



Ministry
of Defence



Maritime Command and Staff Trainer (MCAST)

Appendix K to SoW - Earned Value Management (EVM) Requirements

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Defence Equipment and Support

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References

1. Association for Project Management (APM)
 - 1.1.1. Earned Value Management: APM Guidelines (2008),
 - 1.1.2. The Earned Value Management Compass (APM,2010)
 - 1.1.3. The Earned Value Management Handbook (APM,2013)
 - 1.1.4. A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)
 - 1.1.5. Planning, Scheduling, Monitoring and Control (APM 2015)
 - 1.1.6. Electronic Industries Alliance (EIA-748)
 - 1.1.7. EVMS Standard DE&S Guide: EVM – Contract Performance Report Completion Guidance
2. DCMA Fourteen Point Schedule Health Check.
3. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and programme Management.

Project Controls Requirements Terms and Definitions Used

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 and Project Controls, the APM guidelines are embodied in these publications: <ol style="list-style-type: none"> 1. <i>Earned Value Management: APM Guidelines (2008)</i>, 2. <i>The Earned Value Management Compass (APM,2010)</i>, and; 3. <i>The Earned Value Management Handbook (APM, 2013)</i>. 4. <i>A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)</i> 5. <i>Interfacing Risk and Earned Value Management (2008)</i>. 6. <i>Planning, Scheduling, Monitoring and Control (APM 2015)</i>
Basis of Schedule (BOS)	A document that provides justification for the durations, resource loadings and network logic assigned to tasks in the schedule.
Budgeted Cost for Work Performed (BCWP)	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	Planned Value (PV)
Change Control	A process for ensuring configuration control and obtaining appropriate approval

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Term	Definition
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 Extensions	An expansion of some element of a contract that may increase the 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
Contractor Cost Models	The Contractor designed, and populated cost collection tool used for estimating project/contract cost.
Contractor EAC Guidance Documentation	A document containing instructions, assumptions or other criteria relating to the production of an estimate at completion.
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 Model	Cost collection tool used for estimating project/contract cost.
Cost Movement Tracker	A status baseline cost tracker with an incremental and rational set of narratives for variances to the performance measurement baseline (PMB) budgets and risk exposure.
Customer Funded Change (CFC)	Scope outside of the current contractor contract or approved customer scope for which additional DE&S Budget or Front Line Command funding is required.
Cost Variance (CV)	An EVM term for the difference between the value of work performed and its cost. (BCWP-ACWP=CV)
Data Capture Templates Guidance	Contractor guideline documentation for the completion of data capture templates.
Data Item Description (DID)	Document defining the data required from a contractor

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Term	Definition
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
DEFCON(s)	Defence Conditions to be held in the contract. Refer to KiD for condition and their associated defence forms (DEFFORMS)
DEFFORMS	Defence Forms
Demonstration Review	An assessment which is undertaken to assure that a system, such as an EVMS, is demonstrated to be performing as expected.
EAC Cost Risk Register	A Risk Register containing risks, opportunities and issues pertaining to the forecasted exposure following EAC Risk Reviews
EAC Metrics	These are the EVM Independent Estimate at Completion (IEAC) formulae promulgated alongside EVM metrics as a comparator to the EAC
EAC Movements Template	A spreadsheet that identifies and explains the difference between the status budget at complete (BAC) and the latest EAC and the previous EAC.
EAC Risk Movement Tracker	A spreadsheet that identifies and explains the difference between the status Risk set and the latest EAC Risk exposure.
EAC Schedule Key Milestones	A list of the key events needed to be completed by the Contractor during the EAC process.
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: <ul style="list-style-type: none"> • 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.
Economic Conditions (ECs)	The financial base position at a specific period of time and where statistics or financial indices may be used for the forward years to calculate the outturn position relative to the base.
EIA	Electronic Industries Alliance.
Estimate at Completion (EAC)	The estimated cost to complete (ETC) the remaining scope of work added to the actual cost incurred (AC or ACWP), i.e., $AC + ETC = EAC$.

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Term	Definition
Earned Value Reporting	The act of reporting Earned Value metrics by the use of defined CPR Formats.
Estimate to Complete (ETC)	The estimated cost to complete the remaining scope of work.
EVMS Output	Each EVMS data trace and the system process execution evidence which is witnessed and examined by the surveillance team during EVMS Reviews in order to confirm Contractor compliance to the Nominated EV Standard.
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).
Independent Estimate at Completion (IEAC)	An estimate that applies a formula to calculate an estimate at completion that is independent of the Control Account Manager or Project Manager.
Integrated Baseline Review (IBR)	An assessment of the content and integrity of the performance measurement baseline.
International Organisation for Standardisation (ISO)	ISO is an independent, non-government international organisation with a membership of a number of national standard bodies.
Major Subcontractor(s)	Those subcontractors where the subcontractor portion of the overall contract cost is equal to or greater than 20% or of the contract
Managerially Significant	Having importance and recognition to the management team.
Mandated EVMS Review	A required assessment.
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.

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Term	Definition
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.
Rates Treatment	Any change to rates where they differ to those agreed for contract award, baseline setting or as a result updating moving from estimated to actual.
Readiness Assessments	The Contractor process for measuring organisational preparedness and identification of needs and development prior to the execution of major phases of a contract.
Risk and Opportunity Management Requirements	The scheduled timing of activities and governance for review, update, modelling and publication of the cost risk for the 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.
Schedule / Time Risk Analysis	See Schedule Risk Analysis (SRA).
Schedule Risk Analysis (SRA)	A probabilistic assessment of the likelihood of occurrence of a range of durations when that range of durations is applied to the tasks within a schedule.
Schedule Risk Analysis Updating Process	The scheduled timing of activities and governance for review, update, modelling and publication of the schedule risk for the contract.
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.
Surveillance Review	An assessment conducted periodically of the Contractor EVMS to assure the Authority that the system is performing as expected.
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.
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.

EVM Requirements

1. Earned Value Management System Implementation

- 1.1. The Contractor, in accord with DID-EV-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 or ISO 21508:2018) 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. 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), undertake an independent 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. The Authorities involvement and support to this review will be jointly agreed prior to commencement.
- 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 undertake 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 involvement, support to and scope of the reviews will be agreed prior to their commencement. The Authority reserves the right to request 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 and Contractor agreed Independent Representative 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 DID-EV-002 that meets both the Authority reporting requirements and can be aligned with the agreed tailoring of 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 agreed reporting level;
 - 2.4.2. The amendments are consistent with the Approved CWBS; and
 - 2.4.3. The Authority is notified within thirty 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 maintain a Contract Master Schedule (CMS) in accordance with DID-EV-003. This will include the Performance Measurement Baseline (PMB), a current forecast schedule with the 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 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, or 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 or 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 schedule and budget to Control Account level.
- 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 Baseline 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 the 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 days.

4. Risk and Opportunity Management

- 4.1. In accordance with DID-PM-002, the Contractor shall maintain a Risks, Issues & Opportunities (RIO) Management Plan 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 participate 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 as agreed with the Authority) after the Contract Award, be suitably prepared for and participate in a formal IBR undertaken by the jointly agreed Authority and Contractor Independent 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, request subsequent IBRs to reassess and accept a revised PMB. An example is, but not limited to, post a re-baseline of the project/contract.
- 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 E.

6. Earned Value Performance Reporting

- 6.1. The Contractor shall produce Contract Performance Reports (CPR) in accordance with DID-EV-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-EV-004, unless otherwise specified in the Approved EVMP.
 - 6.1.2. CPR Format 2 comparable to Format 1 but by OBS. In accordance with DID-EV-004, unless otherwise specified in the Approved EVMP.
 - 6.1.3. CPR Format 3 by each uniquely identified Baseline Change Request, in accordance with DID-EV-004, unless otherwise specified in the Approved EVMP.
 - 6.1.4. CPR Format 4 by the appropriate material level of the OBS agreed with the Authority to represent a Managerially Significant breakdown of the organisation, in accordance with DID-EV-004, unless otherwise specified in the Approved EVMP. Format 4 should report actual staffing levels for work completed to date and forecast vs baseline by agreed disciplines.
 - 6.1.5. 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-EV-004 unless otherwise specified in the approved EVMP. An analysis report is required for 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:

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- 6.1.5.1. Adversely affects any activity that lies on the critical path and Sub-Critical Path;
- 6.1.5.2. Adversely affects the top 10 risk elements as notified from time to time to the Contractor by the Authority Representative; or
- 6.1.5.3. Either exceeds the variance thresholds in Table 1 (*see below*) 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: $SV\% = (SV \times 100) / BCWS$; or $(SV \times 100) / PV$ $CV\% = (CV \times 100) / BCWP$; or $(CV \times 100) / EV$)

- 6.1.6. CPR Format 6 – a set of reports or files which shall be agreed with the authority from the contractor scheduling system.
- 6.1.7. CPR Format 7 to be provided electronically 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.
- 6.1.8. 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. If required, the Contractor will present to the Authority details of any adverse impact, the impact analysis undertaken and the recovery plan to rescue the baseline.
- 6.3. 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.
- 6.4. 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.
- 6.5. 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 Manager, Project Control Manager (PCM), Control Account Managers (CAMS), and senior Project Controls and Finance staff or alternatives to be agreed in advance with the Authority.

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- 6.6. The Contractor is to notify the Authority when CAM review meetings are being held. The Authority reserves the right to attend.

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.
- 7.2. The Authority shall review, and the contractor shall ensure that the change control process and procedures meet the needs of the Authority.

8. Subcontractor Management – Project Control

- 8.1. The Contractor shall manage all Sub-Contractors at an appropriate level commensurate with the risk value and complexity of scope being delivered.
- 8.2. The Contractor shall ensure that all Major Subcontractors shall manage their contracts in accordance with the Contractors own authority approved project management and earned value management plans.
- 8.3. Contract scope elements delivered by Major Subcontractor(s) must be listed in and described in at least one of the Contractor PMP, EVMP or Contractor Management Plan with the value and scope of the subcontract. Major Subcontractors must be paired to unique Control Accounts within the Contractors PMB.
- 8.4. 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:
- 8.4.1. in excess of 12 months;
 - 8.4.2. represents more than 20% of the contract value;
 - 8.4.3. As deemed appropriate by the contractor; or,
 - 8.4.4. 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, 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 date as the Contractor's EVM data when preparing CPRs.
- 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 F9. 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 performance status 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.

- 10.5. Upon request, the Contractor shall provide the Authority with a copy of the Subcontractors' supporting data or 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 or XML file as agreed by the Authority.
 - 11.1.3. Microsoft Excel compatible for numerical reports
 - 11.1.4. Risk Register from Active Risk Manager (ARM) or similar
- 11.2. The output of an alternative software system must be compatible with being translated to a XER or 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.

12. Estimate at Completion (EAC)

- 12.1. The Contractor shall ensure that an EAC process is completed and the results reported to the Authority upon internal approval.
- 12.2. Where applicable the timing and detail of the Contractor EAC process shall be as follows:
- 12.2.1. Quarterly, a comprehensive, detailed estimate of remaining and at completion (inclusive of Sub-Contractor costs) shall be conducted by the Contractor including Risk Analysis.
 - 12.2.2. As driven by any substantial change, an update of the ETC and EAC shall be conducted by the Contractor. This is to be highlighted to the Authority.
 - 12.2.3. Monthly, various CPR reports require an updated EAC. CPR Formats 1, 2 and 8 also require the contractor's best case, worst case and most likely values for the EAC. The reason for any variance is to be explained on the associated CPR Format 5.
- 12.3. For Substantial Change, Annual or Quarterly EAC updates, the Contractor shall provide data in both static and electronic form and grant the Authority access to the Contractor EAC Guidance Documentation which includes but not limited to:
- 12.3.1. The Schedule assumptions to include copies of the schedule which the Contractor is using to develop the ETC. The schedule level of detail will be agreed between the Contractor and the Authority.
 - 12.3.2. Timings for EAC, governance, cost and schedule review meetings which the Authority may wish to attend.
 - 12.3.3. Risks, Assumptions, Issues, Dependencies and Opportunities (RAIDO) Management Plan and guidance on Risk and Opportunity Reviews.
 - 12.3.4. Assumptions regarding Economic Conditions (ECs) and Rates Treatment, estimating methodologies, impending and approved changes to the PMB, dependences, exclusions,

the basis of estimate for cost and schedule, data collection, verification and validation and approval process.

- 12.3.5. Cost Model and supporting/feeder data capture, templates or guidance including files, formats and structure of the data collation.
- 12.3.6. An explanation of any EAC changes to facilitate collation of CAM EAC Movements and subsequent summation of Contract EAC movements identifying cost drivers.
- 12.3.7. Risk Analysis, Risk Register, Risk Schedule Network Diagrams and Schedule Uncertainty Basis of Estimate.
- 12.3.8. Copies of the finalised EAC Schedule data in XER or XML file format and Schedule/ Time Risk Analysis Model data (.PLAN file format where Primavera Schedule Risk Analysis is used).

12.4. EAC Process Analysis and Reporting

- 12.4.1. The Contractor shall provide upon completion of the Annual and Quarterly EAC process an EAC Review document including;

- 12.4.1.1. Summary of EAC Cost versus Contract Approval Cost with variance. Where applicable, from Risk Analysis modelling, the comparison of the P10, P50, P90 confidence EAC (and including the Contract Approval confidence if different to the usual P50 confidence).
- 12.4.1.2. Summary of EAC Schedule Key Milestones deliverable dates versus those dates agreed as part of Contract Approval with variance. Derived where applicable from Risk Analysis modelling, the P10, P50, P90 EAC confidence (and including the Contract Approval confidence if different) versus the Contract Approval and variance.
- 12.4.1.3. Summary of Contract cost impact drivers.
- 12.4.1.4. Summary of schedule impact drivers
- 12.4.1.5. Detailed Summary of top EAC drivers by Control Account
- 12.4.1.6. Top 10 cost risks with an additional focus on current and following financial year forecasted risk impacts.
- 12.4.1.7. Contractor EAC risk mitigation action plans
- 12.4.1.8. A comparison of any EAC changes to the previously agreed baseline in MS Excel format to communicate the forecast EAC. The comparison shall be between the approved budget and the current estimate at the WBS level agreed with the Authority to represent a managerially significant breakdown of the work.
- 12.4.1.9. A copy of any changes in risks, which will be supplied separately or incorporated into the above, in MS Excel format to communicate the forecasted risk exposure.

Annex C1: Earned Value Management Plan - DID-EV-001

1. **Title:** EARNED VALUE MANAGEMENT PLAN (EVMP)
2. **Number:** DID-EV-001
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D
5. **Applicable Forms:** N/A
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.
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 implementation 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 Performance 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 the 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 or ISO 21508:2018) to be agreed by the Authority;
 - 8.2. Integrated Baseline Reviews will be conducted in accordance with the Association for Project Management, *A Guide to Conducting Integrated Baseline Reviews (IBR) 2016* alternatively 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.
 - 9.5. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and Programme Management.

10. Requirements:

10.1. EVMP Overview

- 10.1.1. The EVMP shall describe the objectives, scope, constraints, risks 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 EVMP and 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 to meet the contractual requirements and dates 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 planned 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 financial 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 forty-two 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 \geq 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.
- 11.4. The content is expected to evolve between PQQ and contract award in concern with dialogue with the authority
- 11.5. Significant changes to the EVMS in which personnel, processes and tools require resubmission and acceptance.

Annex C2: Contract Work Breakdown Structure (CWBS) and Dictionary - DID-EV-002

1. **Title:** CONTRACT WORK BREAKDOWN STRUCTURE (CWBS) and Dictionary
2. **Number:** DID-EV-002
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D
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:**
 1. This DID summarises the format and content for the CWBS 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.
 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.
 3. CWBS at the nominated reporting level will be used in the CPR Reports.
 4. The CWBS is related to, and shall be consistent with, the Contractor's Earned Value Management Plan (EVMP) (DID-EV- 001) and the Contractor Master Schedule (CMS) DID-EV-003.
8. **Applicable Standards, Governance & Relevant Documentation**
 1. As per the example provided in the tender submission
9. **Requirements**
 1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
 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.
 2. All contract scope must be included in the CWBS Dictionary.
 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.
 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.
 5. The CWBS shall be consistent with the DPS where appropriate.
 6. The CWBS will also include additional data as described below.
 2. Contract Work Breakdown Structure
 1. The CWBS is a hierarchical family tree arrangement of WBS elements, defined by:
 1. Specific interface points to the Authority's WBS;
 2. Incorporating any contractually required high-level WBS structure; and
 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.
 2. The CWBS shall comprise of:
 1. CWBS/WBS Code. The preferred convention is to use a numeric structure starting with the Authority WBS Code for the relevant CWBS element.

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2. CWBS Element Level. The level of the CWBS element.
 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.
3. Contract Work Breakdown Structure Dictionary
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):
 1. CWBS/WBS Code. The same codes used in the structure.
 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.
 3. CWBS Element Name. Enter the same element names used in the CWBS structure.
 4. CWBS Approved Changes. List of changes approved in the change control process
 5. CWBS Element Status. Status of Scoping Statement (Draft/Approved)
 6. Scoping Statement version number & Revision date
 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.
 3. CWBS Dictionaries must reflect only the work that is being completed within the contract for which the document is being submitted.
 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.
 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.
 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.
 4. Typical features of the Scope Definition include:
 1. PURPOSE: One or two sentences summarising why the scope exists.
 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 the excluded scope is captured (e.g. alternate WBS/alternate Contract/ Customer)
 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?
 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

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assumption were to change, it would likely have scope, time and cost implications and so the baseline would require a change proposal.

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

6. **DEPENDENCIES:** Identify interdependencies with other WBS elements. If there is a particularly important dependency on 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.

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.

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

4. **Subcontracted Activities**

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:

1. the WBS shall maintain a product structure reflecting the specification tree;
2. the responsibility for specifying each product shall remain with the design engineer for the WBS element to which the product belongs;
3. the cost of each product shall remain with the WBS element to which it belongs; and
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**

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

Annex C2: Contractor Master Schedule (CMS) – DID-EV-003

1. **Title:** CONTRACTOR MASTER SCHEDULE (CMS)
2. **Number:** DID-EV-003 (DID-PM-006)
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D.
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 the Authority'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-EV-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. Defence Contract Management Agency (DCMA) Fourteen Point Schedule Health Checks, or as otherwise agreed with the Authority.
9. **Requirements:**
 - 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

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- 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 a 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.

- 1.25. 10. **CMS Reports** - The following reports, which collectively comprise CPR Format 6, are required:
 - 1.26.10.1. Baseline Reports (Performance Measurement Baseline)
 - 10.1.1. Reports that describe and reflect the initial baseline
 - 10.1.2. Subsequently approved changes that caused a 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.
 - 1.27.10.2. Progress Reports (Statused Current Working Schedule)
 - 1.28. 10.2.1. Electronic copy of the progressed schedule each reporting period that has formed the basis of the CPR for that period.
 - 1.29. 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. The analysis shall include a narrative description of the current Critical and near Path Analyses.
 - 1.30. 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.
 - 1.31. 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.
 - 1.32. 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.
 - 1.33. 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 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 9 days of the end of the reporting period unless otherwise specified in the Conditions of Contract.

12.4. 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).

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

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

1. **Title:** CONTRACT PERFORMANCE REPORTS (CPR)
2. **Number:** DID-EV-004
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D
5. **Applicable Forms:** N/A
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 with 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 Contract Deliverables 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.

Annex C5: Risks, Issues and Opportunities (RIO) Management Plan - DID-PM-002

1. **Title:** Risks, Issues and Opportunities (RIO) Management Plan
2. **Number:** DID-PM-002
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D
5. **Applicable Forms:** N/A
6. **Description:** The RIO enables a formal risk process to be managed in conjunction with the Authority and 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.
7. **Requirements**
 - 7.1. The RIO shall contain as a minimum but not be limited to:
 - 7.2. In the RIO, 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.
 - 7.3. The PM RIO should also encompass requirements contained within DID-Sy-006 - Security RIO.
 - 7.4. The process shall:
 1. Establish ownership for significant project risks;
 2. Reduce overall project risk exposure;
 3. Ensure all scope is considered to give a balanced view of risk;
 4. Deliver information in support of the overall project decision making and governance processes.
 5. Enable quantitative analysis to support forecasts of project cost and schedule out-turn.
8. **Formal Reports**
 - 8.1 In support Formal Reports -In support of the risk management process the following reports are required:
 - 8.1.1 Risk and Opportunities Register (ROR) - 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.
 - 8.1.2 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.
 - 8.1.3 Risk & Opportunities Change Report - Standard Report of risks that have been escalated to higher level for action / information.
 - 8.1.4 Risk profile - Risk exposure profiled over duration of contract.
 - 8.1.5 Risk / opportunity pre- & post mitigation response - Waterfall charts highlighting reduction in risk as a result of mitigation actions.
 - 8.1.6 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.

9. Preparation Instructions:

- 9.8. The content requirements of this data item should be considered as a minimum standard that is required.
- 9.9. The agreed change thresholds shall be defined within the EVMP.

10. Data Format & Delivery Instructions

- 10.8. The data item shall comply with the general format, content and preparation instructions contained in this DID.
- 10.9. Documents are to be delivered in both static and electronic format (MS Excel, XER, XML or other format agreed with the Authority) to the Authority and in accordance with the Contract Deliverables timescales.
- 10.10. Reports shall be delivered on a monthly basis.

Annex C6: Baseline Change Control – DID-EV-005

11. **Title:** BASELINE CHANGE CONTROL

12. **Number:** DID-EV-005

13. **Version:** 1.0

14. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D

15. **Applicable Forms:** N/A

16. **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).

17. Use/Relationship:

17.8. The Authority will use the change management process to:

17.8.1. Assess and approve potential changes to the baseline where they break defined thresholds as agreed with the authority;

17.8.2. Assess and understand potential impact to the funding profile and key dates as agreed with the MOD Front Line Command via the CASP;

17.8.3. Understand the status of changes and as such the basis of the performance measurement baseline;

17.8.4. Enable the Authority to obtain visibility of specific change request documentation where it is requested.

18. Applicable Standards, Governance & Relevant Documentation

18.8.DEFCON 620: Contract change control procedure.

18.9.DEFCON 503: Formal amendments to contract.

18.10. APM Planning, Scheduling, Monitoring and Control (PSMC) guide.

18.11. APM Earned Value Management Handbook

18.12. Electronic Industries Alliance 748 (EIA-748) EVMS Standard

18.13. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and Programme Management

19. Requirements

19.8.The change control process shall:

9.1.1. Document, track and communicate to stakeholder's 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).

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

9.2.1 Internal changes that do not impact the contract – can often be processed without the 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 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.

- 19.10. 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.

Formal Reports

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

19.11.1. 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.

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

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

20. Preparation Instructions:

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

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

21. Data Format & Delivery Instructions

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

21.9. Documents are to be delivered in both static and electronic format (MS Excel, XER, XML or other format agreed with the Authority) to the Authority and in accordance with the Contract Deliverables timescales.

21.10. Reports shall be delivered on a monthly basis.

Annex C7: Cost Collection Reports – DID-EV-006

1. **Title:** COST COLLECTION REPORTS
2. **Number:** DID-EV-006
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Contract Deliverables Document – SoW Appendix D
5. **Applicable Forms:**
6. **Description:** The majority of cost information will be provided via the EVMS as part of the normal reporting against the system (see DID-EV-001 and DID-EV-004). The intent of the cost collection reports is to supplement this information where there is an additional business need for the Authority.
7. **Use/Relationship:**
 - 7.1. The Authority will use the cost data provided to support its financial reporting obligations.
8. **Applicable Standards, Governance & Relevant Documentation**
 - 8.1. DEFCON 647 - Financial Management Information
9. **Requirements**
 - 9.1. In support of the financial management process the following reports are required:
 - 9.1.1. Transaction Report. List of the transactions (data) to support an invoice.
 - 9.1.2. In-Year Cash Forecast. The Contractor shall provide a cash forecast summary for both in-year and 10-year periods.
 - 9.1.3. Fee Projection. Where the fee is variable, a report indicating the value of the fee still available to be claimed.
 - 9.1.4. Cost Report. A report detailing costs that have been incurred in month to include those not yet invoiced. The report will be required at a frequency defined by the Authority.
10. **Preparation Instructions:**
 - 10.1. NA
11. **Data Format & Delivery Instructions**
 - 11.1. Documents are to be delivered in both static and electronic format to the Authority and in accordance with the Contract Deliverables timescales.
 - 11.2. Reports shall be delivered on a frequency as agreed with the Authority.

Annex D: DID Evaluation Pro-Forma**1. Data Item Description Evaluation Pro-forma**

1.1. 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.

1.2. 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.

Contract Deliverable Title	
DID No	
Version	
Date of Delivery	
Review Deadline	[XX 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.

Annex E: Mandated Project Events

This table should include all 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.

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 an 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
Subcontractor Integrated Baseline Review	Nominated EV Standard or APM Guide to Conducting an 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
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.

OFFICIAL-SENSITIVE COMMERCIAL

Event	Guide Ref	Schedule	Review Authority	Completion Criteria	Intended Use
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 Ongoing 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.

preferred but not required)

DES-CPR-1

DES-CPR-2

CLASSIFICATION (After Completion)

Annex F3: CPR Format 3

CONTRACT PERFORMANCE REPORT FORMAT 3 - BASELINE CHANGE											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 (1)	BCWS CUMULA- TIVE TO DATE (2)	BCWS FOR REPORT PERIOD (3)	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)												UNDIS- TRIBUTED BUDGET (15)	TOTAL BUDGET (16)
			SIX MONTH FORECAST						ENTER SPECIFIED PERIODS							
			+1 (4)	+2 (5)	+3 (6)	+4 (7)	+5 (8)	+6 (9)	(10)	(11)	(12)	(13)	(14)			
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

CLASSIFICATION (After Completion)

Annex F5: CPR Format 5 (CPI and SPI are

preferred but not required)

CLASSIFICATION (After Completion)															FORM APPROVED DES-CPR-5		
CONTRACT PERFORMANCE REPORT FORMAT 5 - EXPLANATIONS AND PROBLEM ANALYSES																	
SUBMIT COMPLETED FORMS IN ACCORD WITH CONTRACTUAL REQUIREMENTS																	
1. CONTRACTOR a. NAME				2. CONTRACT a. NAME				3. PROGRAMME a. NAME				4. REPORT PERIOD 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)	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
<div style="background-color: #fff9e6; padding: 10px; margin-bottom: 10px;"> <p>Explanation should include but is not limited to:</p> <p><u>Summary Analysis</u></p> <p>Summary of Overall Contract Variances</p> <p>Differences between EAC and BAC</p> <p>Changes in Undistributed Budget</p> <p>Changes in Management Reserve</p> <p>Significant timephasing shifts in Baseline (BCWS) (Format 3)</p> <p>Significant timephasing shifts or Overall Changes in Forecasted Staffing (Format 4)</p> <p><u>Analysis of Significant Variances:</u> (identify and describe each)</p> <p>Type and Magnitude of Variance</p> <p>Explanation of Significant Causes</p> <p>Effect on Immediate Task</p> <p>Effect on Total Contract</p> <p>Corrective Actions Taken or Planned</p> </div>																	

DES-CPR-5

CLASSIFICATION (After Completion)

Annex F6: CPR Format 6

Annex F7: CPR Format 7

CLASSIFICATION (After Completion)																					
CONTRACT PERFORMANCE REPORT																		FORM APPROVED DES-CPR-6		FORM APPROVED DES-CPR-7	
CONTRACT PERFORMANCE REPORT																					
FORMAT 7 - CUMULATIVE EVM DATA COMPLETION																		GBP IN GBP IN			
SUBMIT COMPLETED REPORT IN RECORD WITH CONFIDENTIALITY REQUIREMENTS																		4. REPORTED THROUGH			
1. CONTRACTOR		2. CONTRACT		3. PROGRAMME		4. REPORT PERIOD															
a. NAME		a. NAME		a. NAME		b. FROM (YYYYMMDD)															
b. LOCATION (Address and Post Code)		b. NUMBER		b. PHASE		b. TO (YYYYMMDD)															
5. TIME PHASED VALUES																					
WBS ELEMENT (1)		EVM ELEMENT		START		MONTH		MONTH		MONTH		MONTH		MONTH		MONTH		MONTH		LAST MONTH	
5. CONTRACT DATA		6. QUANTITY		7. NEGOTIATED		8. ESTIMATED		9. PRICED WORK		10. TARGET		11. TARGET		12. TARGET		13. TARGET		14. TARGET		15. TARGET	

Annex F9: Cost and Schedule Status Report for Sub-Contractors

1. Contract Information									
Contract Name						Report No			
Project Name						Version			
Project Phase		Project Start		Project Finish		Report Date			
Identifier		Owner					Start		
Sponsor		Program ID					Report Period		End
2. Status Narrative									
Overall	Achievements to date and variance against plan for both period and culminative							Last Period	This Period
								G	A
% Complete	WBS No.	This Period		Cumulative		Final Completion Date	Last Period	This Period	
		% Complete	Budget	% Complete	Budget				
							A	G	
Project Milestones	WBS No.	Scope (this Period only)	Milestones and Deliverables (this Period only)		Planned Due Date	Actual Date	Var (Cal. Days)	Last Period	This Period
								G	G
This Period Milestones	WBS No.	Scope (this Period only)	Milestones and Deliverables (this Period only)		Planned Due Date	Actual Date	Var (Cal. Days)	Last Period	This Period
								A	R
Risks (Top 5)	Risk ID	Risk Rating	Risk title (and description if necessary)			Risk Owner	Change in Period	Last Period	This Period
								A	A
Issues (Top 5)	Issue ID	Issue Rating	Issue title (and description if necessary)			Issue Owner	Change in Period	Last Period	This Period
								A	A
3. Changes									
Ref	Description				Requested on	Value	Status		
4. Next Period									
Ref									