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

Change Log	
1.1a	Added rows to Annex E for Annexures c5 through c7
1.1b	Modified Tailoring Table to accommodate CPR changes above.
1.1b	Inserted Format 7
1.1c	Incorporated Fleet comments on Change Control, Annex C6; into Level 1, 2 and 3
2.0	Up-Issue to Revision 2
3.0	For compliance with the latest guidelines for BMS documentation control the document reference number has been changed from DESBMS-1195896625-1326 to DESBMS-1195896625-2171 Re-titling of the document from: “Industry Interface Document: Earned Value Management Requirements” Commonly known as the “EVM (industrial Interface) guide” to: “Guidance for DE&S to Tailor Project Controls/EVM Requirements on Industry” To be commonly known as “DE&S PC Industrial Tailoring Guide” Also, partly as level 4 and 5, albeit never resembling the requirements of an EVMS, the levels utilise a selection of EVMS elements as part of a tailored PC suite. Introduction and Usage section has been reviewed, re-organised with additional clarification to assist the user including a four-step process for use of this document. Clarification added using additional heat mapping for ESP contracts, updating of the tailoring table and narratives for the implementation of Project Controls or EVM and applicable KPIs for both Equipment Procurement Plan (EPP) and Equipment Support Plan (ESP) type contracts. Tailoring Table Optional (O) items are now re-classified as Discretionary (D) plus their allocation to deliverables/requirements has been updated. Annexures have been reviewed and updated to reflect changes to the tailoring table. Annex G9 Cost and Schedule Status Report (CSSR) has revised direction for use by Prime Contractor and Sub-Contractor respectively for performance reporting in accordance with the revised detailed requirements within the tailoring table and the accompanying annex for each level. Rewording of the requirements around EVMS Reviews (IBR, Demonstration, Surveillance) being undertaken by the Contractor and these utilising a jointly agreed Authority and Contractor Independent Representative. This shall consist of as required, a Review Lead, a Facilitator and an Audit Team who are independent to the project, to maintain alignment to APM or EIA-748 concurrent guidelines.

Ministry of Defence

de&s

DE&S Project Controls Guide

Guidance for DE&S to Tailor Project Controls/EVM Requirements on Industry

DESBMS-1195896625-2171

DE&S PC Industrial Tailoring Guide

Revision: 3.0

May 2019

Formerly known as:

Industry Interface Document: Earned Value Management Requirements

PCF-COR-INS-0082 EVM (Industrial Interface) Guide

DESBMS-1195896625-1326

Contents

PC / EVM Requirements Level Annexures

DE&S Guidance Annexures for each level of Contract PC / EVM requirements and deliverables available to be tailored and mandated by DE&S Project Teams:

Level 1 Contract Requirements

- Annex A: Pre-Qualification Questionnaire – Example Questions and Evaluation Criteria
- Annex B: Earned Value Management Requirements
- Annex C: Data Item Descriptions (DID)
  - Annex C-1: Earned Value Management Plan (EVMP)
  - Annex C-2: Contract Work Breakdown Structure (CWBS) and Dictionary
  - Annex C-3: Contractor Master Schedule (CMS)
  - Annex C-4: EVM Performance Reports – Contract Performance Reports (CPR see Annex G)
  - Annex C-5: Risk and Opportunity Management Plan (ROMP)
  - Annex C-6: Baseline Change Control
  - Annex C-7: Cost Collection Reports
- Annex D: DID Evaluation Pro-forma
- Annex E: Contracted Data Requirements List (CDRL)
- Annex F: Mandated Project Events
- Annex G: Contract Performance Reports (CPR) Templates
  - Annex G1: CPR Format 1 (Work Breakdown Structure WBS)
  - Annex G2: CPR Format 2 (Organisational Categories OBS)
  - Annex G3: CPR Format 3 (Baseline changes)
  - Annex G4: CPR Format 4 (Staffing)
  - Annex G5: CPR Format 5 (Variance Analysis Report (VAR)
  - Annex G6: CPR Format 6 (Provided by Schedule Reports-See Annex C3)
  - Annex G7: CPR Format 7 (Electronic Time-Phased EV Data)
  - Annex G8: CPR Format 8 (Time-phased Estimate at Completion)
  - Annex G9: Contract Cost and Schedule Status Report (For minor sub-contractors)

Level 2 Contract Requirements

Annex A: Pre-Qualification Questionnaire – Example Questions and Evaluation Criteria
Annex B: Earned Value Management Requirements
Annex C: Data Item Descriptions (DID)
Annex C-1: Earned Value Management Plan (EVMP)
Annex C-2: Contract Work Breakdown Structure (CWBS) and Dictionary
Annex C-3: Contractor Master Schedule (CMS)
Annex C-4: EVM Performance Reports – Contract Performance Reports (CPR see Annex G)
Annex C-5: Risk and Opportunity Management Plan (ROMP)
Annex C-6: Baseline Change Control
Annex C-7: Cost Collection Reports
Annex D: DID Evaluation Pro-forma
Annex E: Contracted Data Requirements List (CDRL)
Annex F: Mandated Project Events
Annex G: Contract Performance Reports (CPR) Templates
Annex G1: CPR Format 1 (Work Breakdown Structure WBS)
Annex G3: CPR Format 3 (Baseline changes)
Annex G5: CPR Format 5 (Variance Analysis Report (VAR)
Annex G6: CPR Format 6 (Provided by Schedule Reports-See Annex C3)
Annex G7: CPR Format 7 (Electronic Time-Phased EV Data)
Annex G8: CPR Format 8 (Time-phased Estimate at Completion)
Annex G9: Contract Cost and Schedule Status Report (For minor sub-contractors)

Level 3 Contract Requirements

Annex A: Pre-Qualification Questionnaire – Example Questions and Evaluation Criteria
Annex B: Earned Value Management Requirements
Annex C: Data Item Descriptions (DID)
Annex C-1: Earned Value Management Plan (EVMP)
Annex C-2: Contract Work Breakdown Structure (CWBS) and Dictionary
Annex C-3: Contractor Master Schedule (CMS)
Annex C-4: EVM Performance Reports – Contract Performance Reports (CPR see Annex G)
Annex C-5: Risk and Opportunity Management Plan (ROMP)
Annex C-6: Baseline Change Control
Annex C-7: Cost Collection Reports
Annex D: DID Evaluation Pro-forma
Annex E: Contracted Data Requirements List (CDRL)
Annex F: Mandated Project Events
Annex G: Contract Performance Reports (CPR) Templates
Annex G1: CPR Format 1 (Work Breakdown Structure WBS)
Annex G3: CPR Format 3 (Baseline changes)
Annex G5: CPR Format 5 (Variance Analysis Report (VAR)
Annex G6: CPR Format 6 (Provided by Schedule Reports-See Annex C3)
Annex G7: CPR Format 7 (Electronic Time-Phased EV Data)
Annex G9: Contract Cost and Schedule Status Report (For minor subcontractors)

Level 4 Contract Requirements

Annex A: Prequalification Questionnaire (PQQ) - Example Questions and Evaluation Criteria
Annex B: Project Controls Requirements
Annex C: Data Item Descriptions (DID)
Annex C1: Project Controls Management Plan - DID-PC-001A
Annex C2: Contract Work Breakdown Structure (CWBS) and Dictionary – DID-PC-002A
Annex C3: Contractor Master Schedule (CMS) – DID-PC-003A
Annex C4: Contract and Schedule Status Report (CSSR) – DID-PC-004A
Annex C5: Risk Management – DID-PC-005A
Annex C6: Baseline Change Control – DID-PC-006A
Annex C7: Cost Collection Reports – DID-PC-007A
Annex D: DID Evaluation Pro-forma

Annex E: Contract Data Requirement List (CDRL)

Annex G9: Contract Cost and Schedule Status Report – For Contractors and Sub-Contractors

Level 5 Contract Requirements

Level 5 Project Controls Requirements

Introduction

1. This Guide has been developed to provide guidance on the implementation and ongoing management of Contractor provided Project Controls (PC) / Earned Value Management (EVM) deliverables within DE&S projects, portfolios and programmes. It is written for DE&S personnel and supports the deployment of PC / EVM into the supply chain. It describes the approaches to be applied and how the approach can be tailored for different types and categories of project. Given the broad range of projects, this document cannot perfectly articulate the requirement for every possible eventuality but provides a framework.

2. This guide aids DE&S personnel to identify the minimum Project Controls requirements for their project and assists when preparing the various tender and contracting documentation at the pre-tender stage. It provides an overview of the PC aspects that should be considered which may be tailored to suit the nature of the scope and contracting arrangements being made.

3. In recognition of the developing and learning environment within DE&S, the Guide will be reviewed and updated as needed by the Corporate PC function to incorporate changes and updates from lessons learned. Delivery Team (DT)/User feedback on the document would be welcomed by the PC Corporate Team.

4. This Guide is intended to align to the Knowledge in Defence (KiD) Commercial toolkit and to ensure consistency in approach, the KiD will hold the master document and should be the first point of reference for updates and related information.

Background

5. The implementation of PC to our project and supply chain brings several benefits to both DE&S and Industry, by generating a common set of behaviours and understanding. PC, more importantly, EVM, has been used effectively as a best practice methodology to ensure scope is defined, planned, costs collected appropriately, and performance measured. Facilitating the integration of scope, schedule, cost, risk and resource objectives with the use of a baseline for project performance measurement. EVM is a proven project performance management tool used across the globe in a variety of Industries and on numerous projects for the last 50 years.

6. As PC and EVM are mandated on DE&S projects it is therefore important that we also mandate it where appropriate to our suppliers and even their suppliers. The key principles and requirements we must flow down to our supply chain are based upon the following five guideline groupings which are briefly explained below:

a. Organisation – Planning of all the entire work scope to be delivered, having it broken down to a finite level to aid management by appropriate responsible persons identified throughout the project organisation structure.

b. Planning, Scheduling and Budgeting – The integration of the scope as time-phased elements within a schedule with the creation of a baseline for which performance is measured against both time and cost.

c. Accounting Considerations – Collection of the actual cost incurred during the delivery of the scope consistent with both the direct and indirect allocated baseline budgets.

d. Analysis and Management Reports – On a frequent basis in line with the company systems of working conduct performance reporting aligned to the planned baseline budgets for the work earned to date and the actual cost. Provide rationale, consequential impact analysis and corrective actions for significant variances enabling timely execution of objectively informed decisions.

e. Revisions and Data Maintenance – Control and conduct changes to the baseline for both time cost and scope using a Change Management system incorporating approved changes in a timely

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

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

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

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

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

8. Significant cost and schedule variances are detectable when the planned work has reached as little as 10% complete on any portion of a project. This means a project's performance and productivity issues can be identified early. This allows timely management intervention following the use of objective evidence to formulate actions to be taken.

9. Whilst the benefit of EVM on Firm Price and Competitive contracts may appear limited as the cost to DE&S should not change, it provides insight into the schedule performance along with potential early warning of where a supplier is experiencing cost pressures which may manifest into financial difficulties. Contractors may resist supplying EVM data on a Competitive or Firm Price contract however, this is to be overcome where possible with the contractor supplying what DE&S require to have sufficient oversight to manage project delivery.

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

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

a. Acceptance and alignment of contractual data through:

- Milestones.
- Government Furnished Items (GFX) handover.
- Other Contractor interfaces and touch points.
- Initial alignment of funding and budget.
- Aligned and agreed schedule interface points.

b. Contractual deliverables and associated review cycle times.

c. Continuity in performance reporting metrics.

d. Direct Management Information (MI) rollup capability.

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

How to use this guide

Overview

12. This guide is split into two key sections with the first part providing overall guidance on how to select the correct implementation for your project and contract and the second section (the Annexures) which provides detailed information and templates for inclusion in the tender and contract documentation. Once the level of implementation is chosen the reader can select this from the annexures.

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

14. The number of days specified within each of the annexures is relative to calendar days and are regarded as a guided expected minimum. During the tailoring of the annexes for all stages of their use, the user is expected to review and agree or amend appropriately all timelines. This may include where appropriately making changes from “calendar days” to “working days”. Finessing of these alterations is expected, during the authority holding contract negotiations with the Contractor, where an agreement will be made on each of the deliverables resulting in them being delivery optimised to meet the needs of DE&S and its project team.

15. The key steps that the user will be required to go through are as follows:

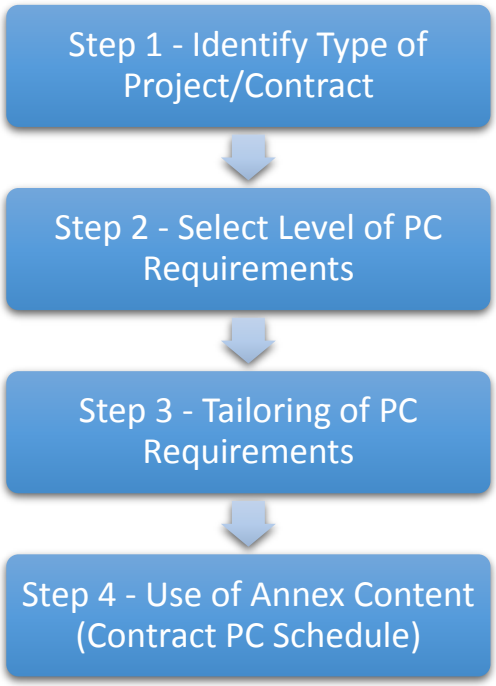

Figure 1. Four Step Process

Step 1 – Identify Types of Project/Contract

16. It is DE&S policy to apply good PC practices to projects; whether funded as Equipment Procurement Plan (EPP) or Equipment Support Plan (ESP) projects. Recognising that there is a diverse range of projects within DE&S, plus different contracting arrangements, heat maps have been provided to show the types of contracts that DE&S is capable of placing and the suggested applicability of using PC requirements. More importantly, the implementation and execution of EVM and the expected system deliverables where it is able to be applied.

17. For EPP the heat map identified in the Ensuring Project Controls/EVM Provides meaningful information section (Table 1) should be utilised. A second heat map (Table 2) is included to be used on contracts which are part of the ESP. For EVM to be effective in ESP, the work within each project needs to be separated into those elements that can be measured by applying discrete EVM measurements from those that can only be measured by applying the EVM Level of Effort (LOE) technique. If the volume of LOE tasks, when measured in pounds' sterling is high in ESP, judgement should be applied to whether the benefit can be gained from applying EVM. Those portions of ESP that must be measured as LOE will rely on other Key Performance Indicators (KPIs) to generate a full picture of performance. EVM does, however, a good job of assuring adequate discipline when planning, statusing, analysing and reporting performance. Even though the proportion of discretely measurable elements may be less than on EPP, the impact of poor performance on those elements can drive overall project duration and resources. Note that when Fixed or Firm Priced contracts are placed the supplier may not be willing to provide Cost related EV data. This is discussed later in this document as there is merit in trying to obtain this data to help understand the performance of the project.

Step 2 – Selection of Correct Level

18. For both EPP and ESP the methodology has in-built flexibility so that DTs can realise the benefits of adopting tailored levels of PC for their Projects. A tailoring guide is provided in a table (Table 3) which includes principle definitions for five Project Controls levels ranging from a full EVM implementation requirement, gradually reducing to where no EVM related information is required, or an agreed set of required PC artefacts. The table will be updated periodically to reflect feedback and learning from delivery and support projects as PC and EVM implementation matures.

19. Given the broad range of projects delivered by DE&S across the Equipment Plan (EP), for both the EPP and ESP, the guide cannot cover every possible contracting scenario. Therefore, the PC Domain Functional Management Team, or PC Corporate Functional Management Team, shall support the DT by providing direct advice and guidance regarding the choice and appropriateness of requirements for their individual project.

Step 3 – Tailoring of PC Requirements

20. For each of the five Project Controls levels, a series of Annexures are included which describe, in detail, the requirements of each level. The levels are also summarised in the tailoring table (Table 3) to provide an illustration of the contents at each level. Tailoring of a level to meet a specific requirement will be undertaken by the DT Project Controls Manager (PCM). The PC Domain Functional Manager (PC DFM) and the PC Corporate Team will be able to assist as needed.

21. This document makes use of a Contract Deliverables Requirements List (CDRL), specifying the frequency of the requirements and any mandated events that are required. For prefixed “discretionary” deliverables and clauses, the DT shall determine if these are required. Discretionary items must not be selected or omitted without first recognising their inter-relationship with each other and the remaining clauses or deliverables. If DTs require clarity on these items they should utilise SQEP from their DFM or CFM to determine the selection of discretionary items appropriate to the project. At which point, the DT should be made aware, by the DFM or CFM, of the purpose and usage of each item before the DT sanction their selection.

22. In the exceptional circumstances where the DT believe that application of the guided Project Controls level contained in the Industrial Interface Guide, provides deliverables for their project that are not wholly appropriate or applicable, then a waiver should be requested from the PC Corporate Function Manager (PC CFM) Team. The DT should outline why the adoption of the guided level of Project Controls is inappropriate and rationale for the adoption of alternative requirements. To indicate also what alternative data will be provided by Industry, bearing in mind that the DT shall still need to support an appropriate level of PC management data needed by DE&S to enable completion of the internal performance reporting requirements.

Step 4 – Use of Annex Content (Contract PC Schedule)

23. After using the guide to determine the appropriate Project Controls level, the user / DT will be able to use the content of the Annexures to construct a Project Controls contract schedule which can then, if required, be ratified by the respective PC DFM Team. The Project Controls schedule to be included within the contract is then reviewed by the Commercial Legal Services Team as part of the usual process prior to being included within a contract. A clause within the body of the contract such as “The Contractor shall implement and operate a project controls system in accordance with the Contract Schedule” will then be included within the contract terms and conditions.

24. The following sections provide a brief explanation and overview of the Annexures contained within this document. The appropriate aspects of the Annexures have been included within each of the five levels of Project Controls requirements.

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

(1) The pre-qualification questions assist with ensuring potential contractors have the requisite Project Controls/EVM expertise. If issuing a tender, follow the Commercial Guidelines, being sure to obtain Project Management and Project Control relevant and related experience. Suggested pre-qualification questions are included at Annex A that can be tailored appropriately in accordance with the contract and PT requirements.

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

(1) Contains requirements for implementing an EVMS.

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

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

(2) Annex C contains seven annexures:

- C1: Earned Value Management Plan (EVMP)
- C2: Contract Work Breakdown Structure (CWBS) and Dictionary
- C3: Contract Master Schedule (CMS)
- C4: Contract Performance Report (CPR)
- C5: Risk and Opportunity Management Plan (ROMP)
- C6: Baseline Change Control
- C7: Cost Collection Reports

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

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

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

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

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

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

(1) Included are Project Control related events that are required for implementation and for ongoing monitoring, control and surveillance have been described in Annex F.

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

(1) Standard EVM CPR templates are included at Annex G.

(2) Note: there is no specified format for the CPR Format 6 required deliverable as this will be formatted based on the capabilities of the Contractor scheduling system, which will also depend on the software employed.

EVM for Fixed and Firm Price Contracts

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

25. Both DE&S and the Supplier are exposed to schedule risk and adopting EVM provides an early warning which is especially useful when the Authority is, for many projects, supplying GFX.

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

Ensuring Project Controls / EVM provides meaningful information

Tailoring for Equipment Procurement Plan (EPP)

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

28. The PC Heat Map is colour coded to indicate DE&S relative exposure to risks associated with cost and time. Cost due to contracts costing more to deliver than budgeted, plus time where the schedule is impacted causing the project delivery to be delayed.

PC Heat Map by Contract Type & Project Value (DE&S Relative Exposure to Cost & Schedule)

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

RED	Higher Exposure
AMBER	Medium Exposure
GREEN	Lower Exposure

Table 1. Project Controls Contract Type and Value Heat Map

Tailoring for Equipment Support Plan (ESP)

29. Additional to the heat mapping previously shown, coupled with the complex nature of support contracts, the Industrial Project Control Requirements are not universally applicable to some support contract types, an example being Firm Priced Contract for Availability or Capability. Therefore, for support arrangements a mixture of PC performance data along with a combination of derived KPI's is necessary, tailoring EVM for identifiable discrete tasks to create a set of PC requirements.

Project Controls Heat Map for Support Categories

	Upgrades (MLU)	Upkeep Spares Exclusive	Upkeep Spares Inclusive	Available Incentivised Contracts	Capability	Availability	Spares	Commodities (Low Risk)	Fleet Management (i.e. SA80 / A Class vehicles)
Commodities	N/A	N/A	Level 5	N/A	N/A	N/A	Level 5	Level 5	Level 4/5
PFI/FMF/COTS/MOTS	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 5	Level 5	Level 4/5
Competitive	Level 3/4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 5	Level 5	Level 4/5
Single Source Firm/Fixed (Cat C & D)	Level 3/4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	N/A	Level 4/5
Single Source TCIF/EBF (Cat C & D)	Level 3/4	Level 4	Level 4	Level 4	Level 4	Level 4	Level 4	N/A	Level 4
Single Source Firm/Fixed (Cat A & B)	Level 3	Level 3/4	Level 3/4	Level 3/4	Level 4	Level 4	Level 4	N/A	Level 4/5
Single Source TCIF/EBF (Cat A & B)	Level 1/2	Level 3/4	Level 3/4	Level 3/4	Level 3/4	Level 3/4	Level 3/4	N/A	Level 3/4

Table 2. Project Controls Heat Map for Support Categories

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

Tailoring Definitions

30. Given the range of DE&S Suppliers, Projects and Contracts it is currently not possible to provide perfect definitions covering every conceivable contract. The levels outlined in Table 3 - Project Controls Tailoring Table *(see below)* represent a starting position and **judgment is needed to ensure the appropriate level is selected**. The finalised tailored selection decision must be ratified with the Project Controls Domain Functional Manager. Some typical examples for the levels are:

a. Level 1 – Full EVM reporting, All CPRs, Compliant system to EIA 748 / APM. Typically, high-risk Cat A & B projects, TCIF/Cost Reimbursement Contracts for EPP & ESP. All development projects Cat A & B.

b. Level 2 – Reduced Reporting, Fewer types of CPRs. Typically, Single Source Firm/Fixed-Price contracts for CAT A & B, Cat C if High Risk (£40M - £100M). TCIF/Cost Reimbursement Cat C.

c. Level 3 – Reduced reporting. Fewer types of CPRs, Typically, Single Source Cat C contracts £20M - £40M. Cat A & B MOTS & COTS where significant risk exists. ESP Firm Price Cat A & B. By exception High-Risk TCIF/Cost Reimbursement Cat D projects. Competitive and PFI arrangements for Cat A & B.

d. Level 4 – DEFCON 647 information should be used for this category. Reduced reporting, typically Cat D £5M - £20M, or Cat C low-risk contracts such as repeat spares and repairs. Cat C PFI Contracts. Commercial off the Shelf (COTS). Military Off the Shelf MOTS). EPP Commodity type contracts at all levels where risk is low.

e. Level 5 – Minimum EVM requirements. Use Standard DEFCON 647 Management Information if appropriate. Remaining projects. Contracts of less than 12 months' duration.

31. It is vitally important that users of this document ensure understanding, purpose and usage of each requirement within the Project Controls Tailoring Table, especially the CPRs, before determining them as a required Contractor deliverable. There may also be Contractors who already have a well-established Earned Value Management System (EVMS) implemented for existing contracts, from which these common reports are easily produced. Alternatively, a Contractor may have processes and ways of working established that may be akin to but not formally recognised as an EVMS. Where Level 3/4 is identified, the level 3 would be utilised and tailored accordingly for scope which has a significant amount of discrete and measurable elements.

Tailoring Table

32. To complement the heatmap the Tailoring Table (Table 3) summarises the levels and aspects that can be applied and the range of tailoring that can be made. The definitions do not cover every possible outcome and should be used as a guide. Consider value, risk, complexity and project type when judging which definition applies. The data provided via the Project Controls requirements is not a substitute or replacement for any other information or data requirements such as Key Performance Indicators, project management requirements, DEFCONs and open book pricing data. As level 4 and 5 definitions have significantly reduced EV requirements they will rely upon using DEFCON 647 "business as usual" data. Level 4 utilises a combination of DEFCON 647 and bespoke DID's rather than the specific DIDs found in Levels 1 - 3. This approach will be periodically reviewed.

33. As previously stated, the number of days specified within each of the annexures is relative to calendar days and are regarded as a guided expected minimum. During the tailoring of the annexes for all stages of their use, the user is expected to review and agree or amend appropriately all timelines. This may include where appropriately making changes from "calendar days" to "working days". Finessing of these alterations is expected, during the authority holding contract negotiations with the Contractor, where an agreement will be made on each of the deliverables resulting in them being delivery optimised to meet the needs of DE&S and its project team.

Requirement	Level 1	Level 2	Level 3	Level 4	Level 5
Organisation					

Requirement	Level 1	Level 2	Level 3	Level 4	Level 5
Earned Value Management Plan [1] and Project Control System Description	X	X	X		
Work Breakdown Structure (WBS)	X	X	X	X	
WBS Dictionary	X	X	X	X	
Planning, Scheduling and Budgeting					
Contractor Master Schedule	X	X	X	X	
Milestone Schedule					X
Analysis and Reporting					
Contractor Performance Reports (CPR)					
Format 1 – WBS	X	X	X		
Format 2 – Organisation	X	D			
Format 3 – Change	X	X	X		
Format 4 – Staff	X	D			
Format 5 – Variance Analysis	X	X	X		
Format 6 – Schedule Reports	X	X	X		
Format 7 – Electronic EVM Data	X	D	D		
Format 8 - ETC and EAC *	X	X	D		
Contractor CSSR				X	
Sub-Contractor CSSR	X	X	D		
Spend against Plan				X	D
* ETC and EAC Frequency					
Comprehensive - Quarterly	X				
Comprehensive - Annually		X	D		
CAM Assessment - Monthly on CPRs	X	X	D		
In year spend forecast	X	X	X	X	X
Revisions and Data Maintenance – Change Control	X	X	X	X	
Risk [2]					
Risk and Opportunity Management Plan	X	X	X	X	
Cost Risk Analysis	X	X	D		
Schedule Risk Analysis	X	X	D		
Risk Register (from Active Risk Manager (ARM) or similar)	X	X	X	X	
Authority Oversight and Governance					
Integrated Baseline Review	X	D	D		
Demonstration Reviews	X	D			
Surveillance Reviews	X	D			
Validation of PC source data	X	D	D		
Sub-Contractor Flow Down					
EVMS requirements to flow down to Major Sub-Contractors	X	D			
Prime contractor to assess Project/EVM performance on Major Sub-Contractor		X	D		
Support Metrics / KPI's (As required)					
KPI Example 1	An appropriate level of KPIs are to be applied by following ILog Guidance issued separately				
KPI Example 2					
KPI Example 3					

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

Key X = Required **D** = Discretionary **Blank** = Not Required

Table 3. Project Controls Tailoring Table

Acronyms

Acronym	*Definition / Meaning*
ACWP	Actual Cost of Work Performed
APM	Association for Project Management
ARM	Active Risk Manager
ASG	Acquisition System Guidance
AUW	Authorised Unpriced Work
BCR	Baseline Change Request
BCWP	Budgeted Cost Work Performed
BCWS	Budgeted Cost Work Scheduled
BOE	Basis Of Estimate
CAM	Control Account Manager
CASP	Command Acquisition and Support Plan
CBB	Contract Budget Baseline
CDRL	Contract Data Requirements List
CFC	Customer Funded Change
CLIN	Contract Line Item Number
CMS	Contract Master Schedule
COTS	Commercial Off The Shelf
CPA	Critical Path Analysis
CP&F	Contracting Purchasing and Finance
CPI	Cost Performance Index
CPR	Contract Performance Report
CRA	Cost Risk Analysis
CSSR	Cost and Schedule Status Report
CWBS	Contract Work Breakdown Structure
DCMA	Defence Contract Management Agency
DEFCON	Defence Condition
DEFFORM	Defence Forms
DFM	Domain Function Manager
DID	Data Item Description
DPS	Defined Pricing Structure
DT	Delivery Team
EAC	Estimate at Completion
EBF	Estimate Based Fee
EC	Economic Conditions
EIA	Electronic Industries Alliance
EP	Equipment Plan
EPP	Equipment Procurement Plan
ESP	Equipment Support Plan
ETC	Estimate to Complete
EV	Earned Value
EVM	Earned Value Management
EVMP	Earned Value Management Plan
EVMS	Earned Value Management System
FFP	Fixed Firm Price
FMF	Foreign Military Finance
FMS	Foreign Military Sales
GFA	Government Furnished Assets
GFE	Government Furnished Equipment
GFF	Government Furnished Facilities

Acronym	*Definition / Meaning*
GFI	Government Furnished Information
GFX	Government Furnished Items (Includes GFA, GFE, GFF and GFI)
IBR	Integrated Baseline Review
IEAC	Independent Estimate at Completion
ISO	International Organisation for Standardisation
ITN	Invitation To Negotiate
ITT	Invitation To Tender
KiD	Knowledge in Defence
KPI	Key Performance Indicator
LOE	Level Of Effort
MI	Management Information
MOTS	Military Off The Shelf
OBS	Organisational Breakdown Structure
PC	Project Controls
PCM	Project Controls Manager
PCMS	Project Controls Management System
PCMP	Project Controls Management Plan
PCSD	Project Controls System Description
PFI	Private Finance Initiative
PMB	Performance Measurement Baseline
PMP	Project Management Plan
POAP	Plan On A Page
PT	Project Team
P3M	Projects, Programme and Portfolio Management
RAM	Responsibility Assignment Matrix
RAG	Red, Amber, Green
ROMP	Risk and Opportunity Management Plan
SOR	Statement Of Requirements
SOW	Statement of Work
SPI	Schedule Performance Index
SQEP	Suitably Qualified and Experienced Personnel
SRA	Schedule Risk Analysis
T&Cs	Terms and Conditions
TCIF	Target Cost Incentive Fee
TCPI	To Complete Performance Index
VAR	Variance Analysis Report
WBS	Work Breakdown Structure

References

34. Association for Project Management (APM)
    34.1.1. Earned Value Management: APM Guidelines (2008),
    34.1.2. The Earned Value Management Compass (APM,2010)
    34.1.3. The Earned Value Management Handbook (APM,2013)
    34.1.4. A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)
    34.1.5. Planning, Scheduling, Monitoring and Control (APM 2015)
35. Electronic Industries Alliance (EIA-748) EVMS Standard
36. DE&S Guide: EVM – Contract Performance Report Completion Guidance
37. DCMA Fourteen Point Schedule Health Check.
38. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and programme Management.

DE&S PC Industrial Tailoring Contact Point

Richard Thomas - DE&S Project Controls Corporate Function Management Team

Level 1 Project Controls Requirements Terms and Definitions

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: 1. *Earned Value Management: APM Guidelines (2008),* 2. *The Earned Value Management Compass (APM,2010),* and; 3. *The Earned Value Management Handbook (APM, 2013)*. 4. *A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)* 5. *Interfacing Risk and Earned Value Management (2008).* 6. *Planning, Scheduling, Monitoring and Control (APM 2015*
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
Contract Budget Baseline (CBB)	The amount of the authorised cost of a contract and the estimated cost of authorised non-priced work. This is the baseline that measures cost compliance.
Contract Cost and Schedule Status Report (CSSR)	A simplified report that provides to DE&S a contractor's position with regard to planned, actual and forecast expenditures over the period of performance of the contract.
Contract Data Requirements List (CDRL)	A listing of the deliverables in a contract.
Contract Extensions	An expansion of some element of a contract that may increase 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.

Level 1 Contract Requirements for Project Controls

Term	Definition
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 statused 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
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.

Term	Definition
Earned Value Management System (EVMS)	A sound management approach that provides all levels of management with early visibility into cost and schedule performance. An EVMS will: • Relate time-phased budgets to specific contract tasks or statements of work. • Provide the basis to capture work progress assessments against the baseline plan. • Relate technical, schedule, and cost performance. • Provide valid, timely and auditable data and information for proactive project management analysis and action. • Supply managers with a practical level of summarisation for effective decision making.
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.
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 £20M of the contract
Managerially Significant	Having importance and recognition to the management team.
Mandated EVMS Review	A required assessment.
Mandated Reviews	Required assessments.

Level 1 Contract Requirements for Project Controls

Term	Definition
New Contract Phases	Additional, subsequent portions of a scope of work.
Nominated EV Standard	The standard that has either been mandated or agreed as governing the Earned Value requirements for a contract.
P3M Integration Team	A DE&S team that is implementing an automated system for project controls.
Payment Milestone	A milestone that has a payment value associated with it.
Performance Measurement Baseline (PMB)	A time-phased budget of the work to be performed against which cost and schedule performance is measured
Pre-Contract Award Readiness Review	An assessment of a contractor's ability to execute a contract should it be awarded
Project Control Manager (PCM)	The senior member of the project control team.
Project Controls	The organisation tasked with developing and implementing data gathering, management and analytical processes that predict, understand and constructively influence time and cost outcomes.
Project Controls System Description (PCSD)	A narrative that identifies and describes how a project control system will be implemented, including the data gathering, management and analytical processes used to predict, understand and constructively influence time and cost outcomes.
Project Management Plan (PMP)	A narrative that documents the actions necessary to define, prepare, integrate and coordinate the various project activities, including how it will be executed, monitored, controlled, and closed.
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).

Term	Definition
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.

Level 1 Contract Requirements for Project Controls

Level 1 Annex A – Pre-qualification Questionnaire (PQQ) – Example Questions & Evaluation Criteria

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

Annex B – EVM Requirements

1. Earned Value Management System Implementation

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

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

Level 1 Contract Requirements for Project Controls

2. Contract Work Breakdown Structure

2.1. The Contractor shall develop, deliver and update a Contract Work Breakdown Structure (CWBS) in accordance with CDRL (DID-PC-002) that meets both the Authority reporting requirements and can be aligned with the 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 CDRL-(DID-PC-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-PC-005, the Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a risk process to be jointly managed with the Authority.

4.2. Prior to establishing the Performance Measurement Baseline, an assessment will be made of the associated risk, allowing an appropriate Management Reserve to be established.

4.3. The Contractor shall make it possible for the Authority to 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 on-site 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 F.

6. Earned Value Performance Reporting

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

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

6.1.2. CPR Format 2 comparable to Format 1 but by OBS. In accordance with DID-PC-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-PC-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-PC-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-PC-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:

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%=(SVx100)/BCWS: or (SVx100)/PV CV%=(CVx100)/BCWP: or (CVx100)/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. The Contractor shall conduct workshops with the Authority as part of each mandated EVMS review or other project reviews, to agree on the CPR reporting levels, time increments and the reporting threshold for CPR formats over the next project phase. The agreed reporting levels, time increments and reporting thresholds, including to an initial standard agreed with the Authority, shall be documented by the Contractor in an update to the EVMP.

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

6.4. The Contractor shall provide or make available Suitably Qualified and Experienced Personnel (SQEP) to provide in-depth analysis of EVM data presented, typically to include the Project 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.

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, in accord with DID-PC-006.

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 and the Subcontract price exceeds £20m;
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 in accordance with DID-PC-004.

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

10. Subcontractor Monitoring and Control where EVM does not apply

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

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

10.3. The Contractor shall ensure that the Subcontractors prepare and deliver 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 in accordance with DID-PC-004.

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. Risk and Opportunity 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-PC-001

1. **Title:** EARNED VALUE MANAGEMENT PLAN (EVMP)
2. **Number**: DID-PC-001
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The EVMP documents the Contractor's plans, methodologies and processes for ensuring compliance with the EVMS requirements of the Contract. The EVMP shall include a description of the system structure and data flows, Project Controls System Description (PCSD), plans for implementation and subsequent review and maintenance of the Contractor's EVMS.
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.

Level 1 Contract Requirements for Earned Value 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 => 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-PC-002

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

7. **Use/Relationship:**
   7.1. This DID summarises the format and content for the CWBS and Dictionary and provides preparation instructions to support the data and frequency requirements specified in the contract. This DID applies to all contracts that require a CWBS.
   7.2. The purpose and intent of the CWBS, and associated Dictionary, is to document and understand the Contractor's product-oriented deliverable scope and planned approach to performing the contract.
   7.3. CWBS at the nominated reporting level will be used in the CPR Reports.
   7.4. The CWBS is related to, and shall be consistent with, the Contractor's Earned Value Management Plan (EVMP) (DID-PC- 001) and the Contractor Master Schedule (CMS) DID-PC-003.

8. **Applicable Standards, Governance & Relevant Documentation**
   8.1. As per the example provided in the tender submission

9. **Requirements**
   9.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
      9.1.1. Configuration control of the CWBS and its Dictionary must be maintained throughout the Contract. Changes to the CWBS or its Dictionary affecting the Authority WBS & WBS Dictionary require the prior approval of the Authority.
      9.1.2. All contract scope must be included in the CWBS Dictionary.
      9.1.3. The CWBS shall be developed in as much detail as required to define the work effort into manageable parts that successfully achieve the end objective of the Contract.
      9.1.4. The CWBS Dictionary shall define in detail the scope of work included against each CWBS element. It shall correlate all Contract deliverables (CLINs, CDRLs and accomplishment of Mandated Reviews) against the lowest level of CWBS elements to ensure responsibility for delivery of all items is assigned and planned appropriately.
      9.1.5. The CWBS shall be consistent with the DPS where appropriate.
      9.1.6. The CWBS will also include additional data as described below.

   9.2. Contract Work Breakdown Structure
      9.2.1. The CWBS is a hierarchical family tree arrangement of WBS elements, defined by:
         9.2.1.1. Specific interface points to the Authority's WBS;
         9.2.1.2. Incorporating any contractually required high-level WBS structure; and
         9.2.1.3. Lower level elements of the Contractor's WBS necessary to provide an appropriate framework throughout the project for product and service definition and control. Including allowing invoicing alignment to CLINs to provide the Authority with P3M system monthly reconciliation.
      9.2.2. The CWBS shall comprise of:

9.2.2.1. CWBS/WBS Code. The preferred convention is to use a numeric structure starting with the Authority WBS Code for the relevant CWBS element.
9.2.2.2. CWBS Element Level. The level of the CWBS element.
9.2.2.3. CWBS Element Name. The title of the CWBS element using the specific name or nomenclature. The CWBS element names used in the CWBS Structure must be identical for the same element in the CWBS Dictionary.

9.3. Contract Work Breakdown Structure Dictionary

9.3.1. The CWBS Dictionary includes narrative descriptions of each WBS element scope and reference data to support tracing to other documents. The following features should be included (where applicable to each level):
9.3.1.1. CWBS/WBS Code. The same codes used in the structure.
9.3.1.2. CWBS Element Level. The level of the CWBS element. It is desirable to note where the WBS element represents a Contractual Reporting Level, a Control Account, or, where relevant, a Work Package.
9.3.1.3. CWBS Element Name. Enter the same element names used in the CWBS structure.
9.3.1.4. CWBS Approved Changes. List of changes approved in the change control process
9.3.1.5. CWBS Element Status. Status of Scoping Statement (Draft/Approved)
9.3.1.6. Scoping Statement version number & Revision date

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

9.3.3. CWBS Dictionaries must reflect only the work that is being completed within the contract for which the document is being submitted.
9.3.3.1. If work is not expected to occur for a given CWBS element, the CWBS Dictionary definition must indicate that this element is not applicable.
9.3.3.2. If work at some elements is being performed by a Supplier/Subcontractor, the Dictionary must state this. Similarly, if the CWBS is for a subcontract/supplier, the work defined for each element must be specific to the Subcontractor/supplier's scope of effort and must not include the prime Contractor's work.
9.3.3.3. If there are Government Furnished Assets (GFA) items being integrated into the end item, it is not expected that a detailed description of those items is provided, however, all GFA items being integrated into the system as part of the contract must be labelled as such in the CWBS Dictionary under the appropriate elements.

9.3.4. Typical features of the Scope Definition include:
9.3.4.1. PURPOSE: One or two sentences summarising why the scope exists.
9.3.4.2. BOUNDARIES: Explicit statements of what is in or out of scope to describe the boundaries. Consider including things by exception (obvious boundaries don't

need stating whereas more subtle boundaries will require more description). To add clarity, it is desirable to indicate where the excluded scope is captured (e.g. alternate WBS/alternate Contract/ Customer)

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

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

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

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

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

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

9.4. Subcontracted Activities

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

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

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

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

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

10. **Preparation Instructions:**

N/A

11. **Data Format & Delivery Instructions**

Level 1 Contract Requirements for WBS and Dictionary

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

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

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

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

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

7. **Use/Relationship:**

7.1. The Authority will use the CMS to:

7.1.1. Provide visibility into the Contractor's planning baseline and current forecast schedules;
7.1.2. Understand and evaluate the Contractors approach to meeting the requirements of the contract;
7.1.3. Monitor Contractor progress in meeting the requirements of the contract;
7.1.4. As a source of input when completing Authority planning activities; and,
7.1.5. Understand the required touch points between the Contractor's and 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-PC-002) – all activities and milestones on the schedule will be coded to the lowest level of the CWBS that represent the scope to which the activity pertains;
7.3.2. Contract Milestones – shall be clearly identifiable within the logic linked activity network;
7.3.3. The Contractor's EVMS – the integration of scope, schedule and budget will be undertaken around the CWBS, which will form the primary structure for EV Performance reporting; and,
7.3.4. Each submission of the CMS shall be consistent with the associated Contract Performance Report (CPR) delivered within this Contract.

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

8.1. Nominated EV Standard - unless otherwise stated in the Contract Terms and Conditions.
8.2. 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

Level 1 Contract Requirements for Contractor Master Schedule

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

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

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

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

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

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

10.1. Baseline Reports (Performance Measurement Baseline)

10.1.1. Reports that describe and reflect the initial baseline

10.1.2. 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.

10.2. Progress Reports (Statused Current Working Schedule)

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

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

10.2.3. Milestone Report. Agreed milestones to be shown with the baseline and current forecast dates. Report to provide RAG status and indication of float. Note that there shall be clear definitions and acceptance criteria for reporting milestones.

10.2.4. Critical Path, Sub-Critical Path and Float Erosion Analysis Reports. Critical path analysis against the baseline and current forecast dates within the CMS. Summary/ variance commentary of movements/changes to the critical path to be reported.

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

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

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

Level 1 Contract Requirements for Contractor Master Schedule

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-PC-004

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

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

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

9. **Requirements:**
   - 9.1. Data provided within the CPRs shall relate to the authorised contract work undertaken in support of this contract, demonstrating compliance 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.

Level 1 Contract Requirements for Contract Performance Reports

10. **Preparation Instructions:**
    - 10.1. The content requirements of this data item should be considered as a minimum standard that is required. It is not intended to constrain or otherwise restrict the inclusion of any content required to effectively develop the plan or implement the EVMS requirements of the Contract.
    - 10.2. Definitions for each cell and guidance on completing the CPR's can be found in DE&S document *EVM – Contract Performance Report Completion Guidance*.

11. **Data Format & Delivery Instructions:**
    - 11.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
    - 11.2. CPRs are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales. Electronic format shall permit drill down to the lowest level where cost performance is captured.
    - 11.3. Reports shall be delivered on a monthly basis.
    - 11.4. Ensure that reports apply agreed variance thresholds to ensure completeness of CPR format 5 narratives.
    - 11.5. Agree organisational or functional categories to be reported in format 2 and 4.
    - 11.6. Agree time increments to be used for baseline, resource, historical & forecast projections required within format 3, 4, 6, 7 and 8.

Annex C5 – Risk and Opportunity Management Plan (ROMP) – DID-PC-005

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

   Formal Reports
   9.4. In support of the risk management process the following reports are required:
      9.4.1. Risk register. Full risk register for contracted scope, defining risk (case, event, consequence), owner, proximity, current and target impact (probability and cost/schedule/performance impact) and associated management responses. The register shall cover both risks (threats) and opportunities.
      9.4.2. Schedule Risks Analysis (SRA). Identification of which risks were used in the analysis, which points of the Work Breakdown Structure/schedule they were applied to (Risk Network), Tornado Chart and sensitivity analysis. The schedule network used for SRA will be representative of the current progressed schedule, with the basis of the uncertainty applied explained.
      9.4.3. Risk and opportunity change report. Standard Risk Report - Risk & Opportunities Change Report or similar report of risks that have been escalated to a higher level for action/information.

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

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

9.4.6. Risk & Opportunities Process Health metrics report. Information reported for each month 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.

10. **Preparation Instructions:**

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

11. **Data Format & Delivery Instructions**

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

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

11.3. Reports shall be delivered on a monthly basis.

Annex C6 – Baseline Change Control – DID-PC-006

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

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

8. **Applicable Standards, Governance & Relevant Documentation**
   8.1. DEFCON 620: Contract change control procedure.
   8.2. DEFCON 503: Formal amendments to contract.
   8.3. APM Planning, Scheduling, Monitoring and Control (PSMC) guide.
   8.4. APM Earned Value Management Handbook
   8.5. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
   8.6. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and Programme Management

9. **Requirements**
   9.1. 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).
   9.2. 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.

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

Formal Reports

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

9.4.1. 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.

9.4.2. 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.

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.

11.2. 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 CDRL timescales.

11.3. Reports shall be delivered on a monthly basis.

Annex C7 – Cost Collection Reports – DID-PC-007

1. **Title:** COST COLLECTION REPORTS
2. **Number:** DID-PC-007
3. **Version:** Draft
4. **Delivery Schedule:** TBC
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-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.

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 CDRL 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.

CDRL 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 – Contract Data Requirement List (CDRL)

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

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use	Delivered By (Date)
CDRL-PC-001	Earned Value Management Plan (EVMP)	DID-PC-001	Initial– as part of Tender submission Final Delivery – Contract Award + 30 days Any IBR Commencement – 30 days Any EVMS Demonstration or Surveillance Commencement - 30 days Updates – 30 days prior to implementation significant changes to Contractor EVMS or EV approach	Review Accept/Reject Accept/Reject Accept/Reject Accept/Reject	Document Compliance with DID-PC-001 and EVMS compliant with Nominated Standard	Demonstrate compliance with Nominated EV Standard and the contractor's proposed means of meeting the Authority's EV management and data requirements.	
CDRL-PC-002	Contract Work Breakdown Structure (CWBS)	DID-PC-002	Initial – as part of Tender submission Final – Contract Award + 30 days	Review Accept/Reject	Compliance with DID-PC-002 and conformance with Authority WBS	Ensure intended scope is captured in the contractor's Performance Measurement Baseline.	
CDRL-PC-003	Contractor Master Schedule (CMS)	DID-PC-003	Initial delivery – Tender submission – In accordance with the tender submission deadline	Review	Compliance in accordance with DID-PC-003. Delivery does not constitute Authority Acceptance of the initial delivery or the	Assess progress achieved and predicted outcome	

Level 1 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use	Delivered By (Date)
			Post Contract Award + 60 days. Updates to be provided on a monthly basis (or alternative timescale to be agreed by the Delivery Team)	Accept/Reject	baseline schedule – Baseline Schedule dependent on Link to IBR activity		
CDRL-PC-004	Contract Performance Reports (CPR)	DID-PC-004	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-004	Assess performance and progress achieved	
CDRL-PC-005	Risk and Opportunity Management Plan (ROMP)	DID-PC-005	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +21 days	Accept/Reject	Compliance in accordance with DID-PC-005	Assess risk position.	
CDRL-PC-006	Change Control	DID-PC-006	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-006	Assess pending changes.	
CDRL-PC-007	Cost Collection	DID-PC-007	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-007	Assess cost incurred.	

Annex F – 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.

Level 1 Contract Requirements for Mandated Project Events

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.

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

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT
FORMAT 1 - WORK BREAKDOWN STRUCTURE GBP IN _____

FORM APPROVED DES-CPR-1

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

6. ESTIMATED COST AT COMPLETION	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)	7. AUTHORISED CONTRACTOR REPRESENTATIVE a. NAME (Last, First, Middle Initial)	b. TITLE	
a. BEST CASE				c. SIGNATURE		d. DATE SIGNED (YYYYMMDD)
b. WORST CASE						
c. MOST LIKELY						

8. PERFORMANCE DATA

ITEM (1)	CURRENT PERIOD							CUMULATIVE TO DATE							AT COMPLETION		
	BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR		BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR				
	WORK SCHEDULED (2)	WORK PERFORMED (3)	WORK PERFORMED (4)	SCHEDULE (5)	COST (6)	SPI (7)	CPI (8)	WORK SCHEDULED (9)	WORK PERFORMED (10)	WORK PERFORMED (11)	SCHEDULE (12)	COST (13)	SPI (14)	CPI (15)	BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN STRUCTURE ELEMENT																	
b. UNDISTRIBUTED BUDGET																	
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)																	
d. MANAGEMENT RESERVE																	
e. TOTAL																	

DES-CPR-1

CLASSIFICATION (After Completion)

Level 1 Contract Requirements Forms for Performance Reporting

Annex G2 CPR Format 2 – As Tailored by DE&S (CPI and SPI are preferred but not required)

CONTRACT PERFORMANCE REPORT
FORMAT 2 - ORGANISATION BREAKDOWN STRUCTURE GBP IN _____

FORM APPROVED
DES-CPR-2

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

6. ESTIMATED COST AT COMPLETION	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)
a. BEST CASE			
b. WORST CASE			
c. MOST LIKELY			

7. AUTHORISED CONTRACTOR REPRESENTATIVE		
a. NAME (Last, First, Middle Initial)	b. TITLE	
c. SIGNATURE		d. DATE SIGNED (YYYYMMDD)

8. PERFORMANCE DATA

ITEM (1)	CURRENT PERIOD: BUDGETED COST WORK SCHEDULED (2)	BUDGETED COST WORK PERFORMED (3)	ACTUAL COST WORK PERFORMED (4)	VARIANCE SCHEDULE (5)	VARIANCE COST (6)	INDICATOR SPI (7)	INDICATOR CPI (8)	CUMULATIVE TO DATE: BUDGETED COST WORK SCHEDULED (9)	BUDGETED COST WORK PERFORMED (10)	ACTUAL COST WORK PERFORMED (11)	VARIANCE SCHEDULE (12)	VARIANCE COST (13)	INDICATOR SPI (14)	INDICATOR CPI (15)	AT COMPLETION BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. ORGANISATION BREAKDOWN STRUCTURE ELEMENT																	
b. UNDISTRIBUTED BUDGET																	
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)																	
d. MANAGEMENT RESERVE																	
e. TOTAL																	

DES-CPR-2

CLASSIFICATION (After Completion)

Annex G3 – CPR Format 3

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

5. CONTRACT DATA						
a. ORIGINAL NEGOTIATED COST	b. NEGOTIATED CONTRACT CHANGES	c. CURRENT NEGOTIATED COST (a. + b.)	d. ESTIMATED COST OF AUTHORISED UNPRICED WORK	e. CONTRACT BUDGET BASE (c. + d.)	f. TOTAL ALLOCATED BUDGET	g. DIFFERENCE (e. - f.)

h. CONTRACT START DATE (YYYYMMDD)	i. CONTRACT VALUE AGREED DATE (YYYYMMDD)	j. PLANNED COMPLETION DATE (YYYYMMDD)	k. CONTRACT COMPLETION DATE (YYYYMMDD)	l. ESTIMATED COMPLETION DATE (YYYYMMDD)

6. PERFORMANCE DATA

ITEM	BCWS CUMULA-TIVE TO DATE	BCWS FOR REPORT PERIOD	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)											UNDIS-TRIBUTED BUDGET	TOTAL BUDGET
			SIX MONTH FORCAST						ENTER SPECIFIED PERIODS						
			+1	+2	+3	+4	+5	+6							
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
a. PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)															
b. BASELINE CHANGES AUTHORISED DURING REPORT PERIOD															
c. PERFORMANCE MEASUREMENT BASELINE (End of Period)															
7. MANAGEMENT RESERVE															
8. TOTAL															

DES-CPR-3

Level 1 Contract Requirements Forms for Performance Reporting

Annex G4 – CPR Format 4

CONTRACT PERFORMANCE REPORT
FORMAT 4 - STAFFING

FORM APPROVED
DES-CPR-4

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	c. EVMS ACCEPTANCE	
	d. SHARE RATIO	NO YES (YYYYMMDD)	

5. PERFORMANCE DATA (All figures in whole numbers)

5. EVALUATION ORGANISATIONAL ACTUAL SIX MONTH FORECAST BY MONTH (Enter Names of Months) ENTER SPECIFIED PERIODS

FORECAST (Non-Cumulative) NO YES (YYYYMMDD)

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

Explanation should include but is not limited to:
Summary Analysis
Summary of Overall Contract Variances
Differences between EAC and BAC
Changes in Undistributed Budget
Changes in Management Reserve
Significant timephasing shifts in Baseline (BCWS) (Format 3)
Significant timephasing shifts or Overall Changes in Forecasted Staffing (Format 4)

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

6. TOTAL DIRECT

DES-CPR-4

CLASSIFICATION (After Completion)

DES-CPR-5

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	c. EVMS ACCEPTANCE	
	d. SHARE RATIO	NO YES (YYYYMMDD)	

CLASSIFICATION (After Completion)

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

Annex G7 – CPR Format 7

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 7 - CUMULATIVE EVM DATA	GBP IN _____	FORM APPROVED DES-CPR-7
SUBMIT COMPLETED REPORT(S) IN ACCORD WITH CONTRACTUAL REQUIREMENTS.	4. REPORTED THROUGH	

1. CONTRACTOR	2. CONTRACT	3. PROGRAMME
a. NAME	a. NAME	a. NAME

5. TIME PHASED VALUES

WBS ELEMENTS (1)	EVM ELEMENT (2)	START MONTH (3)	MONTH +1	MONTH +2	MONTH +3	MONTH +4	MONTH +5	MONTH +6	MONTH +7	MONTH +8	MONTH +9	MONTH +10	MONTH +11	MONTH +12	MONTH +13	MONTH . . .	LAST MONTH (18)
			INSERT AS MANY MONTHS AS NEEDED TO ENCOMPASS THE TOTAL PROJECT DURATION														
WBS 1.1	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.1	BCWP	£	£ CUM	£ CUM													
WBS 1.1	ACWP	£	£ CUM	£ CUM													
WBS 1.1	ETC				£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.2	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.2	BCWP	£	£ CUM														
WBS 1.2	ACWP	£	£ CUM														
WBS 1.2	ETC			£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.3	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.3	BCWP	£															
WBS 1.3	ACWP	£															
WBS 1.3	ETC		£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.4	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.4	BCWP																
WBS 1.4	ACWP																
WBS 1.4	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.5	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.5	BCWP																
WBS 1.5	ACWP																
WBS 1.5	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
ADDITIONAL ROWS AS NEEDED	BCWS																
TO ENCOMPASS ALL	BCWP																
REPORTING ELEMENTS	ACWP																
	ETC																
. . .	BCWS																
	BCWP																
	ACWP																
	ETC																
TOTAL PMB	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
TOTAL PMB	BCWP																
TOTAL PMB	ACWP																
TOTAL PMB	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM

NOTES:
1) ETC row is to include ACWP Cumulative plus time phased estimate to complete which results in the EAC Cumulative in the Final Month
2) The sum of all WBS elements shall equal the total Performance Measurement Baseline.
3) Values are to be reported in Great British Pounds Sterling.
4) Additional detail reports showing elements of expense (such as labour hours, labour cost, materials, etc.) may be provided as requested and agreed.

DES-CPR-7

CLASSIFICATION (After Completion)

Annex G8 – CPR Format 8 – As Tailored by DE&S

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 8 - TIME PHASED ESTIMATE AT COMPLETION	GBP IN ____________________	FORM APPROVED DES-CPR-8
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. QUANTITY	b. NEGOTIATED COST	c. ESTIMATED COST OF AUTHORISED UNPRICED WORK	d. TARGET PROFIT/ FEE	e. TARGET PRICE	f. ESTIMATED PRICE	g. CONTRACT CEILING	h. ESTIMATED CONTRACT REQUIREMENT	i. DATE OF ESTIMATE (YYYYMMDD)

6. ESTIMATED COST AT COMPLETION	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)
a. BEST CASE			
b. WORST CASE			
c. MOST LIKELY			

7. AUTHORISED CONTRACTOR REPRESENTATIVE	
a. NAME (Last, First, Middle Initial)	b. TITLE
c. SIGNATURE	d. DATE SIGNED (YYYYMMDD)

8. TIME PHASED VALUES

ITEM (1)	ACTUAL COST TO DATE THRU PRIOR FY (2)	ACTUAL COST TO DATE CURRENT FY (3)	ACTUAL COST CURRENT MONTH (4)	ESTIMATE TO COMPLETE – UPCOMING MONTHS (Only Within Current Fiscal Year) +1 (5)	+2 (6)	+3 (7)	BALANCE OF FY (8)	TOTAL IN YEAR (9)	NEXT TEN FISCAL YEARS +1 (10)	+2 (11)	+3 (12)	+4 (13)	+5 TO +10 (14)	TOTAL 10 YEARS (15)	AT COMPLETION BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN								0						0		0	0
STRUCTURE ELEMENT								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
b. UNDISTRIBUTED BUDGET																	0
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d. MANAGEMENT RESERVE																	
e. TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

DES-CPR-8

CLASSIFICATION (After Completion)

Level 1 Contract Requirements Forms for Performance Reporting

1. Contract Information

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

2. Status Narrative

	Achievements to date and variance against plan for both period and culminative	Last Period	This Period
Overall		G	A

	WBS No.	This Period		Cumulative		Final Completion Date	Last Period	This Period
		%Complete	Budget	%Complete	Budget			
% Complete							A	G

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

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

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

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

3. Changes

Ref	Description	Requested on	Value	Status

4. Next Period

Ref	

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: 1. *Earned Value Management: APM Guidelines (2008),* 2. *The Earned Value Management Compass (APM,2010),* and; 3. *The Earned Value Management Handbook (APM, 2013)*. 4. *A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)* 5. *Interfacing Risk and Earned Value Management (2008).*

Term	Definition
	6. *Planning, Scheduling, Monitoring and Control (APM 2015*
Budgeted Cost for Work Performed (BCWP)	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	Planned Value (PV)

Term	Definition
Basis of Schedule (BOS)	A document that provides justification for the durations, resource loadings and logic assigned to tasks in the schedule.
CDRL	Contract Data Requirement List an index of data required from the Contractor
Change Control	A process for ensuring configuration control and obtaining appropriate approval
Contract Budget Baseline (CBB)	The amount of the authorised cost of a contract and the estimated cost of authorised non-priced work. This is the baseline that measures cost compliance.

Term	Definition
Contract Cost and Schedule Status Report (CSSR)	A simplified report that provides to DE&S a contractor's position with regard to planned, actual and forecast expenditures over the period of performance of the contract.
Contract Data Requirements List (CDRL)	A listing of the deliverables in a contract.
Contract Extensions	An expansion of some element of a contract that may increase 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.

Term	Definition
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
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.
Contracting, Purchasing and Finance (CP&F)	A DE&S software tool.

Term	Definition
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

Term	Definition
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 statused 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)

Term	Definition
DEFCON(s)	Defence Conditions to be held in the contract. Refer to KiD for condition and their associated defence forms (DEFFORMS)
DEFFORMS	Defence Forms
Data Item Description (DID)	Document defining the data required from a contractor
Defined Pricing Structure (DPS)	A format defined within UK regulation requiring industry to provide data to the Government for all Single Source Qualifying Defence Contracts. A product or service orientated hierarchy that defines the logical relationship among all components to a specific level that does not constrain the contractor's ability to define or manage the project or resources to deliver that project

Term	Definition
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.

Term	Definition
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.

Term	Definition
Earned Value Management System (EVMS)	A sound management approach that provides all levels of management with early visibility into cost and schedule performance. An EVMS will: • Relate time-phased budgets to specific contract tasks or statements of work. • Provide the basis to capture work progress assessments against the baseline plan. • Relate technical, schedule, and cost performance. • Provide valid, timely and auditable data and information for proactive project management analysis and action. • Supply managers with a practical level of summarisation for effective decision making.

Term	Definition
Economic Conditions (ECs)	The financial base position at a specific period of time and where statistics or financial indices may be used for 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.
EAC Metrics	These are the EVM Independent Estimate at Completion (IEAC) formulae promulgated alongside EVM metrics as a comparator to the EAC
Earned Value Reporting	The act of reporting Earned Value metrics by the use of defined CPR Formats.

Term	Definition
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.

Term	Definition
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.

Term	Definition
Major Subcontractor(s)	Those subcontractors where the subcontractor portion of the overall contract cost is equal to or greater than 20% or £20M of the contract
Managerially Significant	Having importance and recognition to the management team.
Mandated EVMS Review	A required assessment.
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.

Term	Definition
Payment Milestone	A milestone that has a payment value associated with it.
Performance Measurement Baseline (PMB)	A time-phased budget of the work to be performed against which cost and schedule performance is measured
Pre-Contract Award Readiness Review	An assessment of a contractor's ability to execute a contract should it be awarded
Project Control Manager (PCM)	The senior member of the project control team.
Project Controls	The organisation tasked with developing and implementing data gathering, management and analytical processes that predict, understand and constructively influence time and cost outcomes.
Project Controls System Description (PCSD)	A narrative that identifies and describes how a project control system will be implemented, including the data

Term	Definition
	gathering, management and analytical processes used to predict, understand and constructively influence time and cost outcomes.
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.

Term	Definition
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 which is 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.

Level 2 Annex A – Pre-qualification Questionnaire (PQQ) – Example Questions & Evaluation Criteria

Example PQQ Questions	Evaluation Criteria (Depending on the scoring of the PQQ the examples below can be tailored to match)	Follow on to ITT/ITN
Has the contractor previously implemented Earned Value Management? Can the Contractor provide an overview of their Earned Value Management Capability utilising three relevant and related	The Contractor has provided sufficient evidence to demonstrate experience of utilising Project Controls/Earned Value Management demonstrating a good level of understanding of Project Controls/EVM and the challenges encountered or has	Requesting key documentation that provided further detail of the processes employed, how performance data is monitored and controlled and how it is reported.

examples, together with any issues or challenges encountered and how these were resolved? If Project Controls has not been previously utilised, please outline how contractor intends to comply with DE&S requirements? Describe the organisation's tools and processes to deliver Project Controls. Explain how you would establish your company as an EVM capable supplier and over what timescale.	indicated sufficient understanding of, and ability to comply with, DE&S requirements in a manner that is sufficient to proceed. Are the tools and processes sufficiently mature to deliver the Project Controls/EVM intent?	Provide examples of successful EVM deployment.

Level 2 Contract Requirements for Project Controls

Annex B – EVM Requirements

1. Earned Value Management System Implementation

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

1.1.1. Describes an EVMS that is compliant with the Association for Project Management (APM) *Earned Value Management: APM Guidelines (2008), The Earned Value Management Compass (APM,2010)* and *The Earned Value Management Handbook (APM,2013)* (collectively, the *Nominated EV Standard*) or an equivalent standard (such as EIA-748 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. *(Discretionary)* 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. *(Discretionary)* 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. *(Discretionary)* 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 CDRL (DID-PC-002) that meets both the Authority reporting requirements and can be aligned with the Defined Pricing Structure (DPS) where applicable.

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

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

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

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

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

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

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

3. Contract Master Schedule (CMS)

3.1. The Contractor shall develop, deliver and update a Contract Master Schedule (CMS) in accordance with CDRL-(DID-PC-003). This will include the Performance Measurement Baseline (PMB), a current forecast schedule with 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, 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 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-PC-005, the Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a risk process to be jointly managed with the Authority.

4.2. Prior to establishing the Performance Measurement Baseline, an assessment will be made of the associated risk, allowing an appropriate Management Reserve to be established.

4.3. The Contractor shall make it possible for the Authority to participate with the regular risk update process via regular risk reviews and formal risk reporting.

5. *(Discretionary)* Integrated Baseline Review (IBR)

If applicable, the Contractor shall -

5.1. 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 on-site 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 F.

6. Earned Value Performance Reporting

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

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

6.1.2. (*Discretionary*) CPR Format 2 comparable to Format 1 but by OBS. In accordance with DID-PC-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-PC-004, unless otherwise specified in the Approved EVMP.

6.1.4. (*Discretionary*) 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-PC-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-PC-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:

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%=(SVx100)/BCWS: or (SVx100)/PV CV%=(CVx100)/BCWP: or (CVx100)/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. (*Discretionary*) CPR Format 7 to be provided at the appropriate material level agreed with the Authority and including BCWS, ACWP, BCWP and ETC time-phased by month and reported in Great British Pounds Sterling.

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

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

6.4. The Contractor shall provide or make available Suitably Qualified and Experienced Personnel (SQEP) to provide in-depth analysis of EVM data presented, typically to include the Project 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.

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, in accord with DID-PC-006.

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 approved project management and earned value management plans.

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

8.4. 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 and the Subcontract price exceeds £20m;
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 as the Contractor's EVM data when preparing CPRs in accordance with DID-PC-004.

9.8. The Contractor for small high-risk subcontract(s), especially where placed on fixed or Firm Price contract(s), instead of a CPR Format 1 shall mandate the delivery from the subcontractor of a Contract

Cost and Schedule Status Report (CSSR) similar to the template provided in Annex G9. These reports will be made available to the Authority aligning to the Authority data requirements.

10. Subcontractor Monitoring and Control where EVM does not apply

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

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

10.3. The Contractor shall ensure that the Subcontractors prepare and deliver 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 in accordance with DID-PC-004.

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

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

11.2.1. Microsoft Office tools for narrative documents;

11.2.2. Primavera P6 for schedules; or outputs that can be translated to a XER or XML file as agreed by the Authority.

11.2.3. Microsoft Excel compatible for numerical reports

11.2.4. Risk Register from Active Risk Manager (ARM) or similar

11.3. 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)

12.2. The Contractor shall ensure that an EAC process is completed and the results reported to the Authority upon internal approval.

12.3. Where applicable, the timing and detail of the Contractor EAC process shall be as follows:

12.3.1. Annually, a comprehensive, detailed estimate of remaining and at completion (inclusive of Sub-Contractor costs) shall be conducted by the Contractor including Risk Analysis.

12.3.2. 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.

12.3.3. 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.

12.4. For Substantial Change, Annual or Quarterly EAC updates, the Contractor shall provide data in both static and electronic form and grant Authority access to the Contractor EAC Guidance Documentation including but not limited to:

12.4.1. 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.

12.4.2. Timings for EAC, governance, cost and schedule review meetings which the Authority may wish to attend.

12.4.3. Risk and Opportunity Management Plan and guidance on Risk and Opportunity Reviews.

12.4.4. 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.

12.4.5. Cost Model and supporting / feeder data capture, templates or guidance including files, formats and structure of the data collation.

12.4.6. An explanation of any EAC changes to facilitate collation of CAM EAC Movements and subsequent summation of Contract EAC movements identifying cost drivers.

12.4.7. Risk Analysis, Risk Register, Risk Schedule Network Diagrams and Schedule Uncertainty Basis of Estimate.

12.4.8. 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).

12.5. 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.

Level 2 Contract Requirements for Earned Value Management

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

1. **Title:** EARNED VALUE MANAGEMENT PLAN (EVMP)
2. **Number**: DID-PC-001
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The EVMP documents the Contractor's plans, methodologies and processes for ensuring compliance with the EVMS requirements of the Contract. The EVMP shall include a description of the system structure and data flows, Project Controls System Description (PCSD), plans for implementation and subsequent review and maintenance of the Contractor's EVMS.
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. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and Programme Management.

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

10. **Requirements:**

10.1. EVMP Overview

10.1.1. The EVMP shall describe the objectives, scope, constraints, and assumptions associated with the Contractor's EVMS activities related to this contract. Any risks identified with the Contractor's EVMS implementation and operation shall be documented in the 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.

Level 2 Contract Requirements for Earned Value Management

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. *(Discretionary)* EVM Flow Down to Major Subcontractors

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

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

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

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

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

10.8.2.1. Subcontract title and description;

10.8.2.2. Subcontract type;

10.8.2.3. Subcontract value and Duration;

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

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

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

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

10.8.4.3. Proposed timing of Subcontract data incorporation

11. **Preparation Instructions:**

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

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

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

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.

Level 2 Contract Requirements for WBS and Dictionary

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

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

7. **Use/Relationship:**
   - 7.1. This DID summarises the format and content for the CWBS and Dictionary and provides preparation instructions to support the data and frequency requirements specified in the contract. This DID applies to all contracts that require a CWBS.
   - 7.2. The purpose and intent of the CWBS, and associated Dictionary, is to document and understand the Contractor's product-oriented deliverable scope and planned approach to performing the contract.
   - 7.3. CWBS at the nominated reporting level will be used in the CPR Reports.
   - 7.4. The CWBS is related to, and shall be consistent with, the Contractor's Earned Value Management Plan (EVMP) (DID-PC- 001) and the Contractor Master Schedule (CMS) DID-PC-003.

8. **Applicable Standards, Governance & Relevant Documentation**
   - 8.1. As per the example provided in the tender submission

9. **Requirements**
   - 9.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
     - 9.1.1. Configuration control of the CWBS and its Dictionary must be maintained throughout the Contract. Changes to the CWBS or its Dictionary affecting the Authority WBS & WBS Dictionary require the prior approval of the Authority.
     - 9.1.2. All contract scope must be included in the CWBS Dictionary.
     - 9.1.3. The CWBS shall be developed in as much detail as required to define the work effort into manageable parts that successfully achieve the end objective of the Contract.
     - 9.1.4. The CWBS Dictionary shall define in detail the scope of work included against each CWBS element. It shall correlate all Contract deliverables (CLINs, CDRLs and accomplishment of Mandated Reviews) against the lowest level of CWBS elements to ensure responsibility for delivery of all items is assigned and planned appropriately.
     - 9.1.5. The CWBS shall be consistent with the DPS where appropriate.
     - 9.1.6. The CWBS will also include additional data as described below.

   - 9.2. Contract Work Breakdown Structure
     - 9.2.1. The CWBS is a hierarchical family tree arrangement of WBS elements, defined by:
       - 9.2.1.1. Specific interface points to the Authority's WBS;
       - 9.2.1.2. Incorporating any contractually required high-level WBS structure; and
       - 9.2.1.3. Lower level elements of the Contractor's WBS necessary to provide an appropriate framework throughout the project for product and service definition

and control. Including allowing invoicing alignment to CLINs to provide the Authority with P3M system monthly reconciliation.

9.2.2. The CWBS Structure shall comprise of:

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

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

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

9.3. Contract Work Breakdown Structure Dictionary

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

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

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

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

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

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

9.3.1.6. Scoping Statement version number & Revision date

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

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

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

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

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

9.3.4. Typical features of the Scope Definition include:

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

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

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

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

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

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

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

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

9.4. Subcontracted Activities

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

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

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

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

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

10. **Preparation Instructions:**

N/A

11. **Data Format & Delivery Instructions**

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

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

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

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

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

7. **Use/Relationship:**

7.1. The Authority will use the CMS to:

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

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

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

8.1. Nominated EV Standard - unless otherwise stated in the Contract Terms and Conditions.

8.2. 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

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.

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

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.

10.2. Progress Reports (Statused Current Working Schedule)

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

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

10.2.3. Milestone Report. Agreed milestones to be shown with the baseline and current forecast dates. Report to provide RAG status and indication of float. Note that there shall be clear definitions and acceptance criteria for reporting milestones.

10.2.4. Critical Path, Sub-Critical Path and Float Erosion Analysis Reports. Critical path analysis against the baseline and current forecast dates within the CMS. Summary / variance commentary of movements / changes to the critical path to be reported.

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

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

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

Level 2 Contract Requirements for Contract Performance Reports

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

1. **Title:** CONTRACT PERFORMANCE REPORTS (CPR)
2. **Number:** DID-PC-004
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The CPRs are prepared by the Contractor to provide the Authority with earned value performance data designed to report multiple aspects of contract performance and future planning activity. Examples of Format 1-5 and 7 reports have been provided.
   - 6.1. Format 1 – Measures cost and schedule performance by Work Breakdown Structure (WBS) elements at the appropriate material level agreed with the Authority to represent a Managerially Significant breakdown of the work.
   - 6.2. (*Discretionary*) 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. (*Discretionary*) 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. (*Discretionary*) 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.

9.4. **NOTE:** Lower level detail may be required on an ad hoc basis in areas where a problem has occurred until such time that the Authority is content to return to the higher level.

10. **Preparation Instructions:**
    10.1. The content requirements of this data item should be considered as a minimum standard that is required. It is not intended to constrain or otherwise restrict the inclusion of any content required to effectively develop the plan or implement the EVMS requirements of the Contract.
    10.2. Definitions for each cell and guidance on completing the CPR's can be found in DE&S document *EVM – Contract Performance Report Completion Guidance*.

11. **Data Format & Delivery Instructions:**
    11.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
    11.2. CPRs are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales. Electronic format shall permit drill down to the lowest level where cost performance is captured.
    11.3. Reports shall be delivered on a monthly basis.
    11.4. Ensure that reports apply agreed variance thresholds to ensure completeness of CPR format 5 narratives.
    11.5. (*Discretionary*) 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 and 8 (7 as applicable).

Level 2 Contract Requirements for Risk Management

Annex C5 – Risk and Opportunity Management Plan (ROMP) – DID-PC-005

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

   Formal Reports

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

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

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

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

9.4.6. Risk & Opportunities Process Health metrics report. Information reported for each month 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.

10. **Preparation Instructions:**

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

11. **Data Format & Delivery Instructions**

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

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

11.3. Reports shall be delivered on a monthly basis.

Level 2 Contract Requirements for Change Control

Annex C6 – Baseline Change Control – DID-PC-006

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

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

8. **Applicable Standards, Governance & Relevant Documentation**
   8.1. DEFCON 620: Contract change control procedure.
   8.2. DEFCON 503: Formal amendments to contract.
   8.3. APM Planning, Scheduling, Monitoring and Control (PSMC) guide.
   8.4. APM Earned Value Management Handbook
   8.5. Electronic Industries Alliance 748 (EIA-748) EVMS Standard
   8.6. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and Programme Management

9. **Requirements**
   9.1. 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).

   9.2. 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.

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

10. Formal Reports

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

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

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

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

11. Preparation Instructions:

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

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

12. Data Format & Delivery Instructions

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

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

12.3. Reports shall be delivered on a monthly basis.

Level 2 Contract Requirements for Cost Collection

Annex C7 – Cost Collection Reports – DID-PC-007

1. **Title:** COST COLLECTION REPORTS
2. **Number:** DID-PC-007
3. **Version:** Draft
4. **Delivery Schedule:** TBC
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-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.

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 CDRL 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.

CDRL 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

Level 2 Contract Requirements for Contract Data Requirement List

Annex E – Contract Data Requirement List (CDRL)

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

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

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use	Delivered By (Date)
CDRL -PC-003	Contractor Master Schedule (CMS)	DID-PC-003	Initial delivery – Tender submission – In accordance with the tender submission deadline Post Contract Award + 60 Days Updates to be provided on a monthly basis (or alternative timescale to be agreed by the Delivery Team)	Review Accept/Reject	Compliance in accordance with DID-PC-003. Delivery does not constitute Authority Acceptance of the initial delivery or the baseline schedule – Baseline Schedule dependent on Link to IBR activity	Assess progress achieved and predicted outcome	
CDRL -PC-004	Contract Performance Reports (CPR)	DID-PC-004	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-004	Assess performance and progress achieved	
CDRL -PC-005	Risk and Opportunity Management Plan (ROMP)	DID-PC-005	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +21 days	Accept/Reject	Compliance in accordance with DID-PC-005	Assess risk position.	

Level 2 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use	Delivered By (Date)
CDRL-PC-006	Change Control	DID-PC-006	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-006	Assess pending changes.	
CDRL-PC-007	Cost Collection	DID-PC-007	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-007	Assess cost incurred.	

Annex F – Mandated Project Events *(Discretionary)*

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

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
Subcontract 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.

Level 2 Contract Requirements for Mandated Project Events

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

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

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE	GBP IN _____	FORM APPROVED DES-CPR-1

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

6. ESTIMATED COST AT COMPLETION				7. AUTHORISED CONTRACTOR REPRESENTATIVE	
	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)	a. NAME (Last, First, Middle Initial)	b. TITLE
a. BEST CASE				c. SIGNATURE	d. DATE SIGNED (YYYYMMDD)
b. WORST CASE					
c. MOST LIKELY					

8. PERFORMANCE DATA

ITEM (1)	CURRENT PERIOD							CUMULATIVE TO DATE							AT COMPLETION		
	BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR		BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR				
	WORK SCHEDULED (2)	WORK PERFORMED (3)	WORK PERFORMED (4)	SCHEDULE (5)	COST (6)	SPI (7)	CPI (8)	WORK SCHEDULED (9)	WORK PERFORMED (10)	WORK PERFORMED (11)	SCHEDULE (12)	COST (13)	SPI (14)	CPI (15)	BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN STRUCTURE ELEMENT																	
b. UNDISTRIBUTED BUDGET																	
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)																	
d. MANAGEMENT RESERVE																	
e. TOTAL																	

DES-CPR-1

CLASSIFICATION (After Completion)

Annex G3 – CPR Format 3

Level 2 Contract Requirements Forms for Performance Reporting

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

5. CONTRACT DATA						
a. ORIGINAL NEGOTIATED COST	b. NEGOTIATED CONTRACT CHANGES	c. CURRENT NEGOTIATED COST (a. + b.)	d. ESTIMATED COST OF AUTHORISED UNPRICED WORK	e. CONTRACT BUDGET BASE (c. + d.)	f. TOTAL ALLOCATED BUDGET	g. DIFFERENCE (e. - f.)

h. CONTRACT START DATE (YYYYMMDD)	i. CONTRACT VALUE AGREED DATE (YYYYMMDD)	j. PLANNED COMPLETION DATE (YYYYMMDD)	k. CONTRACT COMPLETION DATE (YYYYMMDD)	l. ESTIMATED COMPLETION DATE (YYYYMMDD)

6. PERFORMANCE DATA

ITEM	BCWS CUMULA-TIVE TO DATE	BCWS FOR REPORT PERIOD	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)											UNDIS-TRIBUTED BUDGET	TOTAL BUDGET
			SIX MONTH FORCAST						ENTER SPECIFIED PERIODS						
			+1	+2	+3	+4	+5	+6							
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
a. PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)															
b. BASELINE CHANGES AUTHORISED DURING REPORT PERIOD															
c. PERFORMANCE MEASUREMENT BASELINE (End of Period)															
7. MANAGEMENT RESERVE															
8. TOTAL															

DES-CPR-3

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

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

Explanation should include but is not limited to:

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

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

DES-CPR-5

CLASSIFICATION (After Completion)

Level 2 Contract Requirements Forms for Performance Reporting

Annex G7 – CPR Format 7

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 7 - CUMULATIVE EVM DATA	GBP IN _____	FORM APPROVED DES-CPR-7
SUBMIT COMPLETED REPORT(S) IN ACCORD WITH CONTRACTUAL REQUIREMENTS.	4. REPORTED THROUGH	

1. CONTRACTOR	2. CONTRACT	3. PROGRAMME
a. NAME	a. NAME	a. NAME

5. TIME PHASED VALUES

WBS ELEMENTS (1)	EVM ELEMENT (2)	START MONTH (3)	MONTH +1	MONTH +2	MONTH +3	MONTH +4	MONTH +5	MONTH +6	MONTH +7	MONTH +8	MONTH +9	MONTH +10	MONTH +11	MONTH +12	MONTH +13	MONTH . . .	LAST MONTH (18)
			INSERT AS MANY MONTHS AS NEEDED TO ENCOMPASS THE TOTAL PROJECT DURATION														
WBS 1.1	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.1	BCWP	£	£ CUM	£ CUM													
WBS 1.1	ACWP	£	£ CUM	£ CUM													
WBS 1.1	ETC				£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.2	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.2	BCWP	£	£ CUM														
WBS 1.2	ACWP	£	£ CUM														
WBS 1.2	ETC			£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.3	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.3	BCWP	£															
WBS 1.3	ACWP	£															
WBS 1.3	ETC		£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.4	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.4	BCWP																
WBS 1.4	ACWP																
WBS 1.4	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.5	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.5	BCWP																
WBS 1.5	ACWP																
WBS 1.5	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
ADDITIONAL ROWS AS NEEDED	BCWS																
TO ENCOMPASS ALL	BCWP																
REPORTING ELEMENTS	ACWP																
	ETC																
. . .	BCWS																
	BCWP																
	ACWP																
	ETC																
TOTAL PMB	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
TOTAL PMB	BCWP																
TOTAL PMB	ACWP																
TOTAL PMB	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM

NOTES:
1) ETC row is to include ACWP Cumulative plus time phased estimate to complete which results in the EAC Cumulative in the Final Month
2) The sum of all WBS elements shall equal the total Performance Measurement Baseline.
3) Values are to be reported in Great British Pounds Sterling.
4) Additional detail reports showing elements of expense (such as labour hours, labour cost, materials, etc.) may be provided as requested and agreed.

DES-CPR-7

CLASSIFICATION (After Completion)

Annex G8 – CPR Format 8 – As Tailored by DE&S

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT
FORMAT 8 - TIME PHASED ESTIMATE AT COMPLETION GBP IN ____________________

FORM APPROVED
DES-CPR-8

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

6. ESTIMATED COST AT COMPLETION	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)
a. BEST CASE			
b. WORST CASE			
c. MOST LIKELY			

7. AUTHORISED CONTRACTOR REPRESENTATIVE	
a. NAME (Last, First, Middle Initial)	b. TITLE
c. SIGNATURE	d. DATE SIGNED (YYYYMMDD)

8. TIME PHASED VALUES

ITEM	ACTUAL COST			ESTIMATE TO COMPLETE											AT COMPLETION		
				UPCOMING MONTHS (Only Within Current Fiscal Year)				TOTAL	NEXT TEN FISCAL YEARS					TOTAL			
ITEM (1)	TO DATE THRU PRIOR FY (2)	TO DATE CURRENT FY (3)	CURRENT MONTH (4)	+1 (5)	+2 (6)	+3 (7)	BALANCE OF FY (8)	IN YEAR (9)	+1 (10)	+2 (11)	+3 (12)	+4 (13)	+5 TO +10 (14)	10 YEARS (15)	BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN								0						0		0	0
STRUCTURE ELEMENT								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
b. UNDISTRIBUTED BUDGET																	0
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d. MANAGEMENT RESERVE																	
e. TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

DES-CPR-8

CLASSIFICATION (After Completion)

Level 2 Contract Requirements Forms for Performance Reporting

Annex G9: 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			Report Period	Start	
Sponsor		Program ID				End	

2. Status Narrative

	Achievements to date and variance against plan for both period and culminative	Last Period	This Period
Overall		G	A

	WBS No.	This Period		Cumulative		Final Completion Date	Last Period	This Period
		%Complete	Budget	%Complete	Budget			
% Complete							A	G

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

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

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

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

3. Changes

Ref	Description	Requested on	Value	Status

4. Next Period

Ref	

Level 3 Project Controls Requirements Terms and Definitions

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: 1. *Earned Value Management: APM Guidelines (2008),* 2. *The Earned Value Management Compass (APM,2010),* and; 3. *The Earned Value Management Handbook (APM, 2013)*. 4. *A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)* 5. *Interfacing Risk and Earned Value Management (2008).* 6. *Planning, Scheduling, Monitoring and Control (APM 2015*
Budgeted Cost for Work Performed (BCWP)	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	Planned Value (PV)
Basis of Schedule (BOS)	A document that provides justification for the durations, resource loadings and logic assigned to tasks in the schedule.
Change Control	A process for ensuring configuration control and obtaining appropriate approval
Contract Budget Baseline (CBB)	The amount of the authorised cost of a contract and the estimated cost of authorised non-priced work. This is the baseline that measures cost compliance.
Contract Cost and Schedule Status Report (CSSR)	A simplified report that provides to DE&S a contractor's position with regard to planned, actual and forecast expenditures over the period of performance of the contract.
Contract Data Requirements List (CDRL)	A listing of the deliverables in a contract.
Contract Extensions	An expansion of some element of a contract that may increase 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 EAC Guidance Documentation	A document containing instructions, assumptions or other criteria relating to the production of an estimate at completion.

Level 3 Contract Requirements for Project Controls

Term	Definition
Control Account	An element of the Work Breakdown Structure (WBS) where control of scope, schedule and cost are assigned to a responsible person
Control Account Manager (CAM)	The person responsible for achieving the scope, schedule and cost associated with an element of the Work Breakdown Structure.
Cost Variance (CV)	An EVM term for the difference between the value of work performed and its cost. (BCWP-ACWP=CV)
Data Item Description (DID)	Document defining the data required from a contractor
DEFCON(s)	Defence Conditions to be held in the contract. Refer to KiD for condition and their associated defence forms (DEFFORMS)
DEFFORMS	Defence Forms
Defined Pricing Structure (DPS)	A format defined within UK regulation requiring industry to provide data to the Government for all Single Source Qualifying Defence Contracts. A product or service orientated hierarchy that defines the logical relationship among all components to a specific level that does not constrain the contractor's ability to define or manage the project or resources to deliver that project
Earned Value Management Plan (EVMP)	A description of how the Earned Value Management System will be applied.
Earned Value Management System (EVMS)	A sound management approach that provides all levels of management with early visibility into cost and schedule performance. An EVMS will: • Relate time-phased budgets to specific contract tasks or statements of work. • Provide the basis to capture work progress assessments against the baseline plan. • Relate technical, schedule, and cost performance. • Provide valid, timely and auditable data and information for proactive project management analysis and action. • Supply managers with a practical level of summarisation for effective decision making.
EIA	Electronic Industries Alliance.
Government Furnished Asset (GFA)	An asset that is furnished by the government.
Government Furnished Equipment (GFE)	Equipment that is furnished by the government.
Government Furnished Information (GFI)	Information that is furnished by the government.
Government Furnished Structures (GFS)	Structures or facilities that are furnished by the government.
Government Furnished Items (GFX)	Includes Government Furnished Equipment (GFE), Government Furnished Assets (GFA), Government Furnished Information (GFI), and Government Furnished Structures (GFS).
Integrated Baseline Review (IBR)	An assessment of the content and integrity of the performance measurement baseline.
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 £20M of the contract

Term	Definition
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.
Project Controls System Description (PCSD)	A narrative that identifies and describes how a project control system will be implemented, including the data gathering, management and analytical processes used to predict, understand and constructively influence time and cost outcomes.
Project Management Plan (PMP)	A narrative that documents the actions necessary to define, prepare, integrate and coordinate the various project activities, including how it will be executed, monitored, controlled, and closed.
Readiness Assessments	The Contractor process for measuring organisational preparedness and identification of needs and development prior to the execution of major phases of a contract.
Risk Register	A log or table that contains the identified risks for performing a body of work. It includes a description of the risks, a description of the actions which are to be taken to avoid or reduce the risk, the probability of occurrence and the impact if realised.
Statement of Work (SOW)	A narrative of the scope to be accomplished.
Suitably Qualified and Experienced Personnel (SQEP)	A person or persons with sufficient demonstrated experience and relevant qualifications to provide assurance that they will be able to accomplish the work assigned to them.
Schedule 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 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.

Level 3 Contract Requirements for Project Controls

Level 3 Annex A – Pre-qualification Questionnaire (PQQ) – Example Questions & Evaluation Criteria

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

Annex B – EVM Requirements

1. Earned Value Management System Implementation

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

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

1.5. *(Discretionary)* The Contractor shall undertake on-going 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. *(Discretionary)* 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 Integrated Baseline Review (IBR) including Readiness Assessments for Contract Extensions or New Contract Phases.

Level 3 Contract Requirements for Project Controls

2. Contract Work Breakdown Structure

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

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

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

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

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

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

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

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

3. Contract Master Schedule (CMS)

3.1. The Contractor shall develop, deliver and update a Contract Master Schedule (CMS) in accordance with CDRL-(DID-PC-003). This will include the Performance Measurement Baseline (PMB), a current forecast schedule with 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, 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 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-PC-005, the Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a risk process to be jointly managed with the Authority.

4.2. Prior to establishing the Performance Measurement Baseline, an assessment will be made of the associated risk, allowing an appropriate Management Reserve to be established.

4.3. The Contractor shall make it possible for the Authority to engage with the regular risk update process via regular risk reviews and formal risk reporting.

5. *(Discretionary)* Integrated Baseline Review (IBR)

If applicable, the Contractor shall -

5.1. 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 on-site 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 ongoing surveillance reviews shall be completed to ensure the continued validity of the EVMS, as outlined in Annex F.

6. Earned Value Performance Reporting

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

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

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

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

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

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

6.1.3.3. Either exceeds the variance thresholds in Table 1 *(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%=(SVx100)/BCWS: or (SVx100)/PV CV%=(CVx100)/BCWP: or (CVx100)/EV)

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

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

6.1.6. (*Discretionary*) CPR Format 8 at the appropriate material level agreed with the Authority, provide both the current year and the ten-year forecast of the ETC and sum them with the cumulative ACWP to yield a time-phased ETC and the EAC. A version of

the Format 8 based on the current forecast of BCWS from current time through completion is also needed if not provided as a Format 6 schedule report.

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

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

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

7. Change Control

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

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

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

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

7.1.4 Prevent revisions to the program budget except for authorised changes.

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

8. Subcontractor Management – Project Control

8.1. The Contractor shall 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 (as appropriate) with the value and scope of the subcontract. Major Subcontractors must have separate Control Accounts within the Contractors PMB.

8.4. The Contractor, unless otherwise agreed by the Authority, will undertake an assessment of the earned value achieved by the sub-contractor, which will be included in the reported CPR's / CSSRs. The Contractor will ensure that the EV / Percentage Complete assessment will be undertaken on all work where the Subcontract or group of Subcontracts requires effort:

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

Where EV/Percentage Complete assessment is required:

9.1. The Contractor shall ensure the Subcontractor's performance is reported within the Contractors CPR.

9.2. The Contractor shall be responsible for reviewing and accepting the Subcontractor's performance.

9.3. The Contractor shall permit Authority Representative(s) to participate in any review associated with the Subcontractor's performance, to ensure compliance of the requirements of the Contract.

9.4. The Contractor shall make available to the Authority records and source data that supports any Review of a Subcontractor's performance within thirty days of receipt or production.

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

10. Subcontractor Monitoring and Control where EVM does not apply

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

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

10.3. The Contractor shall ensure that the Subcontractors prepare and deliver 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 in accordance with DID-PC-004.

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

11. Deliverable Data Formats

11.1. The Contractor shall ensure that project/programme data can be exchanged using the Authority preferred software tools. These include:
11.1.1. Microsoft Office tools for narrative documents;

11.1.2. Primavera P6 for schedules; or outputs that can be translated to a XER 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. (*Discretionary*) 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. Annually, 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 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 Authority access to:
12.3.1. The Contractor EAC Guidance Documentation including but not limited to:
12.3.1.1. 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.
12.3.1.2. Timings for EAC, governance, cost and schedule review meetings which the Authority may wish to attend attendance.
12.3.1.3. Risk and Opportunity Management Plan and guidance on Risk and Opportunity Reviews.
12.3.1.4. 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.
12.3.1.5. Cost Model and supporting / feeder data capture, templates or guidance including files, formats and structure of the data collation.
12.3.1.6. An explanation of any EAC changes to facilitate collation of CAM EAC Movements and subsequent summation of Contract EAC movements identifying cost drivers.
12.3.1.7. Risk Analysis, risk register, Risk Schedule Network Diagrams and Schedule Uncertainty Basis of Estimate.
12.3.1.8. 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-PC-001

1. **Title:** EARNED VALUE MANAGEMENT PLAN (EVMP)
2. **Number**: DID-PC-001
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The EVMP documents the Contractor's plans, methodologies and processes for ensuring compliance with the EVMS requirements of the Contract. The EVMP shall include a description of the system structure and data flows, Project Controls System Description (PCSD), plans for implementation and subsequent review and maintenance of the Contractor's EVMS.
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. International Organisation for Standardisation (ISO) 21508:2018 Earned Value Management in Project and Programme Management.
   9.4. DE&S Guide: EVM – Contract Performance Report Completion Guidance
   9.5. DCMA Fourteen Point Schedule Health Check.

Level 3 Contract Requirements for Earned Value 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. Contractor EVM Assessment

10.8.1. Unless otherwise agreed by the Authority, the Contractor will undertake an assessment of Earned Value of the Sub-Contractor's performance where the subcontract is:

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

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

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

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

10.8.2.1. Subcontract title and description;

10.8.2.2. Subcontract type;

10.8.2.3. Subcontract value and Duration;

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

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

10.8.4.1. Contractors Plans for assessing performance to meet the Authority's EV Standards and Contract Requirements., including plans for Subcontractor Reviews. 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

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

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

7. **Use/Relationship:**
   7.1. This DID summarises the format and content for the CWBS Structure and Dictionary and provides preparation instructions to support the data and frequency requirements specified in the contract. This DID applies to all contracts that require a CWBS.
   7.2. The purpose and intent of the CWBS, and associated Dictionary, is to document and understand the Contractor's product-oriented deliverable scope and planned approach to performing the contract.
   7.3. CWBS at the nominated reporting level will be used in the CPR Reports.
   7.4. The CWBS is related to, and shall be consistent with, the Contractor's Earned Value Management Plan (EVMP) (DID-PC- 001) and the Contractor Master Schedule (CMS) DID-PC-003.

8. **Applicable Standards, Governance & Relevant Documentation**
   8.1. As per the example provided in the tender submission

9. **Requirements**
   9.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
      9.1.1. Configuration control of the CWBS and its Dictionary must be maintained throughout the Contract. Changes to the CWBS or its Dictionary affecting the Authority WBS & WBS Dictionary require the prior approval of the Authority.
      9.1.2. All contract scope must be included in the CWBS Dictionary.
      9.1.3. The CWBS shall be developed in as much detail as required to define the work effort into manageable parts that successfully achieve the end objective of the Contract.
      9.1.4. The CWBS Dictionary shall define in detail the scope of work included against each CWBS element. It shall correlate all Contract deliverables (CLINs, CDRLs and accomplishment of Mandated Reviews) against the lowest level of CWBS elements to ensure responsibility for delivery of all items is assigned and planned appropriately.
      9.1.5. The CWBS shall be consistent with the DPS where appropriate.
      9.1.6. The CWBS will also include additional data as described below.

   9.2. Contract Work Breakdown Structure
      9.2.1. The CWBS is a hierarchical family tree arrangement of WBS elements, defined by:
         9.2.1.1. Specific interface points to the Authority's WBS;
         9.2.1.2. Incorporating any contractually required high-level WBS structure; and
         9.2.1.3. Lower level elements of the Contractor's WBS necessary to provide an appropriate framework throughout the project for product and service definition and control. Including allowing invoicing alignment to CLINs to provide the Authority with P3M system monthly reconciliation.
      9.2.2. The CWBS Structure shall comprise of:

9.2.2.1. CWBS/WBS Code. The preferred convention is to use a numeric structure starting with the Authority WBS Code for the relevant CWBS element.
9.2.2.2. CWBS Element Level. The level of the CWBS element.
9.2.2.3. CWBS Element Name. The title of the CWBS element using the specific name or nomenclature. The CWBS element names used in the CWBS Structure must be identical for the same element in the CWBS Dictionary.

9.3. Contract Work Breakdown Structure Dictionary

9.3.1. The CWBS Dictionary includes narrative descriptions of each WBS element scope and reference data to support tracing to other documents. The following features should be included (where applicable to each level):
9.3.1.1. CWBS/WBS Code. The same codes used in the structure.
9.3.1.2. CWBS Element Level. The level of the CWBS element. It is desirable to note where the WBS element represents a Contractual Reporting Level, a Control Account, or, where relevant, a Work Package.
9.3.1.3. CWBS Element Name. Enter the same element names used in the CWBS structure.
9.3.1.4. CWBS Approved Changes. List of changes approved in the change control process
9.3.1.5. CWBS Element Status. Status of Scoping Statement (Draft/Approved)
9.3.1.6. Scoping Statement version number & Revision date

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

9.3.3. CWBS Dictionaries must reflect only the work that is being completed within the contract for which the document is being submitted.
9.3.3.1. If work is not expected to occur for a given CWBS element, the CWBS Dictionary definition must indicate that this element is not applicable.
9.3.3.2. If work at some elements is being performed by a Supplier/Subcontractor, the Dictionary must state this. Similarly, if the CWBS is for a subcontract/supplier, the work defined for each element must be specific to the Subcontractor/supplier's scope of effort, and must not include the prime Contractor's work.
9.3.3.3. If there are Government Furnished Assets (GFA) items being integrated into the end item, it is not expected that a detailed description of those items is provided, however, all GFA items being integrated into the system as part of the contract must be labelled as such in the CWBS Dictionary under the appropriate elements.

9.3.4. Typical features of the Scope Definition include:
9.3.4.1. PURPOSE: One or two sentences summarising why the scope exists.
9.3.4.2. BOUNDARIES: Explicit statements of what is in or out of scope to describe the boundaries. Consider including things by exception (obvious boundaries don't

need stating whereas more subtle boundaries will require more description). To add clarity, it is desirable to indicate where the excluded scope is captured (e.g. alternate WBS/alternate Contract/ Customer)

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

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

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

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

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

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

9.4. Subcontracted Activities

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

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

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

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

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

10. **Preparation Instructions:**

N/A

11. **Data Format & Delivery Instructions**

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

Level 3 Contract Requirements for WBS and Dictionary

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

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

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

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

7. **Use/Relationship:**

7.1. The Authority will use the CMS to:

7.1.1. Provide visibility into the Contractor's planning baseline and current forecast schedules;
7.1.2. Understand and evaluate the Contractors approach to meeting the requirements of the contract;
7.1.3. Monitor Contractor progress in meeting the requirements of the contract;
7.1.4. As a source of input when completing Authority planning activities; and,
7.1.5. Understand the required touch points between the Contractor's and 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-PC-002) – all activities and milestones on the schedule will be coded to the lowest level of the CWBS that represent the scope to which the activity pertains;
7.3.2. Contract Milestones – shall be clearly identifiable within the logic linked activity network;
7.3.3. The Contractor's EVMS – the integration of scope, schedule and budget will be undertaken around the CWBS, which will form the primary structure for EV Performance reporting; and,
7.3.4. Each submission of the CMS shall be consistent with the associated Contract Performance Report (CPR) delivered within this Contract.

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

8.1. Nominated EV Standard - unless otherwise stated in the Contract Terms and Conditions.

8.2. 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

Level 3 Contract Requirements for Contractor Master Schedule

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

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

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

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

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

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

10.1. Baseline Reports (Performance Measurement Baseline)

10.1.1. Reports that describe and reflect the initial baseline

10.1.2. 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.

10.2. Progress Reports (Statused Current Working Schedule)

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

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

10.2.3. Milestone Report. Agreed milestones to be shown with the baseline and current forecast dates. Report to provide RAG status and indication of float. Note that there shall be clear definitions and acceptance criteria for reporting milestones.

10.2.4. Critical Path, Sub-Critical Path and Float Erosion Analysis Reports. Critical path analysis against the baseline and current forecast dates within the CMS. Summary / variance commentary of movements / changes to the critical path to be reported.

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

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

10.2.7. Schedule Risk Analysis shall be conducted on the Contractor schedule with a Schedule Analysis Report and copies of the SRA schedule being provided to the Authority. SRA analysis will be provided together with associated confidence figures for the deterministic baseline considering both uncertainty and risk (against a submitted risk register) and uncertainty.

Level 3 Contract Requirements for Contractor Master Schedule

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.
12.3. A Control Level schedule hard copy as well as electronic submission in the native file format (P6, or alternate package supported by Terms & Conditions of Contract).
12.4. Each submission of the CMS shall be consistent with the associated Contract Performance Report (CPR).

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

1. **Title:** CONTRACT PERFORMANCE REPORTS (CPR)
2. **Number:** DID-PC-004
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The CPRs are prepared by the Contractor to provide the Authority with earned value performance data designed to report multiple aspects of contract performance and future planning activity. Examples of Format 1,3 & 5 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 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.
   6.3. 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.
   6.4. Format 6 – Provided by reports from the Contractor Master Schedule.
   6.5. (*Discretionary*) Format 7 – Full EVMS data export.
   6.6. (*Discretionary*) 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:**

Level 3 Contract Requirements for Contract Performance Reports

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

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

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

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

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

11.3. Reports shall be delivered on a monthly basis.

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

11.5. Agree time increments to be used for baseline, resource, historical & forecast projections required within format 3 and 6 (include 7 and 8 as applicable).

Annex C5 – Risk and Opportunity Management Plan (ROMP) – DID-PC-005

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

   Formal Reports
   9.4. In support of the risk management process the following reports are required:
      9.4.1. Risk register. Full risk register for contracted scope, defining risk (case, event, consequence), owner, proximity, current and target impact (probability and cost/schedule/performance impact) and associated management responses. The register shall cover both risks (threats) and opportunities.
      9.4.2. Schedule Risks Analysis (SRA). Identification of which risks were used in the analysis, which points of the Work Breakdown Structure / schedule they were applied to (Risk Network), Tornado Chart and sensitivity analysis. The schedule network used for SRA will be representative of the current progressed schedule, with the basis of the uncertainty applied explained.
      9.4.3. Risk and opportunity change report. Standard Risk Report - Risk & Opportunities Change Report. Report of risks that have been escalated to a higher level for action / information.

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

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

9.4.6. Risk & Opportunities Process Health metrics report. Information reported for each month 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.

10. **Preparation Instructions:**

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

11. **Data Format & Delivery Instructions**

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

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

11.3. Reports shall be delivered on a monthly basis.

Annex C6 – Baseline Change Control – DID-PC-006

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

7. **Use/Relationship:**

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

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

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

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

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

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

8.1. DEFCON 620: Contract change control procedure.

8.2. DEFCON 503: Formal amendments to contract.

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

8.4. APM Earned Value Management Handbook

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

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

9. **Requirements**

9.1. The change control process shall:

9.1.1. Document, track and communicate to stakeholders' changes to the Performance Measurement Baseline;

9.1.2. Ensure that the full impact of any change is articulated, including scope, schedule and budget;

9.1.3. Ensure that all changes are assessed and endorsed by the right group of stakeholders;

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

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

9.1.6. Allow a forward view of potential changes;

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

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

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

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.

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

10. Formal Reports

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

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

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

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

11. Preparation Instructions:

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

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

12. Data Format & Delivery Instructions

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

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

12.3. Reports shall be delivered on a monthly basis.

Annex C7 – Cost Collection Reports – DID-PC-007

1. **Title:** COST COLLECTION REPORTS
2. **Number:** DID-PC-007
3. **Version:** DRAFT
4. **Delivery Schedule:** TBC
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-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.

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 CDRL timescales.
    11.2. Reports shall be delivered on a frequency as agreed with the Authority.

Level 3 Contract Requirements for Contract Pro-Forma

Annex D – DID Evaluation Pro-Forma

Data Item Description Evaluation Pro-forma

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

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

CDRL Deliverable Title	
DID No	
Version	
Date of Delivery	
Review Deadline	[XX 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 – Contract Data Requirement List (CDRL)

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

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

Level 3 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use	Delivered By (Date)
			tender submission deadline Post Contract Award + 60 Days. Updates to be provided on a monthly basis (or alternative timescale to be agreed by the Delivery Team)	Accept/Reject Accept/Reject	Delivery does not constitute Authority Acceptance of the initial delivery or the baseline schedule – Baseline Schedule dependent on Link to IBR activity		
CDRL-PC-004	Contract Performance Reports (CPR)	DID-PC-004	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-004	Assess performance and progress achieved	
CDRL-PC-005	Risk and Opportunity Management Plan (ROMP)	DID-PC-005	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +21 days	Accept/Reject	Compliance in accordance with DID-PC-005	Assess risk position.	
CDRL-PC-006	Change Control	DID-PC-006	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-006	Assess pending changes.	

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use	Delivered By (Date)
CDRL-PC-007	Cost Collection	DID-PC-007	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-007	Assess cost incurred.	

Level 3 Contract Requirements for Mandated Project Events

Annex F – Mandated Project Events

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

Event	Guide Ref	Schedule	Review Authority	Completion Criteria	Intended Use
(*Discretionary*) 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
(*Discretionary*) 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

Level 3 Annex G1– CPR Format 1 – As Tailored by DE&S (CPI and SPI are preferred but not required)

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT FORMAT 1 - WORK BREAKDOWN STRUCTURE	GBP IN _____	FORM APPROVED DES-CPR-1

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

6. ESTIMATED COST AT COMPLETION				7. AUTHORISED CONTRACTOR REPRESENTATIVE	
	MANAGEMENT ESTIMATE AT COMPLETION (1)	CONTRACT BUDGET BASE (2)	VARIANCE (3)	a. NAME (Last, First, Middle Initial)	b. TITLE
a. BEST CASE				c. SIGNATURE	d. DATE SIGNED (YYYYMMDD)
b. WORST CASE					
c. MOST LIKELY					

8. PERFORMANCE DATA

ITEM (1)	CURRENT PERIOD							CUMULATIVE TO DATE							AT COMPLETION		
	BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR		BUDGETED COST		ACTUAL COST	VARIANCE		INDICATOR				
	WORK SCHEDULED (2)	WORK PERFORMED (3)	WORK PERFORMED (4)	SCHEDULE (5)	COST (6)	SPI (7)	CPI (8)	WORK SCHEDULED (9)	WORK PERFORMED (10)	WORK PERFORMED (11)	SCHEDULE (12)	COST (13)	SPI (14)	CPI (15)	BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN STRUCTURE ELEMENT																	
b. UNDISTRIBUTED BUDGET																	
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)																	
d. MANAGEMENT RESERVE																	
e. TOTAL																	

DES-CPR-1

CLASSIFICATION (After Completion)

Level 3 Annex G3 – CPR Format 3

Level 3 Contract Requirements Forms for Performance Reporting

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

5. CONTRACT DATA						
a. ORIGINAL NEGOTIATED COST	b. NEGOTIATED CONTRACT CHANGES	c. CURRENT NEGOTIATED COST (a. + b.)	d. ESTIMATED COST OF AUTHORISED UNPRICED WORK	e. CONTRACT BUDGET BASE (c. + d.)	f. TOTAL ALLOCATED BUDGET	g. DIFFERENCE (e. - f.)

h. CONTRACT START DATE (YYYYMMDD)	i. CONTRACT VALUE AGREED DATE (YYYYMMDD)	j. PLANNED COMPLETION DATE (YYYYMMDD)	k. CONTRACT COMPLETION DATE (YYYYMMDD)	l. ESTIMATED COMPLETION DATE (YYYYMMDD)

6. PERFORMANCE DATA

ITEM	BCWS CUMULA-TIVE TO DATE	BCWS FOR REPORT PERIOD	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)											UNDIS-TRIBUTED BUDGET	TOTAL BUDGET
			SIX MONTH FORCAST						ENTER SPECIFIED PERIODS						
			+1	+2	+3	+4	+5	+6							
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
a. PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)															
b. BASELINE CHANGES AUTHORISED DURING REPORT PERIOD															
c. PERFORMANCE MEASUREMENT BASELINE (End of Period)															
7. MANAGEMENT RESERVE															
8. TOTAL															

DES-CPR-3

Level 3 Annex G5 – CPR Format 5 – As Tailored by DE&S (CPI and SPI are preferred but not required)

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT — FORM APPROVED DES-CPR-5

FORMAT 5 - EXPLANATIONS AND PROBLEM ANALYSES

SUBMIT COMPLETED FORMS IN ACCORD WITH CONTRACTUAL REQUIREMENTS

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT — FORM APPROVED DES-CPR-7

FORMAT 7 - CUMULATIVE EVM DATA — GBP IN

SUBMIT COMPLETED REPORT(S) 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	4. REPORTED THROUGH
a. NAME	a. NAME		b. TO (YYYYMMDD)
	c. TYPE / d. SHARE RATIO	c. EVMS ACCEPTANCE	
5. TIME PHASED VALUES		NO YES (YYYYMMDD)	

5. EVALUATION

WBS ELEMENTS	EVM ELEMENT		CURRENT PERIOD					CUMULATIVE TO-DATE					AT COMPLETION			
WBS ELEMENTS	BCWS	MONTH	SV +1	CV +2	SPI +3	CPI +4	BCWS +5	BCWP +6	ACWP +7	SV +8	CV +9	SPI +10	CPI +11	BAC +12	EAC +13	VAC ...
(1)	(1) (2)	(3) (2)	(4) (3)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(18)
									INSERT AS MANY MONTHS AS NEEDED TO ENCOMPASS THE TOTAL PROJECT DURATION								
WBS 1.1	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	0	0	£ CUM	0	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.1	BCWP	£	£ CUM	£ CUM														
WBS 1.1	ACWP	£	£ CUM	£ CUM														
WBS 1.1	ETC				£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.2	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.2	BCWP	£	£ CUM															
WBS 1.2	ACWP	£	£ CUM															
WBS 1.2	ETC				£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.3	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.3	BCWP	£																
WBS 1.3	ACWP																	
WBS 1.3	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.4	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.4	BCWP																	
WBS 1.4	ACWP																	
WBS 1.4	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.5	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
WBS 1.5	BCWP																	
WBS 1.5	ACWP																	
WBS 1.5	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
ADDITIONAL ROWS AS NEEDED	BCWS																	
TO ENCOMPASS ALL	BCWP																	
REPORTING ELEMENTS	ACWP																	
	ETC																	
. . .	BCWS																	
	BCWP																	
	ACWP																	
	ETC																	
TOTAL PMB	BCWS	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM
TOTAL PMB	BCWP																	
TOTAL PMB	ACWP																	
TOTAL PMB	ETC	£	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM	£ CUM

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

NOTES:
1) ETC row is to include ACWP Cumulative plus time phased estimate to complete which results in the EAC Cumulative in the Final Month
2) The sum of all WBS elements shall equal the total Performance Measurement Baseline.
3) Values are to be reported in Great British Pounds Sterling.
4) Additional detail reports showing elements of expense (such as labour hours, labour cost, materials, etc.) may be provided as requested and agreed.

DES-CPR-7

CLASSIFICATION (After Completion)

DES-CPR-5

CLASSIFICATION (After Completion)

Annex G7 – CPR Format 7

Level 3 Contract Requirements Forms for Performance Reporting

Annex G8 – CPR Format 8 – As Tailored by DE&S

CLASSIFICATION (After Completion)

CONTRACT PERFORMANCE REPORT **FORMAT 8 - TIME PHASED ESTIMATE AT COMPLETION**	**GBP IN** ____________________	**FORM APPROVED** **DES-CPR-8**

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

6. ESTIMATED COST AT COMPLETION			
	MANAGEMENT ESTIMATE AT COMPLETION (1)	**CONTRACT BUDGET BASE (2)**	**VARIANCE (3)**
a. BEST CASE			
b. WORST CASE			
c. MOST LIKELY			

7. AUTHORISED CONTRACTOR REPRESENTATIVE	
a. NAME (Last, First, Middle Initial)	**b. TITLE**
c. SIGNATURE	**d. DATE SIGNED (YYYYMMDD)**

8. TIME PHASED VALUES

ITEM (1)	ACTUAL COST: TO DATE THRU PRIOR FY (2)	ACTUAL COST: TO DATE CURRENT FY (3)	ACTUAL COST: CURRENT MONTH (4)	ESTIMATE TO COMPLETE – UPCOMING MONTHS (Only Within Current Fiscal Year): +1 (5)	+2 (6)	+3 (7)	BALANCE OF FY (8)	TOTAL IN YEAR (9)	NEXT TEN FISCAL YEARS: +1 (10)	+2 (11)	+3 (12)	+4 (13)	+5 TO +10 (14)	TOTAL 10 YEARS (15)	AT COMPLETION: BUDGETED (16)	ESTIMATED (17)	VARIANCE (18)
a. WORK BREAKDOWN								0						0		0	0
STRUCTURE ELEMENT								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
								0						0		0	0
b. UNDISTRIBUTED BUDGET																	0
c. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
d. MANAGEMENT RESERVE																	
e. TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

DES-CPR-8

CLASSIFICATION (After Completion)

Annex G9: 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			Report Period	Start	
Sponsor		Program ID				End	

2. Status Narrative

	Achievements to date and variance against plan for both period and culminative	Last Period	This Period
Overall		G	A

	WBS No.	This Period		Cumulative		Final Completion Date	Last Period	This Period
		%Complete	Budget	%Complete	Budget			
% Complete							A	G

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

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

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

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

3. Changes

Ref	Description	Requested on	Value	Status

4. Next Period

Ref	

Level 4 Contract Requirements for Project Controls

The use of DEFCON 647 should be used for this category with the additional requirements below.

Level 4 Project Controls Requirements Terms and Definitions

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: 1. *Earned Value Management: APM Guidelines (2008),* 2. *The Earned Value Management Compass (APM,2010),* and; 3. *The Earned Value Management Handbook (APM, 2013)*. 4. *A Guide to Conducting Integrated Baseline Reviews (IBR) (2016)* 5. *Interfacing Risk and Earned Value Management (2008).* 6. *Planning, Scheduling, Monitoring and Control (APM 2015*
Budgeted Cost for Work Performed (BCWP)	Earned Value (EV)
Budgeted Cost for Work Scheduled (BCWS)	Planned Value (PV)
Basis of Schedule (BOS)	A document that provides justification for the durations, resource loadings and logic assigned to tasks in the schedule.
Change Control	A process for ensuring configuration control and obtaining appropriate approval
Contract Budget Baseline (CBB)	The amount of the authorised cost of a contract and the estimated cost of authorised non-priced work. This is the baseline that measures cost compliance.
Contract Cost and Schedule Status Report (CSSR)	A simplified report that provides to DE&S a contractor's position with regard to planned, actual and forecast expenditures over the period of performance of the contract.
Contract Data Requirements List (CDRL)	A listing of the deliverables in a contract.
Contract Extensions	An expansion of some element of a contract that may increase 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.

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

Level 4 Contract Requirements for Project Controls

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

Level 4 Annex A – Prequalification Questionnaire (PQQ) – Example Questions & Evaluation Criteria

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

Level 4 Contract Requirements for Project Controls

Annex B - Project Controls Requirements

1. Project Control System Implementation

1.1. The Contractor, in accord with CDRL (DID-PC-001A), shall develop, deliver and update as needed over the term of the contract, a Project Management Plan (PMP) that:

1.1.1. Describes a PC system that is compliant with the Planning, Scheduling, Monitoring and Control (APM 2015); and

1.1.2. Describes how tools, processes and Suitably Qualified and Experienced Personnel (SQEP) are available to support the implementation and use of a PC system throughout the contract duration. The Contractor shall conduct Project Management in accordance with the Approved PMP until contract completion.

1.1.3. Describes how the PC system 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 PC system. Describes the Change Control process (including but not limited to change to the PMP, 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.

2. Contract Work Breakdown Structure

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

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

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

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

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

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

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

2.5. The CWBS implemented shall enable reconciliation of the PC System back to the Contract Price.

3. Contract Master Schedule (CMS)

3.1. The Contractor shall develop, deliver and update a Contract Master Schedule (CMS) in accordance with CDRL-(DID-PC-003A). This will include the Baseline, a current forecast schedule with the updated performance against the Baseline, 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 Baseline.

3.5. Rolling wave planning may be used when establishing the baseline schedule to set the detail at an appropriate level in relation to the understanding of the work to be delivered. Typically, the planning horizon between detailed work packages and outline planning packages would be approximately 18 months or at natural project break points, as agreed with the Authority. Where planning packages are used they are expected to have a defined scope, duration and associated budget.

3.6. The Contractor shall ensure that the CMS is created in a format that allows an Export file compatible with scheduling software as defined by the Authority, e.g. Primavera P6 XER 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 Baseline must be under configuration control with any approved changes in accord with the standards defined in Annex B - Project Controls Requirements. The Baseline change log shall describe the changes to time and budget to Control Account level on the change request.

3.8. The contractor shall preserve a record of historical Planned cost and not implement retroactive changes, including but not limited to re-baselining the Baseline, unless approved by the Authority.

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

3.9.1. payments under the Contract are not affected;

3.9.2. the Baseline dates for Contract Milestones are not affected;

3.9.3. the ability of the Authority to meet its obligations under the Contract is not affected; and,

3.9.4. it does not impact any Authority dependent activities.

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

3.11. Authority Approval of an amendment to the approved CMS shall not affect either party's responsibilities or obligations under the PC system.

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

Level 4 Contract Requirements for Project Controls

4. Risk and Opportunity Management

4.1. In accordance with DID-PC-005A, the Contractor shall maintain a Risk and Opportunity Management Plan (ROMP) that enables a risk process to be jointly managed with the Authority.

4.2. 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. Change Control

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

5.1.1 Document, track and communicate changes to the Baseline

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

5.1.3 Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs 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

5.1.4 Prevent revisions to the program budget except for authorised changes

.

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

6. Subcontractor Management – Project Control

6.1. The Contractor shall ensure that all Major Subcontractors shall manage their contracts in accordance with the Contractors own approved project management and Project Management Plans.

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

6.3. Unless otherwise agreed by the Authority, the minimum requirement for a Project Control Management System (including CWBS, CMS and Subcontractor Baseline 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:

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

6.3.2. represents more than 20% of the contract value;

6.3.3. As deemed appropriate by the contractor; or,

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

7. Subcontractor Project Controls Management Requirements

7.1. Where Project Controls Management System (PCMS) requirements flow down to a Subcontractor, the Subcontractor shall maintain and use, throughout the delivery of the Subcontract, a PCMS compliant with the Contractor requirements of this Contract.

7.2. The Contractor shall ensure the Subcontractor's PCMS is compliant during Contractor Pre-Contract Readiness Reviews, or at the point of Subcontract Award, with the requirements of this Contract.

7.3. The Contractor shall be responsible for reviewing and accepting the Subcontractor's Baseline.

7.4. The Contractor shall permit Authority Representative(s) to participate in any review associated with the Subcontractor's PCMS to ensure compliance of the Subcontract PCMS with the requirements of the Contract.

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

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

7.7. The Contractor shall include status data from approved Subcontractors within their same status as the Contractor's data when preparing Contract Cost and Schedule Status Report CSSRs in accordance with DID-PC-004A.

8. Deliverable Data Formats

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

- 8.1.1. Microsoft Office tools for narrative documents;
- 8.1.2. Primavera P6 for schedules; or outputs that can be translated to a XER or XML file as agreed by the Authority.
- 8.1.3. Microsoft Excel compatible for numerical reports
- 8.1.4. Risk Register from Active Risk Manager (ARM) or similar

8.2. 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.

Level 4 Contract Requirements for Project Controls Management Plan

Annex C1 – Project Controls Management Plan - DID-PC-001A

1. **Title:** PROJECT CONTROLS MANAGEMENT PLAN (PCMP)
2. **Number**: DID-PC-001A
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The PCMP documents the Contractor's plans, methodologies and processes for ensuring compliance with the PCMS requirements of the Contract. The PCMP 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 PCMS.

7. **Use/Relationship:**
   7.1. The Authority will use the PCMP to:
      7.1.1. Gain confidence that the full scope of work related to the PCMS Contractual requirements, together with associated system implementation risk have been captured and are within the plan for implementation of a compliant PCMS on the Contract;
      7.1.2. Review and assess the Contractor's proposed PCMS for:
         7.1.2.1. compliance with the requirements of the Contract;
         7.1.2.2. the PCMS ability to support effective Contract Performance Management; and
         7.1.2.3. the PCMS ability to meet the Authority's data requirements.
      7.1.3. Understand the design and functionality of the Contractor's PCMS as the basis for the conduct of PCMS 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 PCMS.

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

8. **Applicable Standards, Governance & Related Documentation**
   8.1. The Project Controls Management Plan (PCMP) shall describe an PCMS that is compliant with the Association for Project Management (APM)
9. **Reference Documents**
   9.1. Association for Project Management (APM)
      9.1.1. Planning, Scheduling, Monitoring and Control (APM 2015)
   9.2. DCMA Fourteen Point Schedule Health Check.

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

10.2. Project Controls Implementation

10.2.1. The PCMP shall describe the processes and schedule that the Contractor intends to use to implement the PCMS including:

10.2.1.1. a description of the areas of non-compliance between the Contractor's current project management system and the PCMS 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 PCMS 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 PC related contract requirements.

10.3. PCMS Description

10.3.1. The PCMP shall provide a description of the Contractor's PCMS that demonstrates compliance with the requirements of the contract covering all relevant PC 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 PCMS Assurance

10.4.1. The PCMP shall describe the Contractor's PCMS quality assurance strategy to ensure that the PCMS remains compliant with the requirements of the Contract, including:

10.4.1.1. The criteria to determine that an PCMS 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 PCMS Assurance reviews and processes shall be shared with the Authority.

10.5. Project Controls Performance Reports

10.5.1. The PCMP shall describe the PCMS performance reporting processes and timescales used by the Contractor. The PCMP shall confirm adherence to the Contract Terms & Conditions by describing the reporting levels, structures reporting levels by CWBS elements.

10.5.2. The PCMP 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.

10.5.3. The PCMP shall describe the level and methodology to produce trend data.

10.6. Data Integrity Checks

10.6.1. The PCMP shall detail the methodology and frequency of data and schedule health checks.

10.6.2. The PCMP 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. PCMS Related Reviews

10.7.1. The PCMP shall describe the facilities and support that will be provided to the Authority in support of PCMS Reviews. 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 PCMS process and procedures, schedules, documentation and any related data requested to support the review.

10.8. PC Flow Down to Major Subcontractors

10.8.1. Unless otherwise agreed by the Authority, the requirement for an PCMS (including PCMP, CWBS, CMS and Subcontractor Baseline 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 PCMP will detail a list of all significant Subcontracts (where the subcontractor portion of the overall contract cost is => 20% or £20M) incorporating the following information:

10.8.2.1. Subcontract title and description;

10.8.2.2. Subcontract type;

10.8.2.3. Subcontract value and Duration;

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

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

10.8.4.1. Contractors Plans for assessing PC maturity to meet the Authority's PC Standards and Contract Requirements, including plans for Subcontractor Reviews. 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 and Schedule Reports.

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 PCMS procedures, these referenced procedures and any related instructions shall be delivered as attachments to the PCMP.
    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.

Level 4 Contract Requirements for WBS and Dictionary

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

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

7. **Use/Relationship:**
   - 7.1. This DID summarises the format and content for the CWBS Structure and Dictionary and provides preparation instructions to support the data and frequency requirements specified in the contract. This DID applies to all contracts that require a CWBS.
   - 7.2. The purpose and intent of the CWBS, and associated Dictionary, is to document and understand the Contractor's product-oriented deliverable scope and planned approach to performing the contract.
   - 7.3. CWBS at the nominated reporting level will be used in the CSSR.
   - 7.4. The CWBS is related to, and shall be consistent with, the Contractor's Project Controls Management Plan (PCMP) (DID-PC- 001A) and the Contractor Master Schedule (CMS) DID-PC-003A.

8. **Applicable Standards, Governance & Relevant Documentation**
   - 8.1. As per the example provided in the tender submission

9. **Requirements**
   - 9.1. The data item shall comply with the general format, content and preparation instructions contained in this DID.
     - 9.1.1. Configuration control of the CWBS and its Dictionary must be maintained throughout the Contract. Changes to the CWBS or its Dictionary affecting the Authority WBS & WBS Dictionary require the prior approval of the Authority.
     - 9.1.2. All contract scope must be included in the CWBS Dictionary.
     - 9.1.3. The CWBS shall be developed in as much detail as required to define the work effort into manageable parts that successfully achieve the end objective of the Contract.
     - 9.1.4. The CWBS Dictionary shall define in detail the scope of work included against each CWBS element. It shall correlate all Contract deliverables (CLINs, CDRLs and accomplishment of Mandated Reviews) against the lowest level of CWBS elements to ensure responsibility for delivery of all items is assigned and planned appropriately.
     - 9.1.5. The CWBS shall be consistent with the DPS where appropriate.
     - 9.1.6. The CWBS will also include additional data as described below.

   - 9.2. Contract Work Breakdown Structure
     - 9.2.1. The CWBS is a hierarchical family tree arrangement of WBS elements, defined by:
       - 9.2.1.1. Specific interface points to the Authority's WBS;
       - 9.2.1.2. Incorporating any contractually required high-level WBS structure; and
       - 9.2.1.3. Lower level elements of the Contractor's WBS necessary to provide an appropriate framework throughout the project for product and service definition

and control. Including allowing invoicing alignment to CLINs to provide the Authority with P3M system monthly reconciliation.

9.2.2. The CWBS Structure shall comprise of:

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

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

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

9.3. Contract Work Breakdown Structure Dictionary

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

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

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

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

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

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

9.3.1.6. Scoping Statement version number & Revision date

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

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

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

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

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

9.3.4. Typical features of the Scope Definition include:

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

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

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

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

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

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

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

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

9.4. Subcontracted Activities

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

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

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

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

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

10. **Preparation Instructions:**

N/A

11. **Data Format & Delivery Instructions**

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

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

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

Level 4 Contract Requirements for Contractor Master Schedule

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

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

7. **Use/Relationship:**

7.1. The Authority will use the CMS to:

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

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

7.2.1. Project Controls Management Plan (PCMP);
7.2.2. Project Management Plan (PMP); and,
7.2.3. Contract Work Breakdown Structure (CWBS).

7.3. The CMS shall be traceable and integrated with:

7.3.1. The CWBS (DID-PC-002A) – 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 PCMS – the integration of scope, schedule and budget will be undertaken around the CWBS, which will form the primary structure for PC 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

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.

9.3. 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. Cost Profiles, depicting manpower, materials and equipment.

9.3.8. The baseline budget for all activities aggregating to the total Baseline.

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.

Level 4 Contract Requirements for Contractor Master Schedule

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

10.1. Baseline Reports

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.

10.2. Progress Reports (Statused Current Working Schedule)

10.2.1. Electronic copy of the progressed schedule each reporting period that has formed the basis of the CSSR for that period.

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

10.2.3. Milestone Report. Agreed milestones to be shown with the baseline and current forecast dates. Report to provide RAG status and indication of float. Note that there shall be clear definitions and acceptance criteria for reporting milestones.

10.2.4. Critical Path, Sub-Critical Path and Float Erosion Analysis Reports. Critical path analysis against the baseline and current forecast dates within the CMS. Summary / variance commentary of movements / changes to the critical path to be reported.

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

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

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.
12.3. A Control Level schedule hard copy as well as electronic submission in the native file format (P6, or alternate package supported by Terms & Conditions of Contract).
12.4. Each submission of the CMS shall be consistent with the associated Status Report.

Level 4 Contract Requirements for Contract and Schedule Status Report

Annex C4 –Contract and Schedule Status Report (CSSR) – DID-PC-004A

1. **Title:** CONTRACT AND SCHEDULE STATUS REPORT (CSSR)
2. **Number:** DID-PC-004A
3. **Version:** 1.0
4. **Delivery Schedule:** Refer to Annex E.
5. **Applicable Forms:**
6. **Description:** The CSSRs are prepared by the Contractor to provide the Authority with progress data designed to report multiple aspects of contract performance and future planning activity. Example of CSSR Format has been provided as part of Annex G9.

7. **Use/Relationship:**
   7.1. The Authority will use the CSSRs 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. CSSRs directly relate to the requirements specified in the Project Controls Management Plan (PCMP) 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. Planning, Scheduling, Monitoring and Control (APM 2015) Guidelines unless otherwise stated in the Contract terms.

9. **Requirements:**
   9.1. Data provided within the CSSRs shall relate to the authorised contract work undertaken in support of this contract, demonstrating compliance to PC 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 PCMS requirements of the Contract.

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. CSSRs are to be delivered in both static and electronic format to the Authority and in accordance with the CDRL timescales. Electronic format shall permit drill down to the lowest level where cost performance is captured.
    11.3. Reports shall be delivered on a monthly basis.

Annex C5 – Risk and Opportunity Management Plan (ROMP) – DID-PC-005A

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

   Formal Reports
   9.4. In support of the risk management process the following reports are required:
      9.4.1. Risk register. Full risk register for contracted scope, defining risk (case, event, consequence), owner, proximity, current and target impact (probability and cost/schedule/performance impact) and associated management responses. The register shall cover both risks (threats) and opportunities.
      9.4.2. Risk and opportunity change report. Standard Risk Report - Risk & Opportunities Change Report. Report of risks that have been escalated to a higher level for action/ information.
      9.4.3. Risk profile. Risk exposure profiled over the duration of the contract.
      9.4.4. Risk / opportunity pre & post mitigation response. Waterfall charts highlighting reduction in risk as a result of mitigation actions.

9.4.5. Risk & Opportunities Process Health metrics report. Information reported for each month 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.

10. **Preparation Instructions:**

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

11. **Data Format & Delivery Instructions**

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

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

11.3. Reports shall be delivered on a monthly basis.

Annex C6 – Baseline Change Control – DID-PC-006A

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

7. **Use/Relationship:**

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

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

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

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

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

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

8.1. DEFCON 620: Contract change control procedure.

8.2. DEFCON 503: Formal amendments to contract.

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

9. **Requirements**

9.1. The change control process shall:

9.1.1. Document, track and communicate to stakeholders' changes to the Performance Measurement Baseline;

9.1.2. Ensure that the full impact of any change is articulated, including scope, schedule and budget;

9.1.3. Ensure that all changes are assessed and endorsed by the right group of stakeholders;

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

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

9.1.6. Allow a forward view of potential changes;

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

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

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

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.

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

10. Formal Reports

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

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

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

11. Preparation Instructions:

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

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

12. Data Format & Delivery Instructions

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

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

12.3. Reports shall be delivered on a monthly basis.

Annex C7 – Cost Collection Reports – DID-PC-007A

1. **Title:** COST COLLECTION REPORTS
2. **Number:** DID-PC-007A
3. **Version:** Draft
4. **Delivery Schedule:** TBC
5. **Applicable Forms:**
6. **Description:** The majority of cost information will be provided via the PCMS as part of the normal reporting against the system (see DID-PC-001A and DID-PC-004A). 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 CDRL timescales.
    11.2. Reports shall be delivered on a frequency as agreed with the Authority.

Level 4 Contract Requirements for Contract Pro-Forma

Annex D – DID Evaluation Pro-Forma

Data Item Description Evaluation Pro-forma

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

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

CDRL 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 – Contract Data Requirement List (CDRL)

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

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use
CDRL-PC-001A	Project Controls Management Plan (PCMP)	DID-PC-001A	Initial– as part of Tender submission Final Delivery – Contract Award +30 days Updates – 30 days prior to implementation significant changes to Contractor PCMS	Review Accept/Reject Accept/Reject Accept/Reject	Document Compliance with DID-PC-001A	Demonstrate compliance with Nominated PC Standard and the contractor's proposed means of meeting the Authority's PC management and data requirements.
CDRL-PC-002A	Contract Work Breakdown Structure (CWBS)	DID-PC-002A	Initial– as part of Tender submission Final– Contract Award + 30 days	Review Accept/Reject	Compliance with DID-PC-002A and conformance with Authority WBS	Ensure intended scope is captured in the contractor's Baseline.
CDRL-PC-003A	Contractor Master Schedule (CMS)	DID-PC-003A	Initial delivery – Tender submission –In accordance with the tender submission deadline Post Contract Award + 60 Days. Updates to be provided on a monthly basis (or alternative timescale to be	Review Accept/Reject	Compliance in accordance with DID-PC-003A. Delivery does not constitute Authority Acceptance of the initial delivery or the baseline	Assess progress achieved and predicted outcome

Level 4 Contract Requirements for Contract Data Requirement List

Ref No	Title	DID Ref if applicable	Delivery Schedule	Decision Required	Acceptance Criteria	Intended Use
			agreed by the Delivery Team)			
CDRL-PC-004A	Contract and Schedule Status Report (CSSR)	DID-PC-004A	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-004A	Assess performance and progress achieved
CDRL-PC-005A	Risk and Opportunity Management Plan (ROMP)	DID-PC-005A	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +21 days	Accept/Reject	Compliance in accordance with DID-PC-005A	Assess risk position.
CDRL-PC-006A	Change Control	DID-PC-006A	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-006A	Assess pending changes.
CDRL-PC-007A	Cost Collection	DID-PC-007A	Initial delivery – Contract Award + 60 days Subsequent Delivery – end of calendar month +9 days	Accept/Reject	Compliance in accordance with DID-PC-007A	Assess cost incurred.

Annex G9: Cost and Schedule Status Report for Contractors

1. Contract Information

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

2. Status Narrative

	This Period	Last Period	This Period
Overall		G	A

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

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

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

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

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

3. Changes

Ref	Description	Requested on	Value	Status

4. Next Period

Ref	

Level 5 Contract Requirements for Project Controls

Level 5 Project Controls Requirements

If appropriate the use of DEFCON 647 should be used for this category with the additional requirements below. If DEFCON 647 is not deemed necessary, then no EVM data is required.

1. Planning, Scheduling and Budgeting

1.1. Level 5 Contractors are not required to produce a detailed master schedule but shall provide a single page plan that reflects the scope of work and time frame required to complete delivery to the Authority. A table of milestones based on payment milestones may be agreeable with the Authority.

2. Analysis and Reporting

2.2. The Contractor shall provide an in-year spending forecast and shall indicate to the Authority within five days if at any time the Contractor expects that the funds required to complete the contract will exceed the agreed contract value. Additionally, if the funds required within any fiscal year are expected to exceed the amount authorised by the Authority, the Contractor shall notify the Authority within no more than five days.