



# ANSI 748 Refresh Effort



Dan Butler  
August 2011

# Initial Thoughts



- Guidelines within the ANSI 748 EVM Standard are appropriate and have become institutionalized by Industry and Government
  - Limited or no instances of Government citing concerns with Guidelines
    - Multiple senior government officials have stated satisfaction with degree of process elaboration defined by most contractor EVM Systems:
      - Shay Assad 8/17/09 – “it is OSD’s belief that contractor EVM process is generally adequate, the issues with data quality result from contractors not following their own process.”
      - Charlie Williams 4/7/10 – “the vast majority of CARs written by the DCMA EVM Center are a result of contractor EVM implementation issues, company process has not been the primary issue.”

***Standard is valid and widely in use***

# Key Themes/Imperatives



1. This action with the ANSI is a “refresh/reaffirmation”
2. Any Adds, Deletes, Edits must “earn” their way into the standard
3. Submitter of a change/mod must provide cost/benefit analysis
4. Expectation is that the 32 Guidelines are firm
5. Maintain utility of standard for civilian agencies, international entities, commercial applications

***Time is of the essence, must hold to schedule requirements imposed by TechAmerica***

# Government participation in ANSI Refresh



- Lead government organization for this effort is PARCA.
  - Support and input from:
    - DCMA EVM Center
    - Services
    - Intel Council
- PMSC will coordinate/request input from OMB and Civilian Agencies (NASA, DHS, DOE)
- PMSC will benchmark ANSI 748 against May 2009 GAO Cost Estimating and Assessment Guide – August 2011

# PARCA Support for ANSI EVMS Refresh



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

May 23, 2011

Mr. Joseph Kusick  
NDIA Program Management Systems Committee Chair  
6380 Hollister Avenue  
Goleta, CA 93117

Mr. Dan Butler  
NDIA ANSI EVMS "Refresh/Reaffirmation" Lead  
10260 Campus Point Drive  
San Diego, CA 92121

Dear Mr. Kusick and Mr. Butler:

I appreciate your brief on the National Defense Industrial Association's work to refresh/reaffirm the ANSI 748A EVM standard in accordance with the ANSI update process. We understand that the update process must be complete by July 2012 and that Government participation is important to the process.

PARCA agrees with your approach to develop a business case for any recommended changes due to the potential affect any change will have across the acquisition community. To facilitate government participation we will sponsor your efforts through the OSD EVM IPT. PARCA understands that the next step in the process is to schedule a briefing for the members of the OSD EVM IPT. Towards that end, it is our intent to invite you to attend a portion of the next EVM IPT Meeting, tentatively scheduled for 23 Jun 2011; details will follow as the meeting details are finalized. My Point of Contact for this issue is Mr. Gordon Kranz, 571-256-0646.

Sincerely,

Gary R. Bliss  
Director, Performance Assessments  
and Root Cause Analyses

## PARCA –

- Concurs with completion date of July 2012
- Agrees with the need for business case for any recommended changes
- Will facilitate DoD participation of EVM IPT in ANSI Refresh

# International Stds content considered



## 1. Australia

- Graphics and Definitions

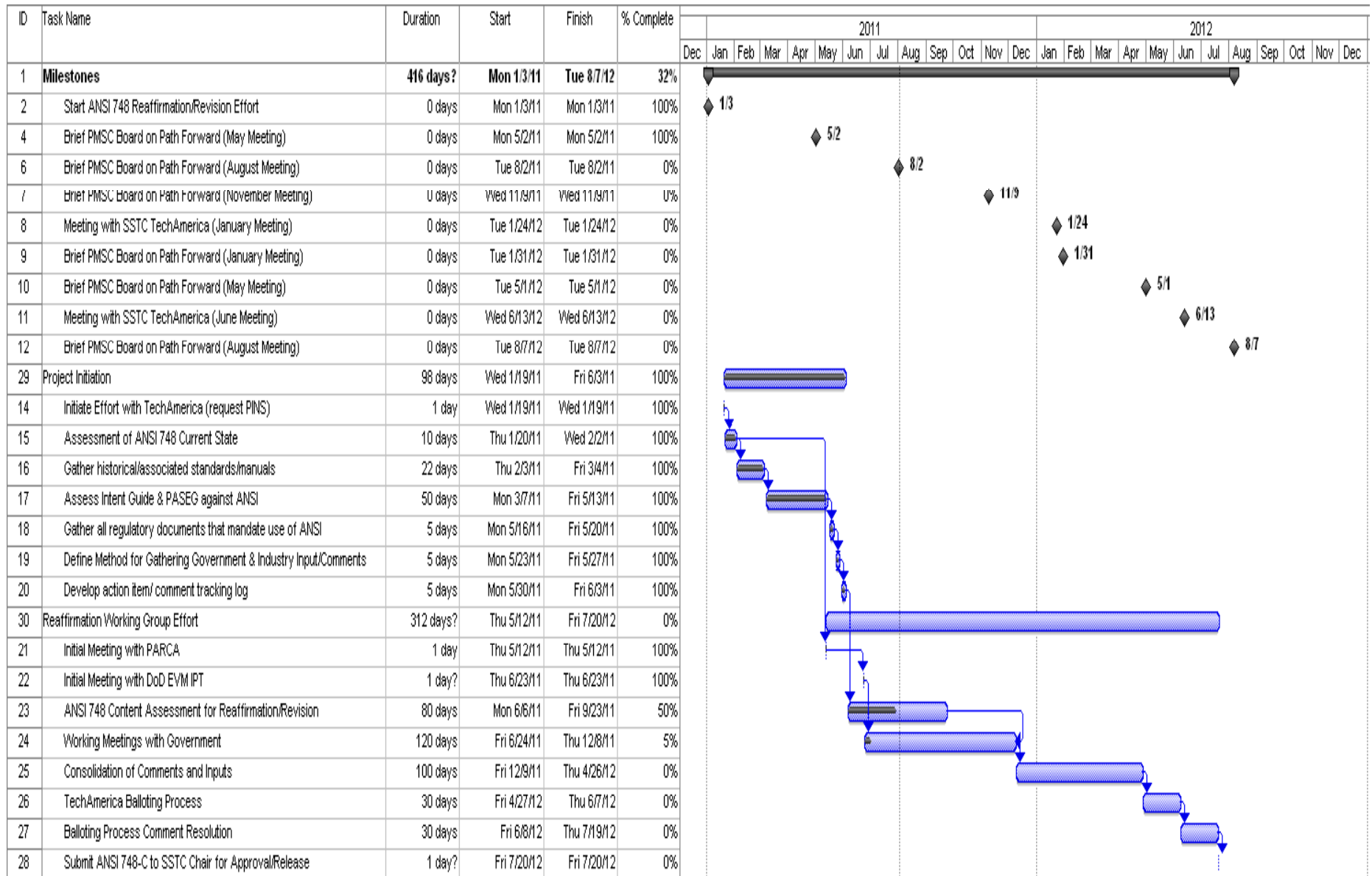
## 2. U.K.

- Graphics and Integrating Risk Management with EVM

## 3. Canada

- Decided not to renew C/SPMS (“High End” - CGSB 187.93)
- Adopted ANSI EVMS Standard 748 as a replacement
  - Did away with Managers Guide to the C/SPMS
  - Will use the guide to ANSI EVMS Standard 748
- PPMS (“Low End” - CGSB-187-2-99) is up for renewal
  - May replace with the PMI Practice Standard for EVMS or use a tailored ANSI EVMS Standard 748

# ANSI Update Status



# ANSI Comment Summary/Tracking



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	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	Comment Number	Date Comment Received	Source of Comment	Source contact info (email)	Section	Page	Comment (defect or improvement suggestion)	Suggested Resolution	Disposition (Accept/Reject/Open)	Resolution	Future revision	Cost Benefit Analysis	Rationale	
1	1	1/31/2011	Joe Houser	jhouser@kmsgstemsgroup.com			Consolidate some of the 32 guidelines. I think the recommendation by Abba to consolidate indirect cost could be an easy one that does not require companies to change their systems descriptions.	Return to sender for clarification, example, and cost benefit analysis	Open			Needed		
2	2	1/31/2011	Joe Houser	jhouser@kmsgstemsgroup.com			Use PMI program management terminology.	Add PV, EV, and AC acronyms from PMI to ANSI definitions	Accept	Add PV, EV, and AC acronyms from PMI to ANSI definitions		Not Needed	PMI certifications are used for the Federal Acquisition Certification (FAC) required by OMB for all major program FMPs. Over 500,000 people have the FMPs and there are over 350,000 PMI members. Linking the EVM standard to an industry wide standard would give the ANSI EVM standard more	
3	3	1/31/2011	Joe Houser	jhouser@kmsgstemsgroup.com			Replacing the term earned value should be considered. Garg Christle is on record wishing he had done just that before he left. Maybe we could change some EVM references to Integrated Program Management.	added "integrated" to references to program management throughout document	Open Review with PMSC BOD					
4	4	6/7/2011	ANSI WG	daniel.e.butler@zalic.com			Correct Material Variances per resolution of Intent Guide Feb. 2011	A program may elect to conduct price/usage analyses on program materials. The two variances are computed as follows: Price Variance = (EV Unit Price - Actual Unit Price) x (Actual Quantity). Usage Variance = (EV Quantity - Actual Quantity) x Budgeted EV Unit Price.	Accept					
5	5	6/7/2011	ANSI WG	daniel.e.butler@zalic.com			Correct ANSI for Guidelines 5 and 10 Multiple Control Accounts at intersection of WBS & OBS per resolution of Intent Guide Feb. 2011	Added to 3.3.1 -- There also may be multiple control accounts within a responsible OBS element when the effort within a WBS element must be segregated for management control purposes driven by scope, and exit criteria (i.e., completion of task scope). The establishment of multiple control accounts should be determined by the control account's scope of the management tasks and consideration for planning and control of budgets, schedules, work assignments, progress assessment, problem identification, and corrective actions.  The control account is where program cost, schedule and work scope requirements are integrated, planned and managed. Resource planning through integration of schedule and budget objectives, and performance measurement will be accomplished within the control accounts. At a minimum, actual costs are collected at the control account level to enable summarization of cost by both the WBS	Accept					

Sheet1 / Sheet2 / Sheet3

Ready

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# Summary



1. **This action with the ANSI is a “refresh/reaffirmation”**
2. We need your input and perceived corrections and/or improvements
3. We will not disenfranchise any stakeholder
  - We will consider and disposition all comments and recommendations
4. We value your input and subject matter expertise
5. Next steps are:
  - PMSC ANSI working group and EVM IPT to agree to date for discussion and review of comments (EVM IPT consolidated comments needed by this time)
  - PMSC ANSI working group and EVM IPT working session
    - Discuss DoD comments and recommendations
    - Review cost-benefit analysis for recommended changes
  - Review of final comments and final disposition in preparation for TechAmerica balloting process

# **Discussion of ISO Program Management Standards**

Presentation Material provide by Miles Shepherd, Chair of ISO Programme,  
Portfolio and Project Committee



Dan Butler  
August 2011

# Background



- NDIA PMSC exploring ISO PM Standards effort only for possible future collaboration
- ANSI 748 refresh/reaffirmation is unrelated to the ISO PM Standards effort
- PMSC engagement with ISO include potential EVM/IPM topics to weave into the ISO areas, e.g.
  - IMS planning and resource requirements
  - Reconcile terminology
  - EVM process
  - Key IPM/EVM disciplines
- We do not view collaboration with ISO as an opportunity to develop or promote an alternative to EVM for processes such as Agile or LOE/Services contract scope.

# ISO Mission

ISO develops **high quality voluntary** International Standards which **facilitate** international exchange of goods and services, **support** sustainable and equitable economic growth, **promote** innovation and **protect** health, safety and the environment

- Developed through consensus
- Open participation by Country
- Open for partnership or liaison

# ISO in brief (as at May 2011)

- 162 national members (98% of World GNI, 97% of World population)
  - 110 member bodies, 42 correspondent, 10 subscribers
  - 124 developing countries, 38 developed
- Over 600 organizations in liaison
- Over 18'600 Standards (1'313 Standards produced in 2010)
- 203 active TCs, 3'274 technical bodies, 100'000 experts
- Central Secretariat in Geneva: 154 FTE staff

# Committee Structure

**Project Committee 236** – formed to develop single standard on Project Management (ISO 21500)

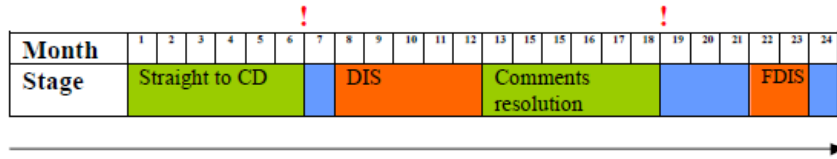
**Technical Committee 258** – formed to develop a family of standards in the area of project, programme and portfolio management

# Development of an ISO deliverable

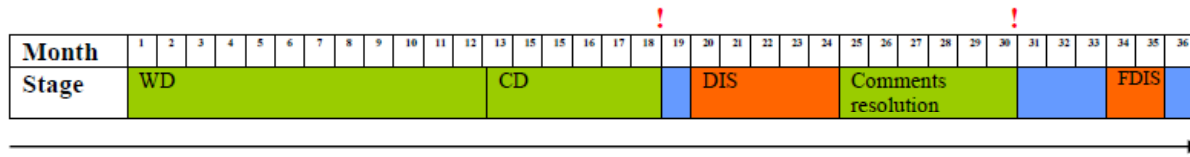


This target date planner shows you the three main development tracks for project managing the development of an ISO standard. It will help you choose the track and then set the target dates you need to meet for your standards to be delivered to the market on time. The times shown are the maximum for each stage and can be shortened whenever possible.

2 years (Accelerated)



3 years (Default)



4 years (Extended)



**Approval**  
Approval at DIS and FDIS stages requires two thirds of P members of the TC to vote yes and not more than a quarter of all votes cast to be negative.  
  
100% approval at DIS can mean straight to publication if the committee agrees.

Explanation **ISO Technical Committee time:**  
Document being developed in the relevant committee.

**ISO Central Secretariat time:**  
Document being processed (e.g. evaluation, editing and proofreading).

**ISO Member body time:**  
Document circulated to ISO member bodies for DIS/FDIS vote.

! Months marked with this are the key **limit dates**. Missing them means action is needed to avoid eventual cancellation of the project

WD = Working Draft      CD = Committee Draft      DIS = Draft International Standard      FDIS = Final Draft International Standard

# Top Five

- Portfolio Management
- Programme Management
- Glossary or Terminology
- Project Governance
- Project Management Competencies



# Earned Value

- Ranked 6<sup>th</sup> overall
- Countries supporting standard:
  - Australia (2<sup>nd</sup> priority)
  - UK (4<sup>th</sup> priority)
  - France, Finland, Japan, USA (not in first 5 priorities)

# Next Steps



- Miles Shepherd will approach NDIA via his ISO committee secretary
  - Then will engage NDIA with PMI representative
  - EVM not expected to come up as potential standard for some time
    - Work out issues in “slow time”
    - Form ad hoc groups to look at issues around potential standards themes with EVM “one of the early ones”
- PMSC will sponsor International track at IPM conference in November
  - Presentations by international delegates
  - PMSC BOD (Wayne Abba) will moderate a panel discussion
  - Conference sponsors will provide facilities for International Performance Management Council meeting