given the opportunity to participate in these reviews in accordance with the Contract terms.

10.8.4.2. Plans for subcontract report data incorporation against WBS (CPR Format 1), Baseline Change (CPR Format 3), Variance Analysis (CPR Format 5), Schedule Reports (CPR Format 6).

10.8.4.3. Proposed timing of Subcontract data incorporation

11. **Preparation Instructions:**

11.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.

11.2. Where referenced information is included, it shall refer to the lower-level EVMS procedures, these referenced procedures and any related instructions shall be delivered as attachments to the EVMP.

11.3. The content requirements of this data item should be considered as the minimum standard that is required. It is not intended to constrain or otherwise restrict the inclusion of any content required to effectively develop the plan or implement the EVMS requirements of the Contract.

Annex C2 – Contract Work Breakdown Structure (CWBS) and Dictionary – DID-PC-002

1. **Title:** CONTRACT WORK BREAKDOWN STRUCTURE (CWBS) and Dictionary
2. **Number:** DID-PC-002
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:** N/A
6. **Description:** The Contract Work Breakdown Structure (CWBS) is the Contractor's extension of the Authority Work Breakdown Structure (WBS) and forms the framework for Contract planning, management and status reporting and for estimating costs, schedule and technical achievements at completion.
7. **Use/Relationship:**

7.1. This DID summarises the format and content for the CWBS Structure and Dictionary and provides preparation instructions to support the data and frequency requirements specified in the contract. This DID applies to all contracts that require a CWBS.

7.2. The purpose and intent of the CWBS, and associated Dictionary, is to document and understand the Contractor's product oriented deliverable scope and planned approach to performing the contract.

7.3. CWBS at the nominated reporting level will be used in the CPR Reports.

7.4. The CWBS is related to, and shall be consistent with the Contractor's Earned Value Management Plan (EVMP) (DID-PC- 001) and the Contractor Master Schedule (CMS) DIDPC-003.

8. **Applicable Standards, Governance & Relevant Documentation**

8.1. As per example provided in tender submission

9. **Requirements**

9.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.

9.1.1. Configuration control of the CWBS and its Dictionary must be maintained throughout the Contract. Changes to the CWBS or its Dictionary affecting the Authority WBS & WBS Dictionary require the prior approval of the Authority.

9.1.2. All contract scope must be included in the CWBS Dictionary.

9.1.3. The CWBS shall be developed in as much detail as required to define the work effort into manageable parts that successfully achieve the end objective of the Contract.

9.1.4. The CWBS Dictionary shall define in detail the scope of work included against each CWBS element. It shall correlate all Contract deliverables (CLINs, CDRLs and accomplishment of Mandated Reviews) against the lowest level of CWBS elements to ensure responsibility for delivery of all items is assigned and planned appropriately.

9.1.5. The CWBS shall be consistent with the DPS where appropriate.

9.1.6. The CWBS will also include additional data as described below.

9.2. Contract Work Breakdown Structure

9.2.1. The CWBS structure is a hierarchical family tree arrangement of WBS elements, defined by:

9.2.1.1. Specific interface points to the Authority's WBS;

9.2.1.2. Incorporating any contractually required high-level WBS structure; and

9.2.1.3. Lower level elements of the Contractor's WBS necessary to provide an appropriate framework throughout the project for product and service definition and control. Including allowing invoicing alignment to CLINs to provide the Authority with P3M system monthly reconciliation.

9.2.2. The CWBS Structure shall comprise of:

9.2.2.1. CWBS/WBS Code. The preferred convention is to use a numeric structure starting with the Authority WBS Code for the relevant CWBS element.

9.2.2.2. CWBS Element Level. The level of the CWBS element.

9.2.2.3. CWBS Element Name. The title of the CWBS element using the specific name or nomenclature. The CWBS element names used in the CWBS Structure must be identical for the same element in the CWBS Dictionary.

9.3. Contract Work Breakdown Structure Dictionary

9.3.1. The CWBS Dictionary includes narrative descriptions of each WBS element scope and reference data to support tracing to other documents. The following features should be included (where applicable to each level):

9.3.1.1. CWBS/WBS Code. The same codes used in the structure.

9.3.1.2. CWBS Element Level. The level of the CWBS element. It is desirable to note where the WBS element represents a Contractual Reporting Level, a Control Account, or, where relevant, a Work Package.

9.3.1.3. CWBS Element Name. Enter the same element names used in the CWBS structure.

9.3.1.4. CWBS Approved Changes. List of changes approved in the change control process

9.3.1.5. CWBS Element Status. Status of Scoping Statement (Draft/Approved) 9.3.1.6. Scoping Statement version number & Revision date

9.3.2. CWBS Scope Definition. Enter a complete description of the work content of each CWBS element. It is important that the Contractor specifies all hardware and software equipment that are associated with each WBS element. The work content definition must include a short description of the process used to design, produce or sustain the end item or service. The description must address the types of activities (e.g., design, production, analysis, or management) included within the CWBS element. These descriptions must include information on whether the reporting Contractor or a Subcontractor is performing the work being described.

9.3.3. CWBS Dictionaries must reflect only the work that is being completed within the contract for which the document is being submitted.

9.3.3.1. If work is not expected to occur for a given CWBS element, the CWBS Dictionary definition must indicate that this element is not applicable.

9.3.3.2. If work at some elements is being performed by a Supplier/Subcontractor, the Dictionary must state this. Similarly, if the CWBS is for a subcontract/supplier, the work defined for each element must be specific to the Subcontractor/supplier's scope of effort, and must not include the prime Contractor's work.

9.3.3.3. If there are Government Furnished Assets (GFA) items being integrated into the end item, it is not expected that a detailed description of those items is provided, however, all GFA items being integrated into the system as part of the contract must be labelled as such in the CWBS Dictionary under the appropriate elements.

9.3.4. Typical features of the Scope Definition include:

9.3.4.1. PURPOSE: One or two sentences summarising why the scope exists.

9.3.4.2. BOUNDARIES: Explicit statements of what is in or out of scope to describe the boundaries. Consider including things by exception (obvious boundaries don't need stating whereas more subtle boundaries will require more description). To add clarity it is desirable to indicate where excluded scope is captured (e.g. alternate WBS/alternate Contract/ Customer)

9.3.4.3. STRATEGY: How is the scope to be delivered? Is it Prime Contractor Scope or is it to be subcontracted? Is the strategy summarised in policies or processes?

9.3.4.4. KEY ASSUMPTIONS and EXCLUSIONS: Any top level assumptions and exclusions that have been made in the definition of this scope, identifying clear interface points in delivery, and subsequent planning. For example: 'It is assumed that System X's design will reuse the power-plant from System Y.' If this assumption were to change, it would likely have scope, time and cost implications and so the baseline would require a change proposal.

9.3.4.5. ACCEPTANCE CRITERIA: How will you know when the scope is complete (where appropriate, generally when there are deliverables/products).

9.3.4.6. DEPENDENCIES: Identify interdependencies with other WBS elements. If there is a particularly important dependency to another area of this project's WBS then consider including it. It is desirable to note the delivering WBS element. Interdependencies with of from the Authority should be identified and captured in accordance with the above instructions.

9.3.4.7. PRODUCTS/OUTPUTS: Insert the key deliverables particularly those that form dependencies to other WBS element (it is desirable to note the receiving WBS element) or contract deliverables or review requirements. Scope without deliverables is acceptable, but this should not be the norm.

9.3.4.8. Cross reference to the conditions of contract and Statement of Work (SOW) that informed the scope definition, or other traceability reference (a reference matrix for SOW clauses to the WBS may be desirable), or the applicable standards or references that determine the scope.

9.4. Subcontracted Activities

9.4.1. Subcontracted activities shall be identified in one or more separate WBS which shall be integrated into and identifiable within the CWBS. In the circumstance that one Subcontractor is supplying products to multiple CWBS elements or work packages:

9.4.1.1. the WBS shall maintain a product structure reflecting the specification tree;

9.4.1.2. the responsibility for specifying each product shall remain with the design engineer for the WBS element to which the product belongs;

9.4.1.3. the cost of each product shall remain with the WBS element to which it belongs; and

9.4.1.4. a commercially clean interface can be maintained with the Subcontractor by creating a Subcontract Management WBS element for each such Subcontract.

10. **Preparation Instructions:**

N/A

11. **Data Format & Delivery Instructions**

11.1. Routine reporting shall be at the appropriate level as agreed with the Authority to represent a Managerially Significant breakdown of the work for all Contractors unless otherwise defined in the Contract terms or EVMP.

11.2. More detailed reporting of the CWBS shall be required for those lower-level elements that address high-risk, high-value, or high-technical-interest areas of a Project. Consult with the Authority for guidance as needed.

11.3. The CWBS will be prepared and submitted in electronic format that is either Microsoft Word or Microsoft Excel compatible.

Level 3 Contract Requirements for Contract Master Schedule

Annex C3 – Contractor Master Schedule (CMS) – DID-PC-003

1. **Title:** CONTRACTOR MASTER SCHEDULE (CMS)
2. **Number:** DID-PC-003
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:** N/A
6. **Description:** The CMS describes the contracted activities, milestones and decision points to enable the objectives and deliverables of the contract to be satisfied. The CMS will define the project schedule status through a comparison of the current schedule status and appropriate accepted baseline schedule.

7. **Use/Relationship:**

7.1. The Authority will use the CMS to:

- 7.1.1. Provide visibility into the Contractor's planning baseline and current forecast schedules;
- 7.1.2. Understand and evaluate the Contractors approach to meeting the requirements of the contract;
- 7.1.3. Monitor Contractor progress in meeting the requirements of the contract;
- 7.1.4. As a source of input when completing Authority planning activities; and,
- 7.1.5. Understand the required touch points between the Contractor's and theAuthority's work.

7.2. The CMS relates to the following documents required within the contract:

- 7.2.1. Earned Value Management Plan (EVMP);
- 7.2.2. Project Management Plan (PMP); and, 7.2.3. Contract Work Breakdown Structure (CWBS).

7.3. The CMS shall be traceable and integrated with:

- 7.3.1. The CWBS (DID-PC-002) – all activities and milestones on the schedule will be coded to the lowest level of the CWBS that represent the scope to which the activity pertains;
- 7.3.2. Contract Milestones – shall be clearly identifiable within the logic linked activity network;
- 7.3.3. The Contractor's EVMS – the integration of scope, schedule and budget will be undertaken around the CWBS, which will form the primary structure for EV Performance reporting; and,
- 7.3.4. Each submission of the CMS shall be consistent with the associated Contract Performance Report (CPR) delivered within this Contract.

8. **Applicable Standards, Governance & Related Documentation**

8.1. Nominated EV Standard - unless otherwise stated in the Contract Terms and Conditions.
8.2. DE&S Scheduling guidance to comply with DE&S standard schedule quality health checks - unless otherwise stated in the Contract terms.

9. **Requirements:**

Level 3 Contract Requirements for Contract Master Schedule

9.1. The CMS shall be capable of comparing planned and current forecast data and being displayed in a variety of formats to include;

9.1.1. A Gantt chart

9.1.2. A listing of all tasks, together with planned (baseline and current progress including forecast) and actual start and finish dates

9.1.3. A listing of project milestones (to include all contract milestones) together with original, rescheduled, forecast and actual completion dates

9.1.4. All activity durations within the schedule shall be in days unless otherwise agreed by the Authority.

9.1.5. All resource units within the schedule shall be in hours and costs shall be in Great British Pounds Sterling unless otherwise agreed by the Authority.

9.2. The CMS shall be capable of being displayed at the following levels:

9.2.1. Summary Level – The Summary level of the CMS shall provide a graphical display of Contract activities, key events, and milestones at managerial significant level of the

WBS.

9.2.2. Intermediate Level – The Intermediate Level of the CMS shall provide a graphical display of Contract activities, key events, and milestones at the control account level of the WBS. A CMS generated at the Intermediate Level shall be able to be rolled up to, and shall provide visibility of, the Summary Level.

9.2.3. Detailed Level – The Detailed Level of the CMS shall provide a graphical display of Contract activities, key events, and milestones at the work-package level of the WBS. A CMS generated at the Detailed Level shall be able to be rolled up to, and shall provide visibility of and access to, both the Intermediate Level and the Summary Level.

9.3. The CMS shall identify the following aspects;

9.3.1. Activities and associated durations

9.3.2. Milestones, including Contract Milestones, Payment Milestones and significant project events

9.3.3. The relationships and dependencies of activities and associated milestones that are to be completed within the scope of this contract.

9.3.4. Earliest and latest start and finish dates for all activities and associated milestones

9.3.5. Total float and free float of the overall schedule

9.3.6. Critical Path, list of activities on the critical path and those that are near the critical path from start through to completion of the contract.

9.3.7. Resource Profiles, depicting manpower, materials and equipment.

9.3.8. The baseline budget for all activities aggregating to the total Performance Measurement Baseline (PMB), allowing a roll-up to work package and control account levels.

9.3.9. Subcontracting schedules to include all major sub-contract activities and outputs at the appropriate level of detail, reflecting complexity and risk.

9.3.10. Required Government Furnished Items (GFX) to include Government Furnished Equipment (GFE), Government Furnished Assets (GFA), Government Furnished Information (GFI), Government Furnished Structures (GFS) if applicable, together with 'required by' dates and 'end of loan dates'.

9.3.11. All non-working time such as holidays and known disruptions

9.4. A Basis of Schedule (BOS) shall be produced and maintained under configuration control. The BOS should include the following;

9.4.1. How the CMS has been produced;
9.4.2. Detail methodologies used to establish estimated durations;
9.4.3. Key assumptions and exclusions;
9.4.4. Details of the standard working time and calendar that has been included;
9.4.5. Risks, including risk analysis techniques used, and any mitigations embedded in the schedule;
9.4.6. The standards used to establish duration lengths and use of constraints, ensuring no open ended activities and compliance with DE&S Schedule guidance;
9.4.7. The basis of estimate and associated assumptions for the cost and duration of baseline activities, covering both labour and materials. This may take the form of a master data and assumptions list; and,
9.4.8. The Configuration and assurance procedures that will be used to manage and ensure the ongoing integrity of the CMS.

10. **CMS Reports - The following reports, which collectively comprise CPR Format 6, are required:**

10.1. Baseline Reports (Performance Measurement Baseline)

10.1.1. Reports that describe and reflect the initial baseline
10.1.2. Subsequent approved changes that caused revision of the baseline.
10.1.3. A Schedule narrative shall be provided with the original baseline and any subsequent baseline revisions outlining how the schedule has been constructed, the key assumptions together with the basis of estimate and logic of milestone selection and a description of the critical and near critical paths.
10.1.4. A set of Authority agreed schedule health metrics.
10.1.5. Schedule Risk Analysis shall be conducted on the Contractor schedule, at least quarterly and on the Authority's request, a Schedule Risk Analysis Report and electronic copies of the SRA schedule and the Contractor SRA models shall be provided to the Authority.

10.2. Progress Reports (Statused Current Working Schedule)

10.2.1. Electronic copy of the progressed schedule each reporting period that has formed the basis of the CPR for that period.
10.2.2. A Schedule narrative shall be provided with the progressed schedule outlining, the key assumptions underlying the progress and forecast together with the basis of estimate for key forecast activities where this is significantly different to the baseline, the impact and rationale of any significant logic changes and the resulting change to the schedule risk implications, and the resulting impact on key (including Contract) milestone and deliverables, if any. Analysis shall include a narrative description of the current Critical and near Path Analyses.
10.2.3. Milestone Report. Agreed milestones to be shown with the baseline and current forecast dates. Report to provide RAG status and indication of float. Note that there shall be clear definitions and acceptance criteria for reporting milestones.
10.2.4. Critical Path, Sub-Critical Path and Float Erosion Analysis Reports. Critical path analysis against the baseline and current forecast dates within the CMS. Summary / variance commentary of movements / changes to the critical path to be

reported. 10.2.5. Interdependencies (Give/Get Milestones) Table. To indicate key interdependencies between supply chain, MoD and contractor schedules. Report should indicate movements in the period relating to both the baseline schedules and the current forecast version of these schedules. Variance commentary to be provided.

10.2.6. A set of agreed schedule health metrics for the submitted progressed schedule.

10.2.7. Schedule Risk Analysis shall be conducted on the Contractor schedule with a Schedule Analysis Report and copies of the SRA schedule being provided to the Authority.

SRA analysis will be provided together with associated confidence figures for the deterministic baseline considering both uncertainty and risk (against a submitted risk register) and uncertainty.

11. **Preparation Instructions:**

11.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.

11.2. The CMS shall be the primary schedule used for the contract; all other schedules produced in support of this are considered as subordinate to this primary schedule.

12. **Data Format & Delivery Instructions:**

12.1. Acceptable file formats are those that are compatible with the Authority IT System.

12.2. CMS deliveries shall include the original baseline schedule and Basis of Schedule, all agreed baseline amendments, the current working schedule together with forecast completion dates and durations.

12.3. Contractor schedules updated to reflect current progress shall be provided to the Authority on a monthly basis to the end of the calendar month unless agreed otherwise. The monthly reports shall be provided within 7 working days of the end of the reporting period unless otherwise specified in the Conditions of Contract.

12.3. A Control Level schedule hard copy as well as electronic submission in the native file format (P6, or alternate package supported by Terms & Conditions of Contract).

12.4. Each submission of the CMS shall be consistent with the associated Contract Performance Report (CPR).

Level 3 Contract Requirements for Contract Performance Reports

Annex C4 –Contract Performance Report (CPR) – DID-PC-004

1. **Title:** CONTRACT PERFORMANCE REPORTS (CPR)
2. **Number:** DID-PC-004
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The CPRs are prepared by the Contractor to provide the Authority with earned value performance data designed to report multiple aspects of contract performance and future planning activity. Examples of Format 1-5 and 7 reports have been provided.
   - 6.1. Format 1 – Measures cost and schedule performance by Work Breakdown Structure (WBS) elements at the appropriate material level agreed with the Authority to represent a Managerially Significant breakdown of the work.
   - 6.2. Format 2 – Providing a similar level of measurement by agreed organisational or functional resource categories.
   - 6.3. Format 3 – Provides the Performance Measurement Baseline (PMB), and records changes to the PMB implemented during the reporting period. The PMB is represented as a time phased budget baseline plan against which performance is measured.
   - 6.4. Format 4 – Manpower loading forecasts correlating with resource estimate predictions, supported by the forecast schedule.
   - 6.5. Format 5 – Narrative report used to explain significant cost and schedule variances together with other related Contractor problems. Significant variances are those that exceed the contracted thresholds for these variances.
   - 6.6. Format 6 – Provided by reports from the Contractor Master Schedule.
   - 6.7. Format 7 – Full EVMS data export.
   - 6.8. Format 8 – Time-phased Estimate at Completion.

7. **Use/Relationship:**
   - 7.1. The Authority will use the CPRs to:
     - 7.1.1. Assess and evaluate contract performance and as the basis for contract performance meetings and reviews;
     - 7.1.2. Assess the impact of existing and potential problems encountered resulting in significant cost and schedule variances and as the basis for discussing potential mitigation actions.
     - 7.1.3. Provide accurate, timely status information to aid Authority view of Contractor performance and as the basis for summarisation of performance across the Authority.
     - 7.1.4. CPRs directly relate to the requirements specified in the Earned Value Management Plan (EVMP) and reconcile to progress incorporated in any related status reports that may be required within the scope of the Project Management Plan (PMP) where required.

8. **Applicable Standards, Governance & Related Documentation:**
   - 8.1. Nominated EV Standard unless otherwise stated in the Contract terms.

9. **Requirements:**
   - 9.1. Data provided within the CPRs shall relate to the authorised contract work undertaken in support of this contract, demonstrating compliance to EV requirements.
   - 9.2. Data provided shall include both priced and unpriced effort.

9.3. The level of detail required for each report shall be as agreed by the Authority. **NOTE:** Lower level detail may be required on an ad hoc basis in areas where a problem has occurred until such time that the Authority is content to return to the higher level.

10. **Preparation Instructions:**

10.1. The content requirements of this data item should be considered as a minimum standard that is required. It is not intended to constrain or otherwise restrict the inclusion of any content required to effectively develop the plan or implement the EVMS requirements of the Contract.

10.2. Definitions for each cell and guidance on completing the CPR's can be found in DE&S document *EVM – Contract Performance Report Completion Guidance*.

11. **Data Format & Delivery Instructions:**

11.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.

11.2. CPRs are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales. Electronic format shall permit drill down to the lowest level where cost performance is captured.

11.3. Reports shall be delivered on a monthly basis.

11.4. Ensure that reports apply agreed variance thresholds to ensure completeness of CPR format 5 narratives.

11.5. Agree organisational or functional categories to be reported in format 2 and 4.

11.6. Agree time increments to be used for baseline, resource, historical & forecast projections required within format 3, 4, 6, 7 and 8.

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Level 3 Contract Requirements for Risk Management

Annex C5 Risk Management – DID-PC-005

1. **Title: Risk Management**
2. **Number: DID-PC-005**
3. **Version: Draft**
4. **Delivery Schedule:** TBC.
5. **Applicable Forms:**
6. **Description:** The Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a formal risk process to be managed in conjunction with the Authority. The Contractor shall make it possible for the Authority to engage with the regular risk update process via regular risk reviews and formal risk reporting.
7. **Use/Relationship:**
   - 7.1. The Authority will use the risk management process to:
     - 7.1.1. Assess and evaluate potential events that might have either a positive or negative impact on the delivery of the baseline scope of work;
     - 7.1.2. Enable joint risk management effort between the Authority and the Contractor.
8. **Applicable Standards, Governance & Relevant Documentation**
   - 8.1. PCF-COR-INS-0022. Develop and manage risk instruction.
   - 8.2. APM Project Risk Analysis and Management guide (PRAM).
   - 8.3. APM Interfacing Risk and Earned Value guide.
   - 8.4. APM Prioritising Project Risks guide.
9. **Requirements**
   - 9.1. The ROMP defines roles, responsibilities, methodology (process), tools and techniques specific to the project and how threats and opportunities are to be managed through life as part of the overall project management strategy.
   - 9.2. In the ROMP the contractor must take due cognisance of the scope of the project (performance, cost and time) to establish a mutually agreed risk appetite (agreed tolerances) that enables the contractor to develop their scoring criteria for cost time and performance.
   - 9.3. The process shall:
     - 9.3.1. Establish ownership for significant project risks;
     - 9.3.2. Reduce overall project risk exposure;
     - 9.3.3. Ensure all scope is considered to give a balanced view of risk;
     - 9.3.4. Deliver information in support of the overall project decision making and governance processes;
     - 9.3.5. Enable quantitative analysis to support forecasts of project cost and schedule out-turn.

   Formal Reports

   - 9.4. In support of the risk management process the following reports are required:
     - 9.4.1. Risk register. Full risk register for contracted scope, defining risk (case, event, consequence), owner, proximity, current and target impact (probability and cost/schedule/performance impact) and associated management responses. The register shall cover both risks (threats) and opportunities.
     - 9.4.2. Schedule Risks Analysis (SRA). Identification of which risks were used in the analysis, which points of the Work Breakdown Structure / schedule they were applied to (Risk

Network), Tornado Chart and sensitivity analysis. The schedule network used for SRA will be representative of the current progressed schedule, with the basis of the uncertainty applied explained.

Level 3 Contract Requirements for Risk Management

9.4.3. Risk and opportunity change report. ARM Standard Report - Risk & Opportunities Change Report. Report of risks that have been escalated to higher level for action / information.

9.4.4. Risk profile. Risk exposure profiled over duration of contract.

9.4.5. Risk / opportunity pre & post mitigation response. ARM Waterfall charts highlighting reduction in risk as a result of mitigation actions.

9.4.6. Risk & Opportunities Process Health metrics report. Information reported from the last thirty days and includes ; Total number of risks, risks added, closed, updated, review planned, review overdue, scoring updated - increased - decreased, risk escalated / deescalated, plan added - updated, responses added, response completed before due date, response completed after due date, response completed before trigger date, response completed after trigger date, responses updated.

10. **Preparation Instructions:**

10.1. The content requirements of this data item should be considered as a minimum standard that is required.

11. **Data Format & Delivery Instructions**

11.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.

11.2. Documents are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales.

11.3. Reports shall be delivered on a monthly basis.

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Level 3 Contract Requirements for Change Control

Annex C6 Baseline Change Control – DID-PC-006

1. **Title: Baseline Change Control**
2. **Number: DID-PC-006**
3. **Version: Draft**
4. **Delivery Schedule:** TBC.
5. **Applicable Forms:**
6. **Description:** The change control process describes how the baseline will be maintained under configuration control, including defining how revisions will be analysed, communicated and approved (in conjunction with the Authority when appropriate).

7. **Use/Relationship:**
   7.1. The Authority will use the change management process to:
      7.1.1. Assess and approve potential changes to the baseline where they break defined thresholds as agreed with the authority;
      7.1.2. Assess and understand potential impact to the funding profile and key dates as agreed with the MOD Front Line Command via the CASP;
      7.1.3. Understand the status of changes and as such the basis of the performance measurement baseline;
      7.1.4. Enable the Authority to obtain visibility of specific change request documentation where it is requested.

8. **Applicable Standards, Governance & Relevant Documentation** 8.1. PCF-COR-INS-0033. Baseline change management instruction.
   8.2. DEFCON 620: Contract change control procedure.
   8.3. DEFCON 503: Formal amendments to contract.
   8.4. APM Planning, Scheduling, Monitoring and Control (PSMC) guide.
   8.5. APM Earned Value Management Handbook
   8.6. Electronic Industries Alliance 748 (EIA-748) EVMS Standard

9. **Requirements**
   9.1. The change control process shall:
      9.1.1. Document, track and communicate to stakeholders changes to the Performance Measurement Baseline;
      9.1.2. Ensure that the full impact of any change is articulated, including: scope, schedule and budget;
      9.1.3. Ensure that all changes are assessed and endorsed by the right group of stakeholders; 9.1.4. Reconcile current budgets to prior budgets in terms of changes to the authorised work in the detail needed by management for effective control;
      9.1.5. Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs, earned value, or budgets. Adjustments should be made only for correction of errors, routine accounting adjustments, effects of customer or management directed changes, or to improve the baseline integrity and accuracy of performance measurement data;
      9.1.6. Allow a forward view of potential changes;
      9.1.7. Prevent revisions to the budget except for authorised changes;

9.1.8. Be in accordance with best practice as defined by the standards referenced above (i.e. not be used to cover poor performance).

9.2. The Contractor's Change Control Process is required to accept and control:

Level 3 Contract Requirements for Change Control

9.2.1. Internal changes that do not impact the contract – can often be processed without need for Authority approval, but specialist requirements, e.g., safety, may result in a requirement for Authority assessment and endorsement;

9.2.2. Internally raised changes that impact the contract – will always require formal approval from the Authority (DEFCON 620). Changes that impact the contract include any that has an impact on contractually agreed agreed scope, milestones, or the funding split across financial years;

9.2.3. Externally directed changes – raised by the Authority and formally submitted to the Contractor in accordance with DEFCON 503. This DEFCON also requires that the Contractor submit their response back to the Authority in a set format and timescales.

9.3. All changes are required to follow the agreed formal process, noting that changes that impact contract must also follow the associated commercial processes before being contractually agreed.

10. Formal Reports

10.1. In support of the change management process the following reports are required:

10.1.1. Contract Baseline Change Request Log. Baseline Change Requests (BCR), impact statements and approval status. The log shall cover all identified changes, including potential and approved changes. Access shall be provided to individual BCRs as required.

10.1.2. Contingency drawdown reports. Indicates contractor forecast contingency burn rate (i.e. Risk Drawdown, uncertainty or associated BCR) for both cost and schedule

10.1.3. Note: It is expected that CPR3 will give visibility of all changes approved and implemented in month.

11. Preparation Instructions:

11.1. The content requirements of this data item should be considered as a minimum standard that is required.

11.2. The agreed change thresholds shall be defined within the EVMP.

12. Data Format & Delivery Instructions

12.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.

12.2. Documents are to be delivered in both static and electronic format (excel, XER or other format agreed with the Authority) to the Authority and in accordance with the CDRL timescales.

12.3. Reports shall be delivered on a monthly basis.

Level 3 Contract Requirements for Cost Collection

Annex C7 Cost Collection Reports – DID-PC-007

12. **Title: Cost Collection Reports**
13. **Number: DID-PC-007**
14. **Version: Draft**
15. **Delivery Schedule:** TBC

–

16. **Applicable Forms:**
17. **Description:** The majority of cost information will be provided via the EVMS as part of the normal reporting against the system (see DID-PC-001 and DID-PC-004). The intent of the cost collection reports is to supplement this information where there is an additional business need for the Authority.

18. **Use/Relationship:**
    18.1. The Authority will use the cost data provided to support its financial reporting obligations.

19. **Applicable Standards, Governance & Relevant Documentation**

    19.1. DEFCON 647 - Financial Management Information

20. **Requirements**
    20.1. In support of the financial management process the following reports are required:
        20.1.1. Transaction Report. List of the transactions (data) to support an invoice.
        20.1.2. In-Year Cash Forecast. The Contractor shall provide a cash forecast summary for both in-year and 10 year periods.
        20.1.3. Fee Projection. Where fee is variable, a report indicating the value of the fee still available to be claimed.
        20.1.4. Cost Report. A report detailing costs that have been incurred in month but not yet invoiced. The report will be required at a frequency defined by the Authority.

21. **Preparation Instructions:**
    21.1. NA

22. **Data Format & Delivery Instructions**
    22.1. Documents are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales.
    22.2. Reports shall be delivered on a frequency as agreed with the Authority.

Level 3 Contract Requirements for Cost Collection

Annex D – DID Evaluation Pro-forma

Data Item Description Evaluation Pro-forma

Any agreed tailoring to the requirements in the following templates must be incorporated in the specific Contract terms and conditions. The DID's themselves should not be altered.

The content requirements within the data items should be considered as the minimum standard that is required. It is not intended to constrain or otherwise restrict the inclusion of any content required to effectively develop the plan or implement the EVMS requirements within the Contract.

CDRL Deliverable Title	
DID No	
Version	
Date of Delivery	
Review Deadline	[XX working days post-delivery*]

Reviewed by:	[List names of those who have reviewed this document*]
Accepted/Rejected Decision	[Please detail if the deliverable has been accepted or rejected based on whether the document conforms to the requirements within the relevant DID.*]

Section/ Para No/ Reference	**Comments/Observations** **Please note any specific non-conformances against the relevant DID**	**Reviewer**

* Content in grey should be considered as a prompt

Level 3 Contract Requirements for Contract Data Requirement List

Annex E – Contract Data Requirement List (CDRL)

The CDRL will incorporate a full list of contract deliverables covering all aspects of Project Controls; below are those aspects that relate to EVM only.

Level 3 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use
CDRL-PC001	Earned Value Management Plan (EVMP)	DID-PC001	Initial– as part of Tender submission Final Delivery – Contract Award + 30 days Any IBR – 30 days Any EVMS Demonstration or Surveillance -30 days Updates – 30 days prior to implementation significant changes to Contractor EVMS or EV approach	Review Accept/Reject Accept/Reject Accept/Reject Accept/Reject	Document Compliance with DID-PC-001 and EVMS compliant with Nominated Standard	Demonstrate compliance with Nominated EV Standard and the contractor's proposed means of meeting the Authority's EV management and data requirements.
CDRL-PC002	Contract Work Breakdown Structure (CWBS)	DID-PC002	Initial– as part of Tender submission Final– Contract Award + 30 days	Review Accept/Reject	Compliance with DID-PC-002 and conformance with Authority WBS	Ensure intended scope is captured in the contractor's Performance Measurement Baseline. .
CDRL-PC003	Contractor Master Schedule	DID-PC003	Initial delivery – Tender submission –In	Review	Compliance in accordance with DID-PC-003.	Assess progress achieved and predicted outcome

Level 3 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use
	(CMS)		accordance with tender submission deadline Post Contract Award + 2 months. Updates to be provided on a monthly basis (or alternative timescale to be agreed by the project team)	Accept/Reject	Delivery does not constitute Authority Acceptance of the initial delivery or the baseline schedule – Baseline Schedule dependent on Link to IBR activity	
CDRL-PC004	Contract Performance Reports (CPR)	DID-PC-004	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +7 working days	Accept/Reject	Compliance in accordance with DID-PC-004	Assess performance and progress achieved
CDRL-PC005	Risk Management	DID-PC005	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +15 working days	Accept/Reject	Compliance in accordance with DID-PC-005	Assess risk position.
CDRL-PC006	Change Control	DID-PC006	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +7 working days	Accept/Reject	Compliance in accordance with DID-PC-006	Assess pending changes.

Level 3 Contract Requirements for Contract Data Requirement List

Level 3 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use
CDRL-PC007	Cost Collection	DID-PC007	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +7 working days	Accept/Reject	Compliance in accordance with DID-PC-007	Assess cost incurred.

Level 3 Contract Requirements for Contract Data Requirement List

Annex F – Mandated Project Events

This table includes EVM Related project events to ensure that they have been captured, there is a scope of work allocated to the event incorporating entry and exit criteria where applicable and acceptance criteria.

Level 3 Contract Performance Reporting Requirement

Level 3

Event	Guide Ref	Schedule	Review Authority	Completion Criteria	Intended Use
Pre-Contract readiness review	Nominated EV Standard or APM Guide	Prior to Contract award	Authority	Contract can comply with contract requirements	Authority understanding and confidence in Contractors compliance
Contract Integrated Baseline Review	Nominated EV Standard or APM Guide to Conducting and Integrated Baseline Review (Association for Project Management, A Guide to Conducting Integrated Baseline Reviews (IBR) 2016 or equivalent standard)	Within 3 months of Contract Award Within 3 months of significant change to planning, rolling wave or Re-baseline	Authority	Authority Acceptance of: Contract Work Breakdown Structure Dictionary, Performance Measurement Baseline (including Earned Value Techniques); Corrective Action Completion to the Authority's satisfaction	Authority understanding and agreement to the Performance Measurement Baseline
Subcontract Integrated Baseline Review	Nominated EV Standard or APM Guide to Conducting and Integrated Baseline Review (Association for Project Management, A Guide to Conducting Integrated Baseline Reviews (IBR) 2016 or equivalent standard)	At least 1 month prior to Contract IBR	Contractor and Authority	Contractor/Authority Acceptance of: Contract Work Breakdown Structure Dictionary, Performance Measurement Baseline (including Earned Value Techniques); Corrective Action Completion to the Authority's satisfaction	Contractor/Authority understanding and agreement to the Performance Measurement Baseline

Level 3 Contract Requirements for Contract Data Requirement List

Level 3 Contract Performance Reporting Requirement

Level 3

Event	Guide Ref	Schedule	Review Authority	Completion Criteria	Intended Use
Contractor EVMS Demonstration Review	Nominated EV Standard or APM Earned Value Management Handbook (Association for Project Management Earned Value Management Handbook 2013 or equivalent standard)	Indicatively, after 6 months of post IBR EVM Data	Authority	Authority Acceptance of: Contract EVMS; Corrective Action Completion to the Contractor's/Authority's satisfaction	Authority Assurance of the reliability of the Contractor's Earned Value Reporting data.
Subcontractor EVMS Demonstration Review	Nominated EV Standard or APM Earned Value Management Handbook (Association for Project Management Earned Value Management Handbook 2013 or equivalent standard)	At least 1 month prior to Contract Contractor EVMS Demonstration Review	Contractor and Authority	Contractor/Authority Acceptance of: Subcontractor EVMS; Corrective Action Completion to the Authority's satisfaction	Contractor/Authority Assurance of the reliability of the Contractor's Earned Value Reporting data.
Contractor EVMS On Going Surveillance Review	Nominated EV Standard or APM Earned Value Management Handbook (Association for Project Management Earned Value Management Handbook 2013 or equivalent standard)	Annual intervals after Contractor EVMS Demonstration Review Upon DE&S assessment that EVMS Output quality is deteriorating	Authority	Authority On going assurance of: Contract EVMS; Baseline Change, Corrective Action Completion to the Contractor's/Authority's satisfaction	Authority Assurance of the reliability of the Contractor's Earned Value Reporting data.

Subcontractor EVMS On Going Surveillance	Nominated EV Standard or APM Earned Value Management Handbook (Association for Project Management Earned Value Management Handbook 2013 or equivalent standard)	Annual intervals after Contractor EVMS Demonstration Review Upon DE&S assessment that EVMS Output quality is deteriorating	Contractor and Authority	Contractor/Authority On going assurance of: Subcontractor EVMS; Corrective Action Completion to the Authority's satisfaction	Contractor/Authority Assurance of the reliability of the Contractor's Earned Value Reporting data.

Annex G1– CPR Format 1 – As Tailored by DE&S (CPI and SPI are preferred but not required)

Level 3

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE GBP IN _____	FORM APPROVED DES-CPR-1
SUBM IT COM P LETED FORM S IN ACCORD WITH CONTRACTUAL REQUIREM ENTS .	

1. CONTRACTOR	2. CONTRACT	3. PROGRAMME	4. REPORT PERIOD
a. NAME	a. NAME	a. NAME	a. FROM (YYYYMMDD)
b. LOCATION (Address and Post Code)	b. NUMBER	b. PHASE	b. TO (YYYYMMDD)
	c. TYPE / d. SHARE RATIO	c. EVMS ACCEPTANCE NO YES (YYYYMMDD)	

5. CONTRACT DATA

a. QUANTITY	b. NEGOTIATED COST	c. ESTIMATED COST OF AUTHORISED UNPRICED WORK	d. TARGET PROFIT/ FEE	e. TARGET PRICE	f. ESTIMATED PRICE	g. CONTRACT MAXIMUM	h. ESTIMATED CONTRACT MAXIMUM PRICE	i. DATE OF ESTIMATE (YYYYMMDD)

6. ESTIMATED COST AT COMPLETION	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE ( )	7. AUTHORISED CONTRACTOR REPRESENTATIVE a. NAME (Last, First, Middle Initial)	b. TITLE
a. BEST CASE				c. SIGNATURE	d. DATE SIGNED (YYYYMMDD)
b. WORST CASE					
c. MOST LIKELY					

8. PERFORMANCE DATA

ITEM (1)	CURRENT PERIOD							CUMULATIVE TO DATE							AT COMPLETION		
	BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR		BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR				
	WORK SCHEDULED (2)	WORK PERFORMED (3)	WORK PERFORMED (4)	SCHEDULE (5)	COST (6)	SPI (7)	CPI (8)	WORK SCHEDULED (9)	WORK PERFORMED (10)	WORK PERFORMED (11)	SCHEDULE (12)	COST (13)	SPI (14)	CPI (15)	BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN STRUCTURE ELEMENT																	

Level 3

b. UNDISTRIBUTED BUDGET **c. SUB TOTAL** (PERFORMANCE MEASUREMENT BASELINE)																	
d. MANAGEMENT RESERVE **e. TOTAL**																	

DES-CPR-1

_____**CLASSIFICATION** (After Completion)

Level 3

Annex G3 – CPR Format 3

Level 3 Contract Performance Reporting Requirement

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CONTRACT PERFORMANCE REPORT FORMAT 3 - BASELINE CHANGE				GBP IN _____										FORM APPROVED DES-CPR-3
SUBMIT COMPLETED FORMS IN ACCORD WITH CONTRACTUAL REQUIREMENTS														
1. CONTRACTOR		2. CONTRACT			3. PROGRAMME									4. REPORT PERIOD
a. NAME		a. NAME			a. NAME									a. FROM (YYYYMMDD)
b. LOCATION (Address and Post Code)		b. NUMBER			b. PHASE									b. TO (YYYYMMDD)
		c. TYPE	d. SHARE RATIO		c. EVMS ACCEPTANCE NO YES (YYYYMMDD)									
5. CONTRACT DATA														
a. ORIGINAL NEGOTIATED COST	b. NEGOTIATED CONTRACT CHANGES	c. CURRENT NEGOTIATED COST (a. + b.)		d. ESTIMATED COST OF AUTHORISED UNPRICED WORK	e. CONTRACT BUDGET BASE (c. + d.)		f. TOTAL ALLOCATED BUDGET			g. DIFFERENCE (e. - f.)				
h. CONTRACT START DATE (YYYYMMDD)		i. CONTRACT VALUE AGREED DATE (YYYYMMDD)		j. PLANNED COMPLETION DATE (YYYYMMDD)	k. CONTRACT COMPLETION DATE (YYYYMMDD)		l. ESTIMATED COMPLETION DATE (YYYYMMDD)							
6. PERFORMANCE DATA														
ITEM	BCWS CUMULA-TIVE TO DATE	BCWS FOR REPORT PERIOD	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)											UNDIS-TRIBUTED BUDGET	TOTAL BUDGET
			SIX MONTH FORCAST						ENTER SPECIFIED PERIODS						
			+1	+2	+3	+4	+5	+6							
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
a. PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)															
b. BASELINE CHANGES AUTHORISED DURING REPORT PERIOD															
c. PERFORMANCE MEASUREMENT BASELINE (End of Period)															
7. MANAGEMENT RESERVE															
8. TOTAL															

DES-CPR-3

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Annex G5 – CPR Format 5 – As Tailored by DE&S (CPI and SPI are preferred but not required)

CLASSIFICATION (After Completion)

Level 3 Contract Performance Reporting Requirement

CONTRACT PERFORMANCE REPORT
FORMAT 5 - EXPLANATIONS AND PROBLEM ANALYSES

FORM APPROVED
DES-CPR-5

SUBMIT COMPLETED FORM 5 IN ACCORD WITH CONTRACTUAL REQUIREMENTS.

1. CONTRACTOR	2. CONTRACT		3. PROGRAM NAME	4. REPORT PERIOD
a. NAME Level 3	a. NAME		a. NAME	a. FROM (YYYYMMDD)
b. LOCATION (Address and Post Code)	b. NUMBER		b. PHASE	b. TO (YYYYMMDD)
	c. TYPE	d. SHARE RATIO	c. EVMS ACCEPTANCE NO YES (YYYYMMDD)	

5. EVALUATION

WBS ELEMENT (1)	CURRENT PERIOD							CUMULATIVE TO-DATE							AT COMPLETION		
	BCWS (2)	BCWP (3)	ACWP (4)	SV (5)	CV (6)	SPI (7)	CPI (8)	BCWS (9)	BCWP (10)	ACWP (11)	SV (12)	CV (13)	SPI (14)	CPI (15)	BAC (16)	EAC (17)	VAC (18)
				0	0						0	0					0

Explanation should include but is not limited to:

Summary Analysis
Summary of Overall Contract Variances
Differences between EAC and BAC
Changes in Undistributed Budget
Changes in Management Reserve
Significant timephasing shifts in Baseline (BCWS) (Format 3)
Significant timephasing shifts or Overall Changes in Forecasted Staffing (Format 4)

Analysis of Significant Variances:(identify and describe each)
Type and Magnitude of Variance
Explanation of Significant Causes
Effect on Immediate Task
Effect on Total Contract
Corrective Actions Taken or Planned

Level 3

DES-CPR-5

PCF-CPR-INS-0082-Rev2-EVM(Industrial Interface)guide

CLASSIFICATION (After Completion)

Annex G9: Cost and Schedule Status Report

1. Contract Information

Contract Name						Report No	
Project Name						Version	
Project Phase		Project Start		Project Finish		Report Date	
Identifier		Owner			Report Period	Start	
Sponsor		Program ID				End	

2. Status Narrative

	This Period	Last Period	This Period
Overall		G	A

	WBS No.	Scope (this Period only)	Milestones and Deliverables (this Period only)	Planned Due Date	Actual Date	Var (Cal. Days)	Last Period	This Period
Project Milestones							G	G

	This Period					This Year					Last Period	This Period
	WBS No.	Actuals	Forecast	Var. (£)	Var. (%)	Actuals	Forecast	Budgeted	Var (£)	Var (%)		
Budget											A	G

	WBS No.	Scope (this Period only)	Milestones and Deliverables (this Period only)	Planned Due Date	Actual Date	Var (Cal. Days)	Last Period	This Period
This Period Milestones							A	R

	Risk ID	Risk Rating	Risk title (and description if necessary)	Risk Owner	Change in Period	Last Period	This Period
Risks (Top 5)						A	A

	Issue ID	Issue Rating	Issue title (and description if necessary)	Issue Owner	Change in Period	Last Period	This Period
Issues (Top 5)						A	A

3. Changes

Ref	Description	Requested on	Value	Status

4. Next Period

Ref	