

## **SCHEDULE 23**

### **EARNED VALUE MANAGEMENT TEMPLATES**

## **Earned Value Management (EVM)**

1. The Contractor shall conduct EVM in accordance with Clause 48 of the Terms and Conditions, Section 1.6 of Schedule 2 (Project Management Specification) and the following Annexes to this Schedule 23 (Earned Value Management Templates):
  - 1.1. Annex A – Earned Value Management Plan (EVMP) – DID-PC-001
  - 1.2. Annex B – Contract Work Breakdown Structure (CWBS) and Dictionary – DID-PC-002
  - 1.3. Annex C – Contractor Master Schedule (CMS) – DID-PC-003
  - 1.4. Annex D – Contract Performance Report (CPR) – DID-PC-004
  - 1.5. Annex E – Risk and Opportunity Management Plan – DID-PC-005
  - 1.6. Annex F – Baseline Change Control – DID-PC-006
  - 1.7. Annex G – Cost Collection Reports – DID-PC-007
  - 1.8. Mandated Events
  - 1.9. Annex H1 – CPR Format 1
  - 1.10. Annex H2 – CPR Format 3
  - 1.11. Annex H3 – CPR Format 5
  - 1.12. Annex I – Cost and Schedule Status Report

## Contract Requirements for Earned Value Management Plan

### Annex A – Earned Value Management Plan - DID-PC-001

1. **Title:** EARNED VALUE MANAGEMENT PLAN (EVMP)
2. **Number:** DID-PC-001
3. **Delivery Schedule:** Contract Award + 3 Months
4. **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.
5. **Use/Relationship:**
  - 5.1. The Authority will use the EVMP to:
    - 5.1.1. Gain confidence that the full scope of work related to the EVMS Contractual requirements, together with associated system implementation risk have been captured and are within the plan for implementation of a compliant EVMS on the Contract;
    - 5.1.2. Review and assess the Contractor's proposed EVMS for:
      - 5.1.2.1. compliance with the requirements of the Contract;
      - 5.1.2.2. the EVMS ability to support effective Contract Management; and
      - 5.1.2.3. the EVMS ability to meet the Authority's data requirements.
    - 5.1.3. Understand the design and functionality of the Contractor's EVMS as the basis for conduct of EVMS related reviews;
    - 5.1.4. Gain confidence that the Contractor has appropriate controls procedures in place to maintain a compliant system during the course of the Contract; and,
    - 5.1.5. Form a basis for assessing the ongoing compliance of the EVMS.
6. **Applicable Standards, Governance & Related Documentation**
  - 6.1. 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)*, paying particular attention in ensuring all criteria within Appendix A of the document are complied with (otherwise, the **Nominated EV Standard**) or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority;
  - 6.2. Integrated Baseline Reviews will be conducted in accordance with Association for Project Management, *A Guide to Conducting Integrated Baseline Reviews (IBR) 2016* or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority;
7. **Reference Documents**
  - 7.1. Association for Project Management (APM)
    - 7.1.1. Earned Value Management: APM Guidelines (2008),
    - 7.1.2. A Guide to Conducting Integrated Baseline Reviews (IBR) (2016]
  - 7.2. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
  - 7.3. DCMA Fourteen Point Schedule Health Check.
8. **Requirements:**
  - 8.1. EVMP Overview

## **Contract Requirements for Earned Value Management Plan**

- 8.1.1. The EVMP shall describe the objectives, scope, constraints, and assumptions associated with the Contractor's EVMS activities related to this contract. Any risks identified with the Contractor's EVMS implementation and operation shall be documented in the Risk Register; however, the EVMP shall describe the risk management strategies associated with any EVMS implementation and operation related risks.
  - 8.1.2. Configuration Management to be defined within the context of EV within the EVMP.
- 8.2. EVM Implementation
- 8.2.1. The EVMP shall describe the processes and schedule that the Contractor intends to use to implement the EVMS including:
    - 8.2.1.1. a description of the areas of non-compliance between the Contractor's current project management system and the EVMS contractual requirements
    - 8.2.1.2. the corrective actions to be undertaken to rectify the areas of non-compliance, including the timeframes involved.
    - 8.2.1.3. 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;
    - 8.2.1.4. identification of areas of risk to the proposed EVMS implementation and proposed mitigation strategy;
    - 8.2.1.5. a summary of the implementation schedule, with the full implementation schedule being provided as part of the Contractor Master Schedule (CMS);
    - 8.2.1.6. a description of the activity to ensure Subcontractor implementation of EV related contract requirements.
- 8.3. EVMS Description
- 8.3.1. 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 Nominated 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
- 8.4. Contractor EVMS Assurance
- 8.4.1. 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:
    - 8.4.1.1. The criteria to determine that an EVMS Review is required; and,
    - 8.4.1.2. the company roles/personnel involved in the reviews/activities.
  - 8.4.2. Details of any continuous improvement process the company utilises. Results of Contractor Internal EVMS Assurance reviews and processes shall be shared with the Authority.
- 8.5. EVM Performance Reports
- 8.5.1. 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.

## **Contract Requirements for Earned Value Management Plan**

- 8.5.2. The EVMP shall detail the variance thresholds that, when exceeded, require the provision of CPR Format 5 and at what level of the CWBS.
  - 8.5.3. The EVMP shall describe any variations to the reporting levels and variance thresholds as the Contract progresses or the risk profile change.
  - 8.5.4. 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.
  - 8.5.5. The EVMP shall describe the level and methodology to produce trend data.
- 8.6. Data Integrity Checks
- 8.6.1. The EVMP shall detail the methodology and frequency of data, schedule and EV health checks.
  - 8.6.2. The EVMP shall define the process through which it will be possible to reconcile the finance data within the system back to the contract value (price).
- 8.7. EVM Related Reviews
- 8.7.1. 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:
    - 8.7.1.1. The provision of supporting documentation to the Authority review team no later than thirty working days prior to a review;
    - 8.7.1.2. All documentation shall be delivered electronically to the Authority;
    - 8.7.1.3. 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;
    - 8.7.1.4. Selected Control Account Managers (CAM) and Project Management & Control staff shall be available to support pre-planned interviews; and,
    - 8.7.1.5. 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.
- 8.8. EVM Flow Down to Major Subcontractors
- 8.8.1. 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:
    - 8.8.1.1. in excess of 12 months and the Subcontract price exceeds £20m;
    - 8.8.1.2. represents more than 20% of the contract value; or
    - 8.8.1.3. as directed by the Authority. Authority direction will be based on a risk assessment of the scope of work being undertaken in the subcontract.
    - 8.8.1.4. In the case of small, high-risk Sub-Contract(s), especially where placed on fixed or firm price contract(s), instead of a CPR Format 1, shall mandate the delivery from the Sub-Contractor of a Contract Cost and Schedule Status Report (CSSR). See Annex I.
  - 8.8.2. The EVMP will detail a list of all significant Subcontracts (where the subcontractor portion of the overall contract cost is  $\Rightarrow$  20% or £20M) incorporating the following information:
    - 8.8.2.1. Subcontract title and description;
    - 8.8.2.2. Subcontract type;
    - 8.8.2.3. Subcontract value and Duration;

## **Contract Requirements for Earned Value Management Plan**

- 8.8.3. Subcontractor EVMS experience including standards that applied and any formal recognition of the applied EVMS.
- 8.8.4. The EVMS Description of Flow Down arrangements to each Subcontract shall include the following information:
  - 8.8.4.1. Contractor's 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.
  - 8.8.4.2. Plans for subcontract report data incorporation against WBS (CPR Format 1), Baseline Change (CPR Format 3), Variance Analysis (CPR Format 5) and Schedule Reports
  - 8.8.4.3. Proposed timing of Subcontract data incorporation

### **9. Preparation Instructions:**

- 9.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
- 9.2. 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.
- 9.3. 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.
- 9.4. Documents are to be delivered in both static and electronic format (excel, XER or other format agreed with the Authority) to the Authority and in accordance with the CDRL timescales (see Annex A, Schedule 2 (Project Management Specification))

## Contract Requirements for Contract Work Breakdown Structure

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

1. **Title:** CONTRACT WORK BREAKDOWN STRUCTURE (CWBS) AND DICTIONARY
2. **Number:** DID-PC-002
3. **Delivery Schedule:** Contract Award + 3 Months
4. **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.
5. **Use/Relationship:**
  - 5.1. This DID summarises the format and content for the CWBS Structure and Dictionary and provides preparation instructions to support the data and frequency requirements specified in the contract. This DID applies to all contracts that require a CWBS.
  - 5.2. 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.
  - 5.3. CWBS at the nominated reporting level will be used in the CPR Reports.
  - 5.4. The CWBS is related to, and shall be consistent with, the Contractor's Earned Value Management Plan (EVMP) (DID-PC- 001) and the Contractor Master Schedule (CMS) DID-PC-003.
6. **Applicable Standards, Governance & Relevant Documentation**
  - 6.1. In relating to, and being consistent with the EVMP and CMS, the CWBS and Dictionary shall also comply with relevant sections of Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008)*, paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with (otherwise, the **Nominated EV Standard**) or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority
7. **Reference Documents**
  - 7.1. Association for Project Management (APM)
    - 7.1.1. Earned Value Management: APM Guidelines (2008),
  - 7.2. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
8. **Requirements**
  - 8.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
    - 8.1.1. Configuration control of the CWBS and its Dictionary must be maintained throughout the Contract. Changes to the CWBS or its Dictionary affecting the Authority WBS & WBS Dictionary require the prior approval of the Authority.
    - 8.1.2. All contract scope must be included in the CWBS Dictionary.
    - 8.1.3. The CWBS shall be developed in as much detail as required to define the work effort into manageable parts that successfully achieve the end objective of the Contract.
    - 8.1.4. The CWBS Dictionary shall define in detail the scope of work included against each CWBS element. It shall correlate all Contract deliverables (CLINs and CDRLs) against

## **Contract Requirements for Contract Work Breakdown Structure**

the lowest level of CWBS elements to ensure responsibility for delivery of all items is assigned and planned appropriately.

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

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

### **8.2. Contract Work Breakdown Structure**

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

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

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

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

8.2.2. The CWBS Structure shall comprise of:

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

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

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

### **8.3. Contract Work Breakdown Structure Dictionary**

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

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

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

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

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

8.3.1.5. CWBS Element Status. Status of Scoping Statement (Draft/Approved)

8.3.1.6. Scoping Statement version number & Revision date

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

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



## **Contract Requirements for Contract Work Breakdown Structure**

- 8.3.3.1. If work is not expected to occur for a given CWBS element, the CWBS Dictionary definition must indicate that this element is not applicable.
- 8.3.3.2. If work at some elements is being performed by a Supplier/Subcontractor, the Dictionary must state this. Similarly, if the CWBS is for a subcontract/supplier, the work defined for each element must be specific to the Subcontractor/supplier's scope of effort, and must not include the prime Contractor's work.
- 8.3.3.3. If there are Government Furnished Assets (GFA) items being integrated into the end item, it is not expected that a detailed description of those items is provided, however, all GFA items being integrated into the system as part of the contract must be labelled as such in the CWBS Dictionary under the appropriate elements.
- 8.3.4. Typical features of the Scope Definition include:
  - 8.3.4.1. PURPOSE: One or two sentences summarising why the scope exists.
  - 8.3.4.2. BOUNDARIES: Explicit statements of what is in or out of scope to describe the boundaries. Consider including things by exception (obvious boundaries don't need stating whereas more subtle boundaries will require more description). To add clarity it is desirable to indicate where excluded scope is captured (e.g. alternate WBS/alternate Contract/ Customer)
  - 8.3.4.3. STRATEGY: How is the scope to be delivered? Is it Prime Contractor Scope or is it to be subcontracted? Is the strategy summarised in policies or processes?
  - 8.3.4.4. KEY ASSUMPTIONS and EXCLUSIONS: Any top level assumptions and exclusions that have been made in the definition of this scope, identifying clear interface points in delivery, and subsequent planning. For example: 'It is assumed that System X's design will reuse the power-plant from System Y.' If this assumption were to change, it would likely have scope, time and cost implications and so the baseline would require a change proposal.
  - 8.3.4.5. ACCEPTANCE CRITERIA: How will you know when the scope is complete (where appropriate, generally when there are deliverables/products).
  - 8.3.4.6. DEPENDENCIES: Identify interdependencies with other WBS elements. If there is a particularly important dependency to another area of this project's WBS then consider including it. It is desirable to note the delivering WBS element. Interdependencies with of from the Authority should be identified and captured in accordance with the above instructions.
  - 8.3.4.7. PRODUCTS/OUTPUTS: Insert the key deliverables particularly those that form dependencies to other WBS element (it is desirable to note the receiving WBS element) or contract deliverables or review requirements. Scope without deliverables is acceptable, but this should not be the norm.
  - 8.3.4.8. Cross reference to the conditions of contract and Statement of Work (SOW) that informed the scope definition, or other traceability reference (a reference matrix for SOW clauses to the WBS may be desirable), or the applicable standards or references that determine the scope.
- 8.4. Subcontracted Activities
  - 8.4.1. Subcontracted activities shall be identified in one or more separate WBS which shall be integrated into and identifiable within the CWBS. In the circumstance that one Subcontractor is supplying products to multiple CWBS elements or work packages:
    - 8.4.1.1. the WBS shall maintain a product structure reflecting the specification tree;

## **Contract Requirements for Contract Work Breakdown Structure**

- 8.4.1.2. the responsibility for specifying each product shall remain with the design engineer for the WBS element to which the product belongs;
- 8.4.1.3. the cost of each product shall remain with the WBS element to which it belongs; and
- 8.4.1.4. a commercially clean interface can be maintained with the Subcontractor by creating a Subcontract Management WBS element for each such Subcontract.

### **9. Preparation Instructions:**

N/A

### **10. Data Format & Delivery Instructions**

- 10.1. 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.
- 10.2. 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.
- 10.3. Documents are to be delivered in both static and electronic format (excel, XER or other format agreed with the Authority) to the Authority and in accordance with the CDRL timescales (see Annex A, Schedule 2 (Project Management Specification))

## Contract Requirements for Contractor Master Schedule

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

1. **Title:** CONTRACTOR MASTER SCHEDULE (CMS)
2. **Number:** DID-PC-003
3. **Delivery Schedule:** Contract Award + 3 Months, Subsequent Delivery of Update – 3 Working Days prior to given Project Performance Review.
4. **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.
5. **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 Contractor's EVMS (DID-PC-001) – the integration of scope, schedule and budget will be undertaken around the CWBS, which will form the primary structure for EV Performance reporting;
    - 7.3.2. The CWBS and CWBS Dictionary (DID-PC-002) – all activities and milestones on the schedule will be coded to the lowest level of the CWBS that represent the scope to which the activity pertains;
    - 7.3.3. Contract Milestones – shall be clearly identifiable within the logic linked activity network 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 & Relevant Documentation**
  - 8.1. In relating to, and being consistent with the EVMP and the CWBS and Dictionary, the CMS shall also comply with relevant sections of Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008)*, paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with (otherwise, the **Nominated EV Standard**) or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority

## **Contract Requirements for Contractor Master Schedule**

### **9. Reference Documents**

- 9.1. Association for Project Management (APM)
  - 9.1.1. Earned Value Management: APM Guidelines (2008),
  - 9.1.2. A Guide to Conducting Integrated Baseline Reviews (IBR) (2016]
- 9.2. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
- 9.3. DCMA Fourteen Point Schedule Health Check.

### **10. Requirements:**

- 10.1 The CMS shall be capable of comparing planned and current forecast data and being displayed in a variety of formats to include;
  - 10.1.1. A Gantt chart
  - 10.1.2. A listing of all tasks, together with planned (baseline and current progress including forecast) and actual start and finish dates
  - 10.1.3. A listing of project milestones (to include all contract milestones) together with original, rescheduled, forecast and actual completion dates
  - 10.1.4. All activity durations within the schedule shall be in days unless otherwise agreed by the Authority.
  - 10.1.5. 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.
- 10.2 The CMS shall be capable of being displayed at the following levels:
  - 10.2.1. Summary Level – The Summary level of the CMS shall provide a graphical display of Contract activities, key events, and milestones at managerial significant level of the WBS.
  - 10.2.2. 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.
  - 10.2.3. 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.
- 10.3. The CMS shall identify the following aspects;
  - 10.3.1. Activities and associated durations
  - 10.3.2. Milestones, including Contract Milestones, Payment Milestones and significant project events
  - 10.3.3. The relationships and dependencies of activities and associated milestones that are to be completed within the scope of this contract.
  - 10.3.4. Earliest and latest start and finish dates for all activities and associated milestones
  - 10.3.5. Total float and free float of the overall schedule
  - 10.3.6. 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.
  - 10.3.7. Resource Profiles, depicting manpower, materials and equipment.
  - 10.3.8. 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.
  - 10.3.9. Subcontracting schedules to include all major sub-contract activities and outputs at the appropriate level of detail, reflecting complexity and risk.

### **Contract Requirements for Contractor Master Schedule**

10.3.10. 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'.

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

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

10.4.1. How the CMS has been produced;

10.4.2. Detail methodologies used to establish estimated durations;

10.4.3. Key assumptions and exclusions;

10.4.4. Details of the standard working time and calendar that has been included;

10.4.5. Risks, including risk analysis techniques used, and any mitigations embedded in the schedule;

10.4.6. The standards used to establish duration lengths and use of constraints, ensuring no open ended activities and compliance with DE&S Schedule guidance;

10.4.7. 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,

10.4.8. The Configuration and assurance procedures that will be used to manage and ensure the ongoing integrity of the CMS.

### **11. CMS Reports - The following reports are required:**

#### **11.1. Baseline Reports (Performance Measurement Baseline)**

11.1.1. Reports that describe and reflect the initial baseline

11.1.2. Subsequent approved changes that caused revision of the baseline.

11.1.3. 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.

11.1.4. A set of Authority agreed schedule health metrics.

11.1.5. 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.

#### **11.2. Progress Reports (Statused Current Working Schedule)**

11.2.1. Electronic copy of the progressed schedule each reporting period that has formed the basis of the CPR for that period.

11.2.2. A Schedule narrative shall be provided with the progressed schedule outlining, the key assumptions underlying the progress and forecast together with the basis of estimate for key forecast activities where this is significantly different to the baseline, the impact and rationale of any significant logic changes and the resulting change to the schedule risk implications, and the resulting impact on key (including Contract) milestone and deliverables, if any. Analysis shall include a narrative description of the current Critical and near Path Analyses.

11.2.3. 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.

### **Contract Requirements for Contractor Master Schedule**

- 11.2.4. 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.
- 11.2.5. 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.
- 11.2.6. A set of agreed schedule health metrics for the submitted progressed schedule.
- 11.2.7. Schedule Risk Analysis shall be conducted on the Contractor schedule with a Schedule Analysis Report and copies of the SRA schedule being provided to the Authority. SRA analysis will be provided together with associated confidence figures for the deterministic baseline considering both uncertainty and risk (against a submitted risk register) and uncertainty.

### **12. Preparation Instructions:**

- 12.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
- 12.2 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.

### **13. Data Format & Delivery Instructions:**

- 13.1. Acceptable file formats are those that are compatible with the Authority IT System.
- 13.2. 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.
- 13.3. Documents are to be delivered in both static and electronic format (excel, XER or other format agreed with the Authority) to the Authority and in accordance with the CDRL timescales (see Annex A, Schedule 2 (Project Management Specification)).
- 13.3. A Control Level schedule hard copy as well as electronic submission in the native file format (P6, or alternate package supported by Terms & Conditions of Contract).
- 13.4. Each submission of the CMS shall be consistent with the associated Contract Performance Report (CPR).

## Contract Requirements for Contract Performance Reports

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

1. **Title:** CONTRACT PERFORMANCE REPORTS (CPR)
2. **Number:** DID-PC-004
3. **Delivery Schedule:** Contract Award + 3 Months, Subsequent Delivery of Update – 3 Working Days prior to given Project Performance Review.
4. **Description:** The CPRs shall be 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, 3 and 5 reports have been provided (Annex H1, H2 and H3).
  - 4.1. 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.
  - 4.2. 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.
  - 4.3. 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.
  - 4.4. Reports from the Contractor Master Schedule.
5. **Use/Relationship:**
  - 5.1. The Authority will use the CPRs to:
    - 5.1.1. Assess and evaluate contract performance and as the basis for Project Performance Reviews;
    - 5.1.2. 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.
    - 5.1.3. Provide accurate, timely status information to aid Authority view of Contractor performance and as the basis for summarisation of performance across the Authority.
    - 5.1.4. 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.
6. **Applicable Standards, Governance & Related Documentation:**
  - 6.1. In relating to, and being consistent with the EVMP, the CWBS and Dictionary and the CMS, CPRs shall also comply with relevant sections of Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008)*, paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with (otherwise, the **Nominated EV Standard**) or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority
7. **Reference Documents**
  - 7.1. Association for Project Management (APM)
    - 7.1.1. Earned Value Management: APM Guidelines (2008),
    - 7.1.2. A Guide to Conducting Integrated Baseline Reviews (IBR) (2016]
  - 7.2. Electronic Industries Alliance 748 (EIA-748) EVMS Standard

## **Contract Requirements for Contract Performance Reports**

### **8. Requirements:**

- 8.1. Data provided within the CPRs shall relate to the authorised contract work undertaken in support of this contract, demonstrating compliance to EV requirements.
- 8.2. Data provided shall include both priced and unpriced effort.
- 8.3. 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.

### **9. Preparation Instructions:**

- 9.1. 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. Data Format & Delivery Instructions:**

- 10.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
- 10.2. CPRs are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales (see Annex A, Schedule 2 (Project Management Specification)). Electronic format shall permit drill down to the lowest level where cost performance is captured.
- 10.3. Ensure that reports apply agreed variance thresholds, as per Section 1.6.6 of Schedule 2 (Project Management Specification), to ensure completeness of CPR Format 5 narratives.
- 10.4. Agree time increments to be used for baseline, resource, historical & forecast projections required within Format 3.



## Contract Requirements for Risk and Opportunity Management Plan

### Annex E – Risk and Opportunity Management Plan – DID-PC-005

1. **Title: Risk and Opportunity Management Plan**
2. **Number: DID-PC-005**
3. **Delivery Schedule:** Contract Award + 3 Months, Subsequent Delivery of Update – 3 Working Days prior to given Project Performance Review.
4. **Description:** The Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a formal risk process to be managed in conjunction with the Authority. The Contractor shall make it possible for the Authority to engage with the regular risk update process via regular risk reviews and formal risk reporting.
5. **Use/Relationship:**
  - 5.1. The Authority will use the risk management process to:
    - 5.1.1. Assess and evaluate potential events that might have either a positive or negative impact on the delivery of the baseline scope of work;
    - 5.1.2. Enable joint risk management effort between the Authority and the Contractor.
6. **Applicable Standards, Governance & Relevant Documentation**
  - 6.1. In relating to, and being consistent with the EVMP and the CMS, the ROMP shall also comply with relevant sections of Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008)*, paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with (otherwise, the **Nominated EV Standard**) or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority
7. **Reference Documents**
  - 7.1. Association for Project Management (APM):
    - 7.1.1. Earned Value Management: APM Guidelines (2008),
    - 7.1.2. APM Project Risk Analysis and Management guide (PRAM).
    - 7.1.3. APM Interfacing Risk and Earned Value guide.
    - 7.1.4. APM Prioritising Project Risks guide.
8. **Requirements**
  - 8.1. The ROMP defines roles, responsibilities, methodology (process), tools and techniques specific to the project and how threats and opportunities are to be managed through life as part of the overall project management strategy.
  - 8.2. In the ROMP the contractor must take due cognisance of the scope of the project (performance, cost and time) to establish a mutually agreed risk appetite (agreed tolerances) that enables the contractor to develop their scoring criteria for cost time and performance.
  - 8.3. The process shall:
    - 8.3.1. Establish ownership for significant project risks;
    - 8.3.2. Reduce overall project risk exposure;
    - 8.3.3. Ensure all scope is considered to give a balanced view of risk;
    - 8.3.4. Deliver information in support of the overall project decision making and governance processes;
    - 8.3.5. Enable quantitative analysis to support forecasts of project cost and schedule out-turn.

### Formal Reports

## **Contract Requirements for Risk and Opportunity Management Plan**

- 8.4. In support of the risk management process the following reports are required:
- 8.4.1. Risk register. Full risk register for contracted scope, defining risk (case, event, consequence), owner, proximity, current and target impact (probability and cost/schedule/performance impact) and associated management responses. The register shall cover both risks (threats) and opportunities.
  - 8.4.2. Schedule Risks Analysis (SRA). Identification of which risks were used in the analysis, which points of the Work Breakdown Structure / schedule they were applied to (Risk Network), Tornado Chart and sensitivity analysis. The schedule network used for SRA will be representative of the current progressed schedule, with the basis of the uncertainty applied explained.
  - 8.4.3. Risk and opportunity change report. ARM Standard Report - Risk & Opportunities Change Report. Report of risks that have been escalated to higher level for action / information.
  - 8.4.4. Risk profile. Risk exposure profiled over duration of contract.
  - 8.4.5. Risk / opportunity pre & post mitigation response. ARM Waterfall charts highlighting reduction in risk as a result of mitigation actions.
  - 8.4.6. Risk & Opportunities Process Health metrics report. Information reported from the last thirty days and includes; Total number of risks, risks added, closed, updated, review planned, review overdue, scoring updated - increased - decreased, risk escalated / de-escalated, 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:**

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

### **10. Data Format & Delivery Instructions**

- 10.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
- 10.2. Documents are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales (see Annex XX, Schedule 2 (Project Management Specification))
- 10.3. Documents are to be delivered in both static and electronic format (excel, XER or other format agreed with the Authority) to the Authority and in accordance with the CDRL timescales (see Annex A, Schedule 2 (Project Management Specification)).

## Contract Requirements for Change Control (via EVMS)

### Annex F – Baseline Change Control Process (EVM) – DID-PC-006

1. **Title: Baseline Change Control (EVM)**
2. **Number: DID-PC-006**
3. **Delivery Schedule:** Contract Award + 3 Months (as part of the EVMP – DID-PC-001)
4. **Description:** The change control process describes how the Performance Management Baseline shall be maintained under configuration control, including defining how revisions will be analysed, communicated and approved (in conjunction with the Authority when appropriate). The Baseline Change Control Process shall be delivered within the EVMP – DID-PC-001. This DID provides detailed information as to what is expected from the provided change control process.
5. **Use/Relationship:**
  - 5.1. The Authority will use the change management process to:
    - 5.1.1. Assess and approve potential changes to the baseline where they break defined thresholds as agreed with the authority;
    - 5.1.2. Assess and understand potential impact to the funding profile and key dates as agreed with the MOD Front Line Command via the CASP;
    - 5.1.3. Understand the status of changes and as such the basis of the performance measurement baseline;
    - 5.1.4. Enable the Authority to obtain visibility of specific change request documentation where it is requested.
6. **Applicable Standards, Governance & Relevant Documentation**
  - 6.1. DEFCON 620: Contract change control procedure.
  - 6.2. DEFCON 503: Formal amendments to contract.
  - 6.3. As a Deliverable forming part of the EVMP (DID-PC-001), any Change Control Process shall be compliant with Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008)*, paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with (otherwise, the **Nominated EV Standard**) or an equivalent standard (such as EIA-748). Application of an equivalent standard shall be required to be expressly agreed by the Authority
7. **Reference Documents**
  - 7.1. Association for Project Management (APM)
    - 7.1.1. Earned Value Management: APM Guidelines (2008),
  - 7.2. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
8. **Requirements**
  - 8.1. The change control process shall:
    - 10.1.1. Document, track and communicate to stakeholders changes to the Performance Measurement Baseline;
    - 10.1.2. Ensure that the full impact of any change is articulated, including: scope, schedule and budget;
    - 10.1.3. Ensure that all changes are assessed and endorsed by the right group of stakeholders;
    - 10.1.4. Reconcile current budgets to prior budgets in terms of changes to the authorised work in the detail needed by management for effective control;
    - 10.1.5. 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

## **Contract Requirements for Change Control (via EVMS)**

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;

10.1.6. Allow a forward view of potential changes;

10.1.7. Prevent revisions to the budget except for authorised changes;

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

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

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

10.2.2. 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;

10.2.3. 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.

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

## **9. Formal Reports**

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

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

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

11.1.3. Note: It is expected that CPR Format 3, as seen in Annex H2, will give visibility of all changes approved and implemented in month.

## **10. Preparation Instructions:**

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

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

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

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

10.4. Documents are to be delivered in both static and electronic format (excel, XER or other format agreed with the Authority) to the Authority and in accordance with the CDRL timescales. (see Annex A, Schedule 2 (Project Management Specification)).

## Contract Requirements for Cost Collection Reports

### Annex G – Cost Collection Reports – DID-PC-007

1. **Title: Cost Collection Reports**
2. **Number: DID-PC-007**
3. **Delivery Schedule:** Contract Award + 3 Months, Subsequent Delivery of Update – 3 Working Days prior to given Project Performance Review.
4. **Description:** The majority of cost information will be provided via the EVMS as part of the normal reporting against the system (see DID-PC-001 and DID-PC-004). The intent of the cost collection reports is to supplement this information where there is an additional business need for the Authority.
5. **Use/Relationship:**
  - 5.1. The Authority will use the cost data provided to support its financial reporting obligations.
6. **Applicable Standards, Governance & Relevant Documentation**
  - 6.1. DEFCON 647 - Financial Management Information
7. **Requirements**
  - 7.1. In support of the financial management process the following reports are required:
    - 7.1.1. Transaction Report. List of the transactions (data) to support an invoice. This shall include detailed description of activity from the Contractor against the relevant Payment Milestone, as detailed in Schedule 13 (Instalment Payment Scheme)
    - 7.1.2. Initial Plan of Costed Accrual Forecast Profile. This will be an initial forecast for the entirety of the Design and Build phase, deliverable at Contract Award + 3 Months. Where fee is variable, a report indicating the value of the fee still available to be claimed.
    - 7.1.3. Contractor Monthly Forecast Profile. This shall build the Initial Plan of Costed Accrual Forecast Profile with an updated version delivered on a monthly basis.
    - 7.1.4. Cost Report. A monthly deliverable, this shall be a report detailing costs that have been incurred in month but not yet invoiced.
8. **Data Format & Delivery Instructions**
  - 10.5. Documents are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales. (see Annex A, Schedule 2 (Project Management Specification)).

## Mandated EVM Events in Support of Contract Data Requirement List Deliverables

### MANDATED EVENTS:

This table includes Authority-mandated EVM-related project events to ensure formal setting of the agreed Baseline, compliance of Contractor to Major Sub-Contractor EVM with outlined Authority standards and ongoing monitoring of the operation of the Contractor's EVMS.

Event	Guide for Standard	Schedule	Review Authority	Completion Criteria
Pre-Contract readiness review	Nominated EV Standard (Association for Project Management (APM) <i>Earned Value Management: APM Guidelines (2008)</i> , paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with)	Prior to Contract award	Authority	Tender Deliverables comply with contract requirements and overall EVMS is compliance with Authority standards.
Contract Integrated Baseline Review	Nominated EV Standard or APM Guide to Conducting and Integrated Baseline Review (Association for Project Management, A Guide to Conducting Integrated Baseline Reviews (IBR) 2016 or equivalent standard)	Contract Award + 4 Months  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
Subcontract Integrated Baseline Review	Nominated EV Standard or APM Guide to Conducting and Integrated Baseline Review (Association for Project Management, A Guide to Conducting Integrated Baseline Reviews (IBR) 2016 or equivalent standard)	At least 1 month prior to Contract IBR	Contractor and Authority	Contractor/Authority Acceptance of:  Contract Work Breakdown Structure Dictionary, Performance Measurement Baseline (including Earned Value Techniques); Corrective Action Completion to the Authority's satisfaction

### Mandated EVM Events in Support of Contract Data Requirement List Deliverables

Event	Guide for Standard	Schedule	Review Authority	Completion Criteria
Contractor EVMS Demonstration Review	Nominated EV Standard (Association for Project Management (APM) <i>Earned Value Management: APM Guidelines (2008)</i> , paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with)	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
Subcontractor EVMS Demonstration Review	Nominated EV Standard (Association for Project Management (APM) <i>Earned Value Management: APM Guidelines (2008)</i> , paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with)	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 EVMS On Going Monitoring Review	Nominated EV Standard (Association for Project Management (APM) <i>Earned Value Management: APM Guidelines (2008)</i> , paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with)	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
Subcontractor EVMS On Going Monitoring	Nominated EV Standard (Association for Project Management (APM) <i>Earned Value Management: APM Guidelines (2008)</i> , paying particular attention in ensuring all relevant criteria within Appendix A of the document are complied with)	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

## Annex H1– CPR Format 1

DES-CPR-1

**CLASSIFICATION** (After Completion)



## Contract Performance Reporting Requirement

CONTRACT PERFORMANCE REPORT FORMAT 3 - BASELINE CHANGE												FORM APPROVED DES-CPR-3			
SUBMIT COMPLETED FORMS IN ACCORD WITH CONTRACTUAL REQUIREMENTS															
<b>1. CONTRACTOR</b>			<b>2. CONTRACT</b>				<b>3. PROGRAMME</b>				<b>4. REPORT PERIOD</b>				
a. NAME			a. NAME				a. NAME				a. FROM (YYYYMMDD)				
b. LOCATION (Address and Post Code)			b. NUMBER				b. PHASE								
			c. TYPE		d. SHARE RATIO		c. EVMS ACCEPTANCE NO      YES      (YYYYMMDD)				b. TO (YYYYMMDD)				
<b>5. CONTRACT DATA</b>															
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)			
<b>6. PERFORMANCE DATA</b>															
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 FORCAST						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

# Contract Performance Reporting Requirement

## Annex H3 – CPR Format 5

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 5 - EXPLANATIONS AND PROBLEM ANALYSES														FORM APPROVED DES-CPR-5			
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. EVALUATION																	
WBS ELEMENT (1)	CURRENT PERIOD							CUMULATIVE TO-DATE							AT COMPLETION		
	BCWS (2)	BCWP (3)	ACWP (4)	SV (5)	CV (6)	SPI (7)	CPI (8)	BCWS (9)	BCWP (10)	ACWP (11)	SV (12)	CV (13)	SPI (14)	CPI (15)	BAC (16)	EAC (17)	VAC (18)
				0	0						0	0					0
<div>Explanation should include but is not limited to: Summary Analysis Summary of Overall Contract Variances Differences between EAC and BAC Changes in Undistributed Budget Changes in Management Reserve Significant timephasing shifts in Baseline (BCWS) (Format 3) Significant timephasing shifts or Overall Changes in Forecasted Staffing (Format 4)  Analysis of Significant Variances: (identify and describe each) Type and Magnitude of Variance Explanation of Significant Causes Effect on Immediate Task Effect on Total Contract Corrective Actions Taken or Planned</div>																	

DES-CPR-5

CLASSIFICATION (After Completion)

# Contract Reporting Requirements for Sub-Contractors

## Annex I – Cost and Schedule Status Report

1. Contract Information												
Contract Name						Report No						
Project Name						Version						
Project Phase		Project Start		Project Finish		Report Date						
Identifier		Owner				Report Period	Start					
Sponsor		Program ID				Report Period	End					
2. Status Narrative												
Overall	This Period						Last Period	This Period				
							G	A				
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		
Budget	This Period					This Year					Last Period	This Period
	WBS No.	Actuals	Forecast	Var. (£)	Var. (%)	Actuals	Forecast	Budgeted	Var (£)	Var (%)	A	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												