

Effective Date: March 1, 2018
Subject: Performance Management Baseline (PMB) Reliability Review (PRR)
Process Output: Assessment of the reliability of the PMB in support of an Integrated Baseline Review (IBR) or as a result of a contractual change
DAI Code(s): D5460 Execute Surveillance (Process Review)
Point of Contact: DCMA-PIXL BP3 Lead, Daniel Goldsmith, 407-228-5242

References:

DFARS 252.234-7001, EIA-748 Standard, System Description Review Business Practice 2,
DFARS 252.234-7001 EVMS Plan Review Business Practice 1

Purpose: Business Practice 3 (BP3) defines a uniform process for DCMA’s evaluation of a contractor’s PMB. BP3 is generally performed in support of the IBR, which is an event led by the Program Management Office (PMO). For contracts at the \$100M and above, BP3 can also be executed following a major contractual modification, internal changes to the PMB (such as single point adjustments, Over Target Baselines), etc. This process uses quantitative analysis techniques to identify risks, and test the reliability of the contractor’s PMB. The outcome of the process is a report detailing the areas of concern within the contractor’s PMB and their potential impact on the EVM data provided to the buying activity.

Roles and Responsibilities

1. Group Lead, EVMS Center (referred to as “Group Lead” in this issuance). Assigns responsibilities to his/her Team Members to perform the activities in this business practice; appoints a Team Lead to coordinate the effort. Provides concurrence with the BP3 Reports (Attachments C and D). Provides oversight of the team’s effort and supports communications with the DCMA Contract Management Office (CMO), the PMO and the contractor. Provides final approval/disapproval of all products from the effort, including the report and any resulting Corrective Action Requests (CARs), as applicable.
2. Team Lead, EVMS Center (referred to as “Team Lead” in this issuance). Plans, schedules and executes the process and communicates status with CMO, PMO and contractor. Coordinates the efforts of the assigned Team Member(s) in accordance with the process defined below.
3. Team Member, EVMS Center (referred to as “Team Member” in this issuance). Executes the process defined in this issuance as directed by the Team Lead and Group Lead.

Process:

Overview

1. The PRR process flow is shown in Figure 1. It will be executed either at award or after a major modification (e.g., an OTB) or any modification requiring an IBR). The PRR process begins by requesting contractor data through a data call, and evaluating selected test metrics (DCMA PRR Metrics, shown in Attachment B). These selected metrics assess baseline

reliability. They may also help identify potential areas of concern with the contractor's EVMS processes and procedures most relevant to early planning stages of a contract, such as organizing and scheduling. In addition to evaluating the selected metrics, PRR will ensure the appropriate procedures and program level directives/processes are put in place to facilitate successful implementation of the EVMS on the contract.

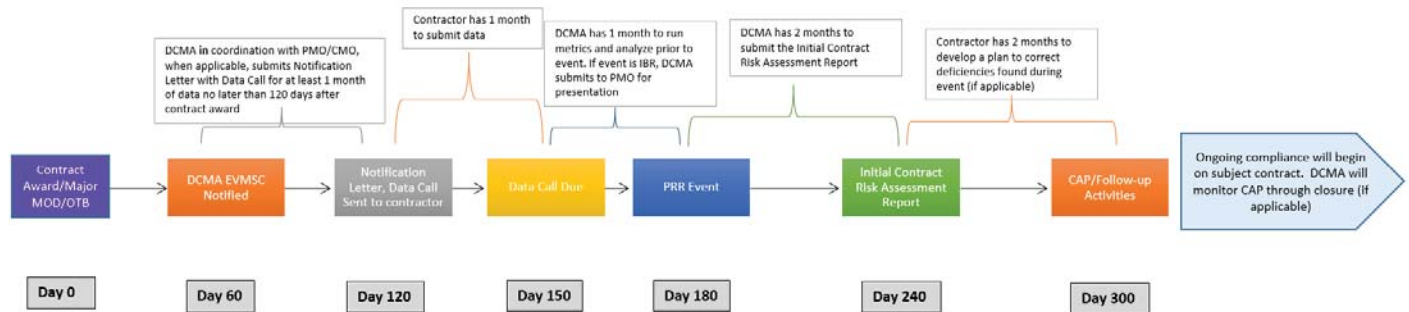


Figure 1: PMB Reliability Review Process Flow

The Team Lead will be the main point of contact to perform this business practice, supported by appointed Team Members.

The steps are outlined in this business practice as follows:

- Preparation (steps 1-6)
- Execution (steps 7 -9)
- Close-Out (steps 10 -13)

Preparation

1. The Team Lead must work with the CMO and jointly coordinate with the PMO and contractor after contract award/OTB/Major Modification to determine if the PMO would need IBR support from DCMA EVMS Center.
2. If the PMO does not plan to conduct an IBR, the team lead will coordinate with the CMO and the contractor to proceed with conducting the PRR event.
3. The Team Member must identify the contractor's EVMS status in the Contract Business Analysis Repository (CBAR). The PRR process will move forward regardless of the status of the contractor EVMS.
4. If the site does not have an approved system, the team must initiate a Validation Review (IAW Business Practice 6, "Validation Reviews" and an EVM System Description (SD) Review (IAW Business Practice 2, "System Description Review").
5. To establish the data call, the Team Member must:
 - a. Identify the specific documents and tools referenced in the company's SD or command media (e.g., the Risk & Opportunity Log, Baseline Change Log, and Corrective Action Log). All specific documents referenced in the SD and all other EVMS-related directives must be included in the data call artifact spreadsheet to verify their existence.
 - b. If the contractor's EVMS requires internal corporate oversight to ensure compliance to the EIA-748 standard guidelines, DCMA must ask for the documentation and results, including internally-issued CARs, of recent internal reviews.
6. The Team Lead will coordinate with the appropriate PMO personnel (applicable to IBR events) to draft and submit the Notification Letter with Data Call (Attachment A) to the contractor and PMO no later than 120 days after contract award. At least one month of data is requested for the initial evaluation of the contract PMB. In case of an IBR if the PMO is managing an IBR data call, DCMA should leverage its data call requirements to minimize redundant data requests. Using the PMO data call in support of the IBR may result in fewer metrics being assessed at this event. If this occurs, the balance of the tests must be assessed in a separate event, post-IBR, which may require an additional data call.

Execution

7. Prior to the PRR event, the team must perform the following:
 - a. If applicable, the Team Member must review the BP2 findings to identify open SD issues and consider their impact on the contract PMB. For documents, which have been reviewed in support of other contracts or programs the previous review can be referenced. The Team Member must document the results of the procedure review in the Pre-IBR Preliminary Findings Summary (Attachment C).
 - b. If the contractor EVMS status is approved in CBAR, the Team Member must review all system and program instructions which exist below the approved system level documentation (e.g., Division procedures, program directives, program instructions etc.) to ensure they are in alignment with the approved system processes.
 - c. The Team Member must review the results from internal contractor oversight (if applicable),
 - d. The Team Member must assess the DCMA metrics. Any areas of risk or indicators of

potential deficiencies identified by the metrics must be documented for follow-up and/or interview questions during the IBR.

- e. The Team Lead must consolidate the analysis, results and required follow-up and present them to the Group Lead; this should typically be done two weeks prior to the event. The Group Lead must ensure that a thorough analysis was performed, and that the team is prepared to execute the PRR. Supporting documentation for the PRR should be maintained in the appropriate DCMA 360 corporate group site.
 - f. The Team Lead must summarize the potential issues in the Preliminary Findings Summary template (Attachment C) at least one week prior to the event.
 - g. In case of IBRs the Team Lead should review the risks, and may send the Preliminary Findings Summary (Attachment C) to the PMO for inclusion into the IBR briefings upon request; however, in the interest of not overburdening the contractor during their preparation for the IBR, communications with the contractor should be kept to a minimum and only if absolutely necessary. The Preliminary Findings Summary must be reviewed and approved by the Group Lead before it can be shared with the PMO/CMO.
8. During the IBR event:
- a. Keep in mind that the IBR is a PMO event to evaluate the program/ contract baseline. It is not a compliance event.
 - b. If afforded the opportunity during Control Account Manager (CAM) and other personnel meetings, the Team Member will attempt to follow-up on metric findings (sample a trace, discussion, document request, etc.). The Team Member must document CAM discussion findings and discrepancies in discrepancy reports (DRs) if needed.
 - c. The Team Member may inform the PMO of interview findings and present an overview during the out-brief (if requested). As needed, he/she will request specific meetings with personnel (e.g., CAMs, planners, finance personnel) for any metric anomalies or failures identified that were not covered during previously conducted interviews
 - d. If the opportunity to present findings is not available, the Team Lead will organize a separate event at a later date to ensure all items are addressed.
9. During the PRR event (non-IBR):
- a. Through CAM interviews and other personnel meetings (planners, finance, etc.), the Team Member will follow-up on metric findings (sample a trace, discussion, document request, etc.). The Team Member must document CAM and other discussion findings and discrepancies in discrepancy reports (DRs) if needed.

Close-Out

10. The Team Member must document EVM non-compliances associated with the contract PMB that require formal correction via a DR and combine the findings into a Corrective Action Request (CAR) IAW DCMA-INST-1201.
11. The Team Lead must document any remaining areas of concern and IBR results (when applicable) in the Initial Contract Risk Assessment Report

(Attachment D). If applicable, this must include an agreed upon follow-up date for any open item not covered by step 8 and 9.

12. The Team Lead must send the BP3 Initial Contract Risk Assessment report to the Group Lead for concurrence. Once the Group Lead has approved the report, the Team Lead will submit it to the PMO, the contractor, and CMO POCs and upload to DCMA Integrated Workload Management System (IWMS).
13. If a CAP is required as a result of this business practice, the Team Member must continue to communicate with the contractor and PMO regarding findings and open actions until the applicable CAP has been completed and verified for closure.

This business practice will remain in effect until further notice.

Attachments:

- A. Template – Notification Letter with Data Call
- B. DCMA Initiation Support Metrics
- C. Template - Preliminary Findings Summary
- D. Template - BP3 Output Report

WINBUSH.JAMES.OLIVER.JR.1047556410
Digitally signed by WINBUSH.JAMES.OLIVER.JR.1047556410
Date: 2019.06.13 18:06:50 -04'00'

Director, EVMS Center
Portfolio Management and Business Integration

<i>Rev Number</i>	<i>Description of Change</i>	<i>Sections Affected</i>	<i>Date</i>
v1.0	Initial version		02/28/2018
V2.0	Change PRR to strictly IBR support (contract focused)	Multiple	5/10/2019
V3.0	Changed PRR to apply to IBR support as well as OTB and Major MODs	Multiple	5/22/2019