



The Baseline

Department of the Navy
Earned Value Management Quarterly Newsletter

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Introduction

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The Naval Center for Earned Value Management (CEVM) created the Department of Navy (DON) Earned Value Management (EVM) Quarterly Newsletter, "The Baseline", in order to raise EVM awareness throughout the DON, with the ultimate goal of better informing you, our stakeholders. Each issue of The Baseline will highlight EVM efforts across DON Systems Commands (SYSCOMs), EVM training opportunities, relevant acquisition policy & guidance, career development, and upcoming EVM events. We welcome and value your feedback, so please contact us with any thoughts, concerns, and suggestions. Thanks, and happy reading!

Who We Are: Background

Deputy Assistant Secretary of the Navy (Management and Budget) (DASN (M&B))

DASN (M&B) is the champion for EVM implementation within the DON. DASN (M&B) has created Competency Frameworks and Career Roadmaps, which are targeted toward Program/Budget Analysts and EVM Analysts, for the DON's Business-Financial Management acquisition workforce.

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Ms. BJ White-Olson, DASN M&B

Who We Are: Background

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Department of the Navy Center for Earned Value Management (CEVM)

DASN (M&B) created the DON CEVM in April 2007. The purpose of the DON CEVM is to implement EVM and other practices more effectively and consistently across all DON acquisition programs and function as the DON's central point of contact and authority for all matters concerning the implementation of EVM. The DON CEVM is responsible for disseminating and interpreting Office of the Secretary of Defense (OSD) policy.



**Acting Assistant Secretary of the Navy
(Research, Development and Acquisition)
Ms. Allison Stiller**

**Principal Military Deputy
VADM David Johnson**



**Deputy Assistant Secretary of the Navy
(Management & Budget)
Ms. BJ White-Olson**

**Director,
Center for Earned Value Management
Mr. David Tervonen**

“When you can measure what you are speaking about, and express it in numbers, you know something about it.”

-William Thomson

Systems Command and Direct Reporting Program Manager Focal Points

Systems Command (SYSCOM) and Direct Reporting Program Manager (DRPM) focal points comprise the Earned Value Management Stakeholders Group (EVMSG). The purpose of the EVMSG is to develop common processes, tools, standards, and training across all of the Navy's procuring organizations and recommend additional policy for Assistant Secretary of the Navy (Research, Development, and Acquisition) (ASN(RD&A)). Each organization designates its EVMSG member from its EVM subject matter experts and contributes to the development of the group's product and outputs.

SYSCOM and DRPM focal points serve as the primary point of contact for coordination and exchange of information on EVM. They disseminate current policy, provide advice, ensure effective EVM implementation on new contracts, analyze contractor performance, facilitate Integrated Baseline Reviews (IBRs), assess risk, and support surveillance activities to assess the Earned Value Management System (EVMS) management processes and the reports the system produces.

In the Spotlight: NAVAIR IPM Division

Written By: Reggie Goodman

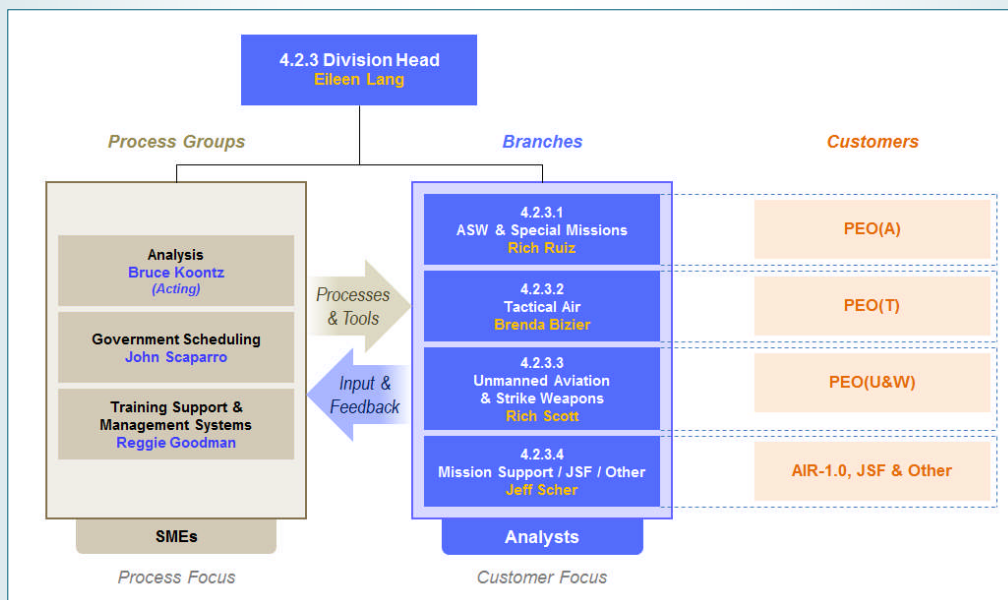
Mission

The NAVAIR Organizational Breakdown Structure (OBS) identifies the Integrated Program Management (IPM) Division as responsible for providing EVM support for NAVAIR. Specifically, it indicates AIR-4.2.3: "...facilitates performance management, and executes performance analysis, of acquisition projects and government in-house activities through cost, schedule, technical, and management process risk identification and mitigation [IPM]/[EVM] principles."

The IPM Division has developed a wealth of policies, processes, tools, and training that it readily shares with other Navy Acquisition SYSCOMs and DoD acquisition services, thus broadening the impact of the organization's many accomplishments.

At a Glance

- Provide Naval Aviation Program Executive Offices (PEOs), Program Managers (PMs), and other customers quality cost, schedule, and technical performance analysis and estimating products and services throughout the life cycle of programs
- One of three divisions within the NAVAIR Cost Estimating and Analysis Department
- Four Branches, three Process Groups, and approximately 180 assigned analysts
- Located at Patuxent River, MD; Orlando, FL; Lakehurst, NJ; and China Lake, CA
- Aligned under the AIR-4.0 Research & Engineering competency operating under NAVAIR's Competency Aligned Organization (CAO) Concept of Operations (CONOPS)



FY16 IPM Division Metrics

- Provided EVM performance and analysis information on more than 62 contracts with Total Allocated Budget (TAB) of \$81.5B
- Supported 35 Program Management Airs (PMAs)/Joint Program Office (JPO)/other reporting to PEO Air ASW, Assault and Special Mission programs (A); PEO Tactical Aircraft Programs (T); PEO Unmanned Aviation & Strike Weapons (U&W); and PEO Joint Strike Fighter (JSF)
- Provided schedule development and maintenance support for 30 PMAs/JPO for the program teams to manage government project efforts
- Produced more than 740 EVM Analyses, conducted 14 Integrated Baseline Reviews (IBRs), and performed 11 Estimates at Completion (EACs)
- Conducted an Estimated Technical Assurance Board (ETAB) and two Management System Assessments
- Performed 15 Schedule Risk Analyses (SRAs)
- Provided Schedule Development support for more than 403 projects

EVM Application: Intra-Government Work



Written By: Debra McGinnis

The mission of Space and Naval Warfare Systems Command (SPAWAR) is to work closely with the fleet, Systems Commands (SYSCOMs), and Navy partners to deliver interoperable and secure capability by acquiring and integrating sensors, communications, weapons, information and control systems for existing and future ships, aircraft, submarines, unmanned systems, and the associated shore based support systems.

SPAWAR supports over 150 programs/projects. In addition to Program Executive Offices (PEO) Command, Control, Communications, Computers and Intelligence (C4I); Space Systems; and Enterprise Information Systems (EIS), the SPAWAR enterprise consists of three Echelon III activities, SPAWAR Space Field Activity (SSFA), and SPAWAR Systems Centers (SSCs) Pacific (PAC) and Atlantic (LANT). SSCs PAC and LANT serve as primary software and hardware developers, chief testing and system integrators, and lead installation activities for various programs/projects.

An Acquisition Category (ACAT) I Air Force program awarded one of the SPAWAR Systems Centers (SSCs) an \$80M intra-government work agreement to design, develop, install, test, and deliver a Gateway (ground station) that will provide the capability to connect polar to mid-latitude users. The Air Force expected not only EVM data but also Cost and Software Data Reports (CSDRs). Even though the program received a waiver to tailor the EVM requirement, the SSC still needed to provide tailored Integrated Program Management Report (IPMR) formats 1, 4, 5 and 6; a Contract Funds Status Report (CFSR); and CSDRs. This performance data has proven invaluable to both the Air Force and the SSC.


Tangible benefits of the performance data include:

- Increased program situational awareness to all stakeholders
- Enabling the development of an Estimate at Completion (EAC)
- Increasing the likelihood of being on schedule and within budget. Achieving “Affordability” objectives
- Ensuring that the program maintains continuous and adequate funding based on the execution profile
- Providing the ability to budget/forecast the life of the program/effort by resource/Full-Time Equivalent
- Providing real time visibility into rate changes at the SSC
- Providing the ability to complete “What If” scenarios demonstrating impacts associated with adjustments to the contract
- Ability to defend the program against budget cuts by identifying scope of work affected in terms of cost and schedule
- Enabling the Air Force to utilize underrun dollars to fund items on its unfunded list

Intangible benefits include:

- Improved organizational dynamics
- Improved subcontract management
- Increased government funding
- Improved process and tool implementation
- Enhanced workforce education
- Increased leadership buy-in

SPAWAR was also able to implement project controls on a second pilot program internal to SPAWAR. This ACAT III program funded the SSC to design, develop, integrate, and test both the new hardware and software design for a technology refresh effort. Even though this effort was under \$20M, the SPAWAR Program Manager required the SSC to deliver tailored IPMR formats 1 and 6 (figure below). Variances are discussed at regularly scheduled Program Management Reviews.

 Program Description & Requirements		
Air Force Program	SPAWAR Program	
ID	ACAT	III
60 months	POP	48 months
\$80M+	PMB	<\$20M
5	CAMS	0
37	# CA	18
6	SUBS	3
YES - WAIVER	EVM REQ	NO
1,4,5,6, CFSR, CSDR (Tailored)	FORMATS	1,6 (Tailored)

SPAWAR has successfully demonstrated the ability to implement, maintain, and perform Project Control functions, which in turn have helped PMs to manage and reduce cost, schedule, and performance risk.

EVM Training: Schedule Analysis

One of the purposes of the Naval CEVM is to increase education and training opportunities for those individuals with EVM responsibilities. An example providing training for program office personnel on schedule analysis. In just a matter of weeks, the CEVM developed the training material and conducted a two-day, on-site class for approximately 15 people at Marine Corps Systems Command (MARCORSYSCOM).

The scheduling experience of the attendees varied from novice to expert. The goal of the two-day session was to ensure all participants understood scheduling terminology and the basic tenets of scheduling (such as critical path) as well as how to assess a schedule in order to predict performance and identify risks. The materials covered basic scheduling components such as tasks and relationships along with their attributes and how they are linked to create a schedule that represents the scope of work. Using reference materials such as the Planning and Scheduling Excellence Guide (PASEG) and Generally Accepted Scheduling Principles (GASP), there was a discussion regarding what makes a good schedule. The group conducted a Schedule Health Assessment (SHA) using a real Microsoft Project schedule to demonstrate how to find weaknesses. Finally, there was a discussion regarding scheduling analysis techniques such as trending, what-if analysis, and Schedule Risk Assessments (SRAs) to show what tools are available for program offices to assess their schedules.

The material used for this ad hoc session can be easily updated and expanded should a similar need arise for a Systems Command (SYSCOM) and its program offices. The Naval CEVM can provide tailored training materials and even conduct training on a variety of EVM topics, so please contact the CEVM if you have a training request.



Acquisition Policy/Guidance: DON EVMIG

Published on August 8, 2017, the DON Earned Value Management Implementation Guide (EVMIG) provides the uniform procedures that have been approved by the Director, Naval CEVM as the DON's central point of contact and authority for all matters concerning implementation of EVM on DON acquisition programs. The EVMIG was coordinated with the respective DON SYSCOMs, specifically Naval Air Systems Command (NAVAIR), Naval Sea Systems Command (NAVSEA), Space and Naval Warfare Systems Command (SPAWAR), Marine Corps Systems Command (MARCORSYSCOM), Naval Supply Systems Command (NAVSUP), and Strategic Systems Programs (SSP). The EVMIG provides guidance to be used during the implementation and surveillance of Earned Value Management Systems (EVMS) established in compliance with Department of Defense (DoD) guidelines.

Part 1 of the EVMIG describes objective guidelines for EVMS and provides guidance for understanding EVMS concepts and interpreting those guidelines for use on government contracts and programs. Part 2 contains a description of procedures and processes for government personnel for specifying, evaluating, and implementing EVMS. Part 2 also contains instructions and guidance for applying EVM requirements to contracts, an introduction to analyzing performance, and a discussion of baseline review and maintenance and other post award activities. The appendices contain additional reference material.

The EVMIG serves as the central EVMS guidance document for the DON. The EVMIG is posted at <http://www.secnav.navy.mil/rda/OneSource/Documents/Earned-Value-Management-Implementation-Guide-EVMIG.pdf>.

Career Development: Competency Framework

The DON BUS-FM EVM Competency Framework and Career Path Guide is a reference document for EVM Practitioners that assists in identifying developmental paths that are applicable across all Systems Commands (SYSCOMs) or Direct Reporting Program Managers (DRPMs). It also includes training and education for each proficiency level so practitioners have a guide to assist in developing their individual capabilities.

The Guide performs the following:

- ◇ Provides a framework and the attributes for consideration when developing career goals and aspirations
- ◇ Assists with articulating team staffing needs and identifying gaps
- ◇ Provides guidance on the knowledge, skills, and experience required to succeed
- ◇ Provides the capability to create Individual Development Plans (IDPs)
- ◇ Assists with strategic and workforce planning efforts to understand future capability gaps

The Career Roadmap (below) provides a high level of the Knowledge, Leadership Development, Defense Acquisition Workforce Improvement Act (DAWIA) Certifications, and other recommended items for different proficiency levels within the career field. The Guide also allows supervisors to assess the workforce in order to align training of the team to mission success. The current guide is posted at the following link: <http://www.secnav.navy.mil/rda/workforce/Documents/busfmecompetencymodelandcareerpathguide.pdf>.

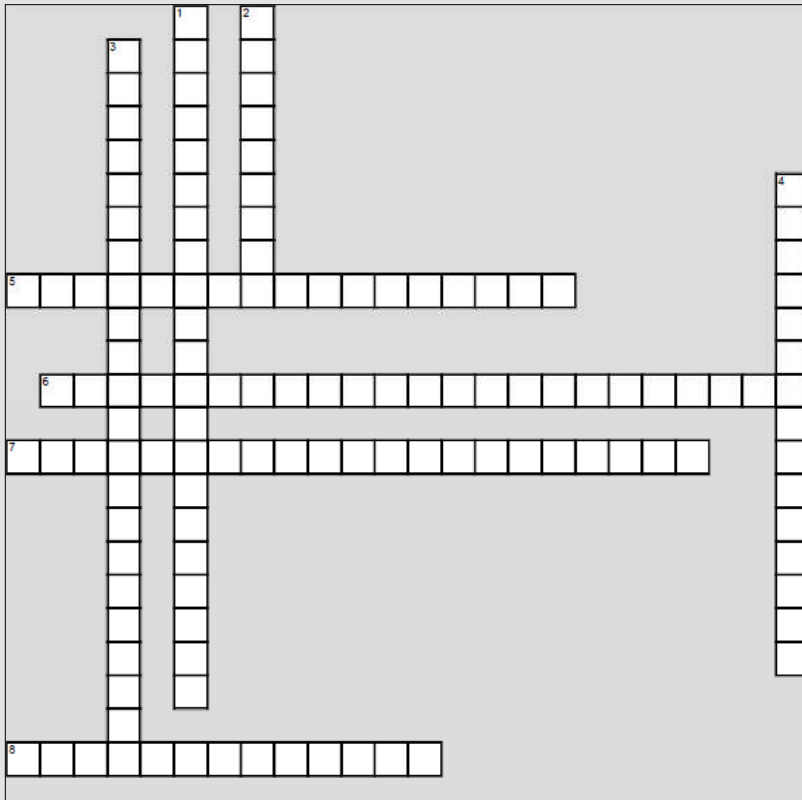
Proficiency Levels	ENTRY LEVEL Basic Knowledge/Limited Experience	JOURNEY LEVEL Practical Application	EXPERT LEVEL Recognized Expert/Applied Theory	CRITICAL ACQUISITION POSITION (CAP) Senior Acquisition Positions	
Technical Experience & Core Competencies	Experience	At least one year of EVM or closely related experience within the last five years typically recommended for hire at Entry level. Three years at Entry level typically required for consideration for reassignment to Journey level position.	At least three years of experience within the last five years, including experience at the EVM Practitioner Entry level or equivalent typically recommended for hire at Journey level. Five years at Journey level (eight years total) typically required for consideration for reassignment to Expert level position.	At least five years of experience within the last eight years, including experience at the EVM Entry and Journey levels or equivalent experience, typically recommended for hire at Expert level. Seven years at Expert level (15 years total) typically required for consideration/reassignment to higher level position (i.e. CAP or SES position)	
	Enterprise Perspectives	Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System Disciplines		Stakeholder Relationships	
	Technical Skills	EVM Fundamentals	Applying Earned Value	EVM Integration with Other Management Disciplines	Advanced/Specialty EVM Competencies
Leadership Development & Business Acumen	Leadership Skills	Interpersonal Partnering Integrity/Honest Strategic Thinking	Flexibility Accountability Political Savvy External Awareness	Training/Mentoring Vision Lead People/Change Building Coalitions	Results Driven Enterprise-Wide
	Business Acumen Skills	Communicate Effectively Ability to Solve Problems	Software Application Skills Ability to Influence/Negotiate	Awareness of Customer Needs	Results Driven Enterprise-Wide
Training, Certification, Rotation & Education	Required DAWIA Certifications	BUS-FM Level I and Continuous Learning (CL)	BUS-FM Level II and CL Level III Recommended	BUS-FM Level III and CL	BUS-FM Level III and CL
	Recommended Education	Bachelor's Degree		Bachelor's & Master's Degrees	Bachelor's/Master's/Doctorate Degrees
	Recommended Rotations	Mid-Career Transition from other Career Field or Short Term Rotation to Higher Echelon		Detail Assignment to Pentagon/Program	
	Recommended Professional Certifications and Trainings	Aspiring Leader Program	Executive Leadership Development Program New Leader Program Defense Civilian Emerging Leader Program	AAACEI - EVM / AAACEI - PSP PMP / PMI-SP Bridging the Gap Eisenhower School	Executive Leadership Training War College Defense Senior Leader Development Program

Notable recent changes to the Guide include:

- ◇ Simplified and modernized proficiency level titles
- ◇ Additional proficiency level that aligns to the DON Director, Acquisition Career Management (DACM) Strategic Plan and the BUS-FM Budget/Program Analyst Career Roadmap
- ◇ Updated references to leadership training and professional certifications
- ◇ Reflection of current DAWIA Certification Standards

The Guide is a valuable tool for the EVM practitioner and others with interest in integrated program management. Due to the complexity of today's systems, an educated, trained, and experienced workforce is more critical than ever before. This Guide will enable the workforce to plan for the right training and experience.

Puzzle



- Down**
- 1 A multidisciplinary team assigned management responsibility for one or more elements of an acquisition program
 - 2 A zero duration schedule event
 - 3 A hierarchical product-oriented division of program tasks
 - 4 Contractual document that defines the work scope requirements for a program

- Across**
- 5 An amount of the total budget withheld for management control purposes
 - 6 The government office that has the assigned authority and responsibility to directly manage a program
 - 7 A program management technique for objectively measuring program performance and progress
 - 8 Work defined as having no practicable measurable output or product that can be discretely planned and objectively measured at the work package level

Calendar

October						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

<u>EVM Events</u>	
30 Oct - 1 Nov	29th Annual International Integrated Program Management Workshop (IPMW), Bethesda, MD
30 Nov	NAVSEA EVM for Program Managers Training, NAVSEA PM College

<u>Federal Holidays</u>	
9 Oct	Columbus Day
10 Nov	Veterans Day (observed)
23 Nov	Thanksgiving Day
25 Dec	Christmas Day

This publication was created by the Naval Center for Earned Value Management (CEVM) with contributions from the Systems Commands.