



# PARCA

## *DoD EVM Policy Initiatives*

**Mr. John McGregor**  
PARCA Deputy Director for EVM



## ► Topics to be Discussed

- PARCA
- Initiatives



# Director, Performance Assessments and Root Cause Analyses (PARCA)

*Mr. Gary R. Bliss*

**OSD EVM  
Policy Holder**

**Nunn  
McCurdy  
Breach  
Analysis**

**Program  
Assessments  
and DAES  
Selection**

**Analysis Team**

*Mr. John McGregor*

**Deputy Director for  
Earned Value  
Management**

*Mr. Dave Cadman*

**Deputy Director for  
Root Cause Analyses**

*Dr. Peter Eggan*

**Deputy Director for  
Performance  
Assessments**

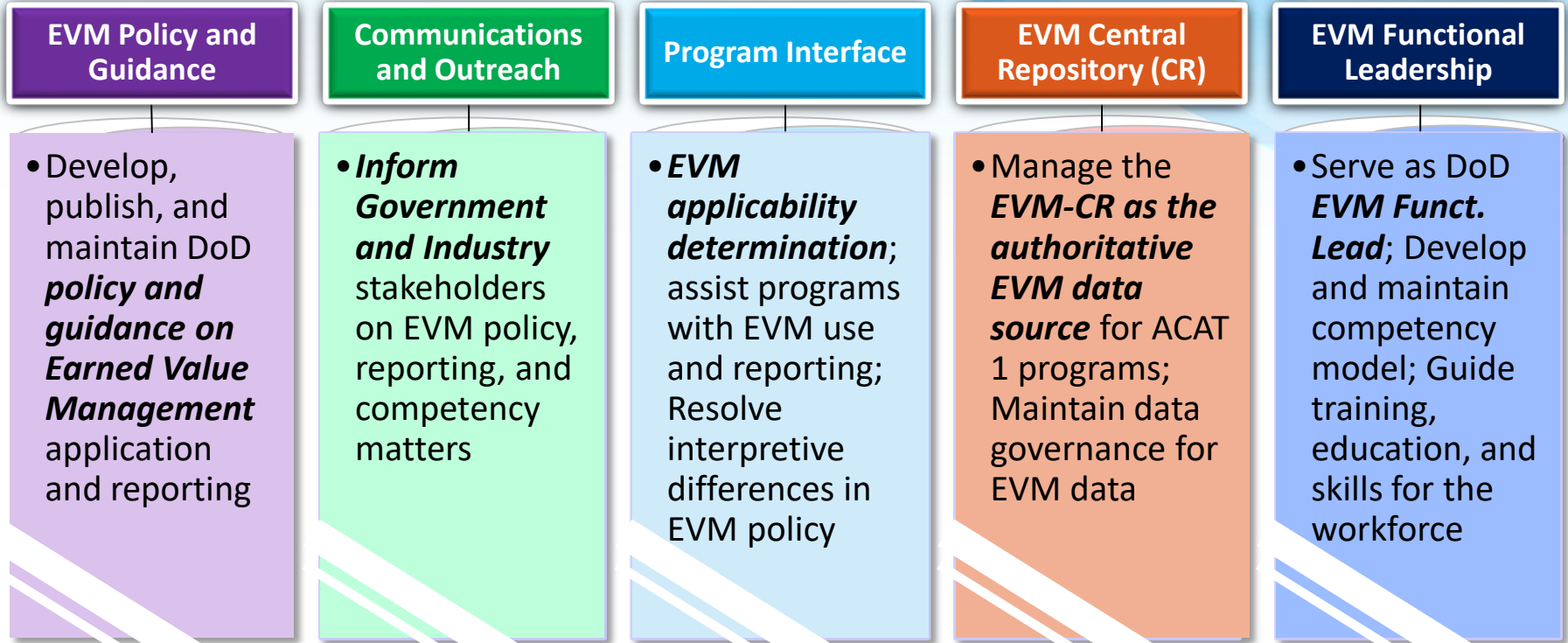
*Dr. Danny Davis*

**Deputy Director for  
Acquisition Policy  
Analysis Center**

***PARCA was brought into existence via the reforms in the  
Weapon Systems Acquisition Reform Act (WSARA) of 2009***



**EVM, as a management discipline for making decisions, depends on governing the entire EVM value stream from Contractor to Government analyst**



***“To be successful, EVM practices and competencies must be integrated into the program manager’s acquisition planning and execution processes”***

*- PARCA Authorities Memo, Aug 2011*

► Strategic partnerships across the EVM Value Stream

*PARCA works across DoD Services/Agencies, Federal Agencies, and Industry*



***Working to facilitate the effectiveness of EVM for joint situational awareness and program decision making***



# PARCA EVM Initiatives

## Status of Current Projects

## ▶ DoD Places Importance on Data

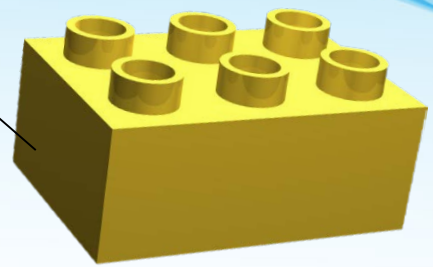
- “New technologies include advanced computing, “big data” analytics, artificial intelligence, autonomy... the very technologies that ensure we will be able to fight and win the wars of the future”
- “...emphasize new skills and complement our current workforce with information experts, data scientists, computer programmers, and basic science researchers and engineers—to use information, not simply manage it”

*-- Summary of the 2018 National Defense Strategy of the United States of America*

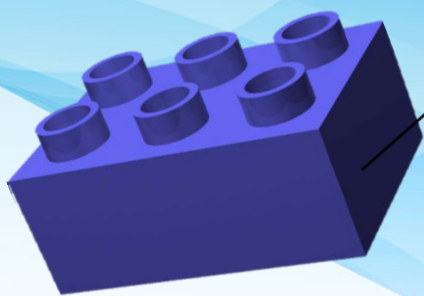
- “Opinions without data are irrelevant”
- “Those that hoard information and do not admit mistakes will lose value”

*-- Honorable Ellen M. Lord, OUSD AT&L “All Hands,” Monday January 29, 2018*

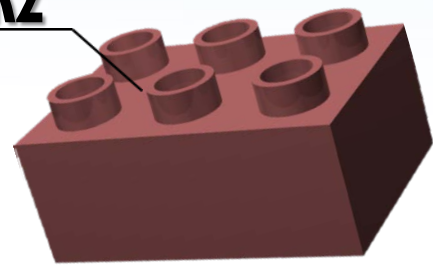
**5000.02**



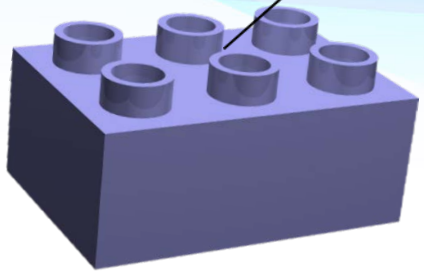
**DFARS**



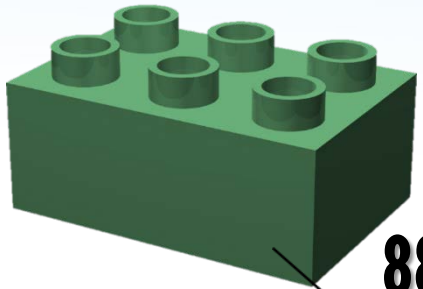
**IPMR2**



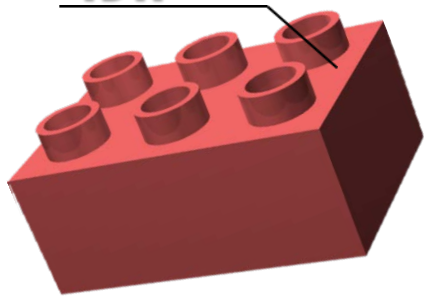
**EVMSIG**



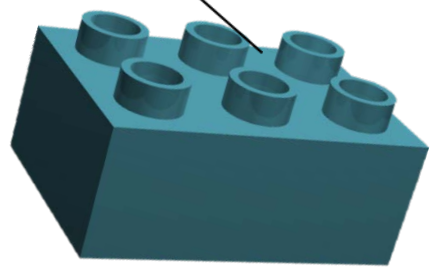
**881D**



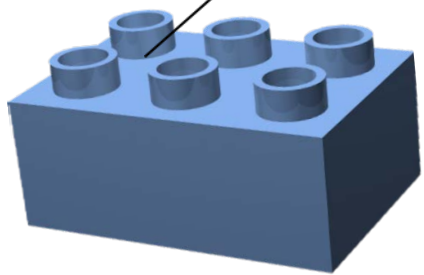
**IBR**



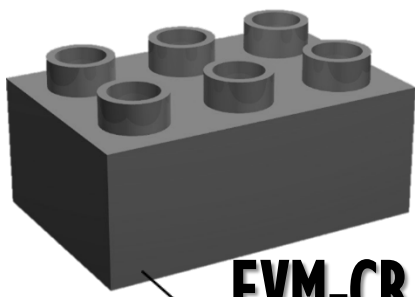
**EVMIG**



**Agile**



**EVM-CR**



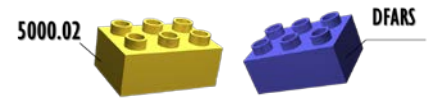
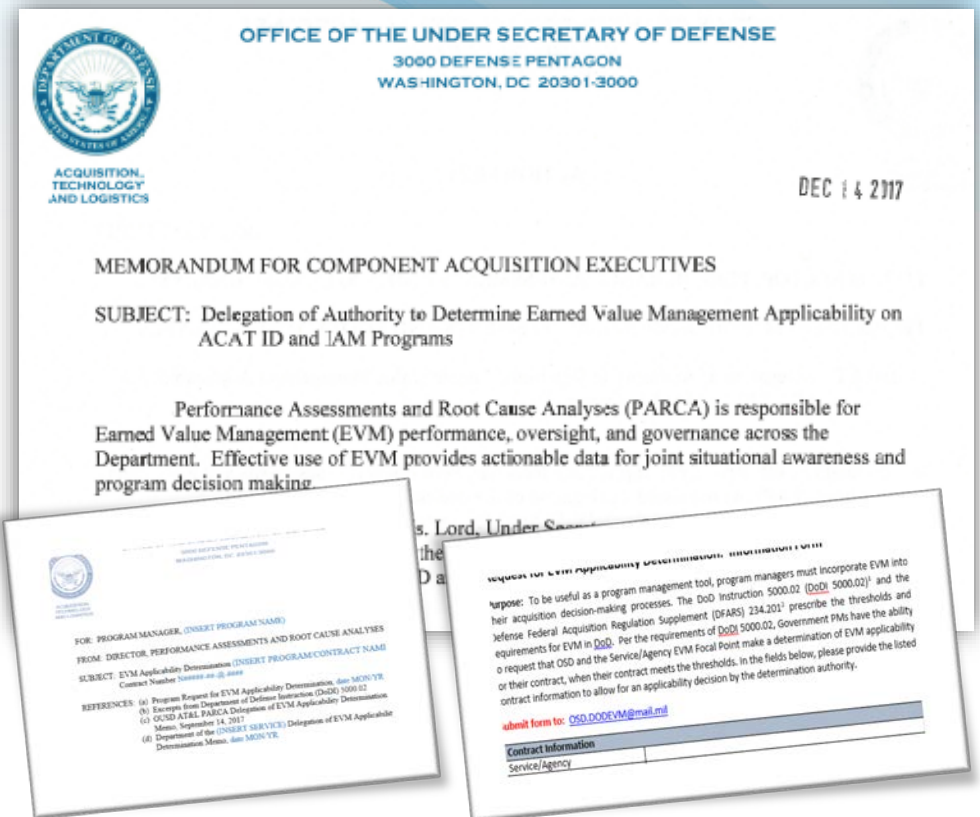


## ▶ DFARS

- Still in rulemaking process; no definitive timeframe for release for public comment

## ▶ 5000.02

- PARCA delegation for EVM applicability reviews
- Change version 4 in process
  - EVM section edit is to state PARCA handles applicability where AT&L is the MDA/DAE



## 2 Step EVM Application Process

### Step 1. Contract Criteria Review

- Contract is Cost Plus or Incentive
- Contract > \$20M (including known options)
- Contract has at least 18 months period of performance

If any No

EVM Not Applicable\*

If all Yes

EVM placed on contract; option to have applicability determination based on nature of work (Step 2)

### Step 2 (Optional). Work Attributes Review

- Does EVM apply based on review of SOW, PWS, WBS, & CDRLs (i.e., work discretely measurable & schedulable)
  - PARCA & Services - ACAT ID & IAM for DAE/MDA decision—delegated to PARCA
  - Services - other ACATs for SAE/CAE decision

No

*EVM does not apply\** EVM not on contract; no deviation/waiver required

Yes

*EVM does apply* EVM is placed on contract; PMO has option to seek waiver/deviation

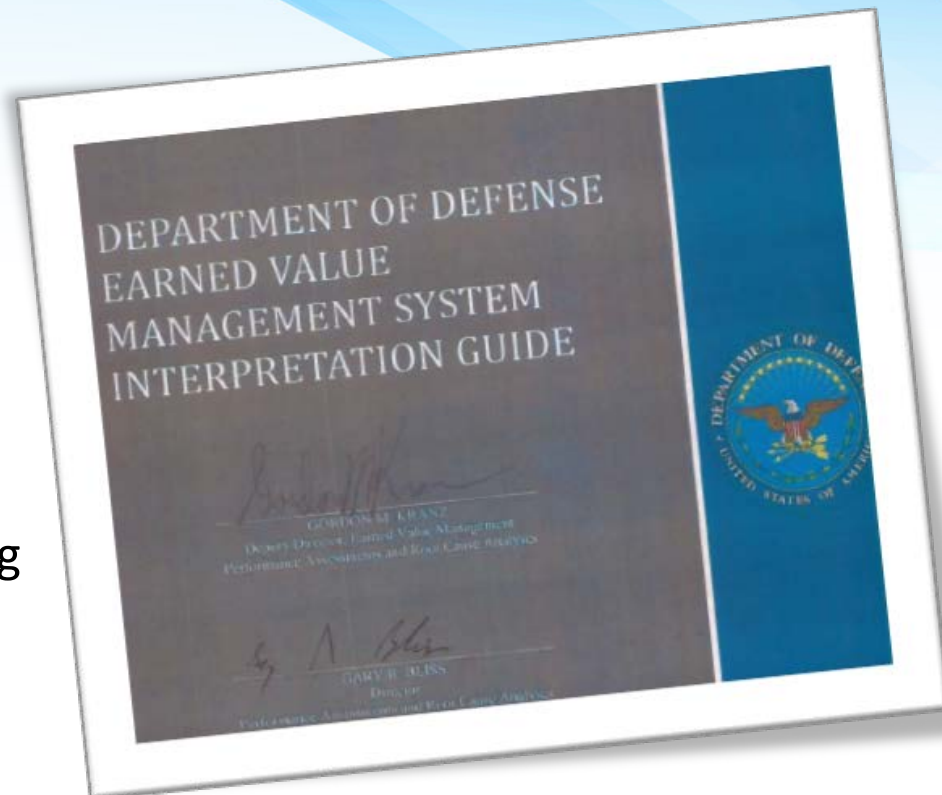
5000.02



\* The PM has the option to make a business case to apply EVM outside the thresholds and application decision

## ▶ The DoD EVMSIG

- Used as the basis for the DoD to assess compliance to the 32 EVMS Guidelines
- Adjudicated comments with Government and Industry
  - Navy tech editing December 2017 / January 2018
  - Overall, approximately 600 comments adjudicated including tech edits
- Document signed; prepared for publication after NDIA IPMD Feb 2018

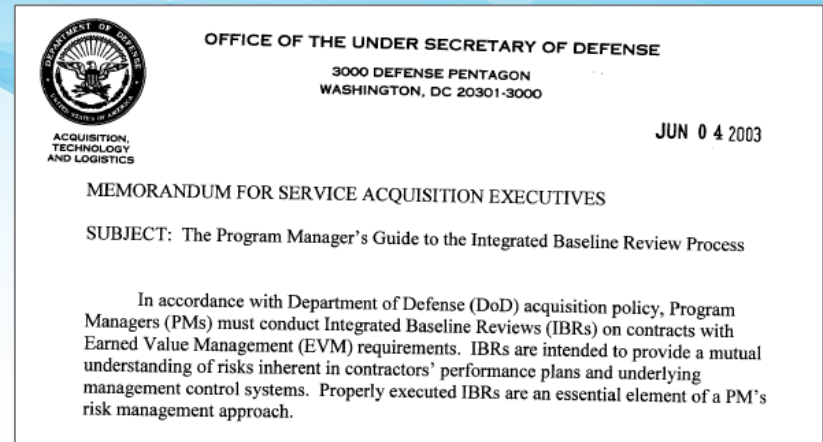


EVMSIG



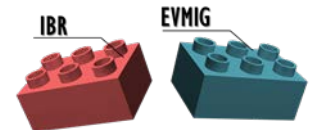
## ▶ DoD PM Guide to the IBR

- Effort to modernize the document and reflect current policy
- Focus on purpose and process



## ▶ EVMIG Replacement

- Single document that contains disparate EVM policy application guidance
- Iterative process started with support from the Navy EVM Center to update through summer 2018



# EVM-CR Status

## Re-skin of the EVM Central Repository



**EVM-CR**  
PARCA - Earned Value Management Central Repository

Home Users Policy Tools Training News Contact Us Sign In Sign Up

**Welcome**

EVM-CR is an OUSD/AT&L data repository managed by the PARCA office. We provide centralized reporting, collection, and distribution for key acquisition EVM data. This repository is the authoritative source for IPMR and CFSR reports with OSD, the Services, and the DoD components. Data files housed in the EVM-CR are submitted by authorized defense contractors and reviewed by government program management offices, representing approximately 120 ACAT IA, ACAT IC and ACAT ID programs, collectively.

If you had EVM access in CADE Portal, your account information has been transferred to the EVM Portal. If not [request an account](#).

**Desktop Tools**

- Download these tools to view and validate IPMR files (password: [parcaevm](#)):
- IPMR Cost Viewer — View Formats 1-4
- IPMR Schedule Viewer — View Format 6
- Time Phased Cost Viewer — View Format 7
- IPMR DEI Validator — Validate all IPMR Formats
- XML Digital Signer — Digitally sign XML files with a CAC (Common Access Card) or ECA Certificate

**User Resources**

Quick links to commonly accessed materials.

- 🔗 [DIDs & CDRLs](#) — IPMR DIDs and CSDR Samples.
- 🔗 [Submitter Guide](#) — User Guide with detailed navigation instructions for industry data managers with IPMR delivery requirements.
- 🔗 [Reviewer Guide](#) — User Guide with detailed navigation instructions for government program office personnel.
- 🔗 [Analyst Guide](#) — User Guide with detailed navigation instructions for DOD staff to access IPMR data across a variety of programs.
- 🔗 [Industry Reviewer Guide](#) — User guide with detailed navigation instructions for Industry Leadership access.

**News Items**

Visit the [News page](#) to reference all news items.

- 2 Feb 2018 [Welcome to the new EVM-CR](#)
- 10 Nov 2017 [Updated Security Requirements — Attention Submitters](#)

**Contact Us**

EVM-CR Help Desk:  
[EVM-CRsupport@tecalista.com](mailto:EVM-CRsupport@tecalista.com)  
(253) 564-1979 Ex. 1

**Explore Us**

- > Home
- > Users
- > Policy
- > IPMR UNICEFACT XML
- > IPMR, Emerging Guidance
- > DIDs & CDRLs
- > Tools
- > Training
- > News
- > Contact Us
- > Sitemap

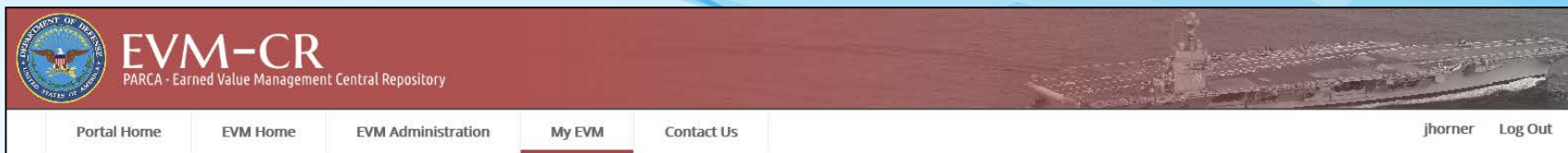
**External Links**

- > DoD Inspector General
- > Privacy & Security
- > External Link Disclaimer
- > DoD No Fear Act
- > PARCA EVM
- > Web Policy
- > USA.gov
- > Freedom of Information
- > Section 508

News and frequently accessed content easily accessed from the main page.



## New Banner/Color Scheme



## Larger/more readable menus – report descriptions added

### Reports & Metrics

**Compliance Reports**

- Reporting Compliance - compares reporting requirements and reports delivered and provides a rating for each report type
- Formats Delivered - provides ratings on delivery of IPMR formats 1-7 (electronic files only)
- Program Review - detailed information on PARCAs quarterly program reviews reporting compliance and data quality

**Data Views**

## Reorganized content

### Contract Detail

Program: **Death Star Program (Testing Purposes)**  
 Contract: **N0000-00-0002**

Reporting Contractor: **Rambo Systems**  
 Division: **Awesome Weapon Development**

Contract Type: **CPAF**  
 Service: **NAVY**

**Contract Summary** | Data Views | Reviewers & Submitters | Received Submissions | Contract Attachments | Reporting Stream | Comments

#### Contract Summary

|   | Effort           | Effort Number |
|---|------------------|---------------|
| ↻ | AT-AT            | 999           |
| ↻ | AT-AT Junior     | 99            |
| ↻ | AT-TE Walker     | 66            |
| ↻ | DS_Task_2        | 5             |
| ↻ | Imperial Shuttle | 99            |

#### DAU Gold Card Metrics (Whole Dollars)

| Key Metrics     |                |
|-----------------|----------------|
| BCWS            | 61,510,036,553 |
| BCWP            | 61,510,036,553 |
| ACWP            | 61,248,479,530 |
| BAC             | 61,510,036,553 |
| EAC (reported)  | 61,248,479,530 |
| EAC (cpi)       | 61,248,479,530 |
| EAC (composite) | 61,248,479,530 |

#### Legend

|          | Oct-17 | Nov-17 | Dec-17 |
|----------|--------|--------|--------|
| Cost     | █      | █      | █      |
| Schedule | █      | █      | █      |
| CFSR     | █      | █      | █      |

AT-AT

CPI



# IPMR2

## Status of the Update to the IPMR



- ▶ **Objective:** Validate that companies can create and submit a compliant IPMR JSON data package and that the EVM-CR can ingest and validate the submission
- ▶ **Steps:** Results of the pilot will be used to support decision making and changes to technical requirements

### Identify Pilot Groups

- Representative **sample of companies** (large vs. small, using COTS vs. DIYs)
- Cross-section of all **commodity groups and tools**
- **Mechanism to create file** (template from PARCA or use EVM software tools)?

### Produce & Submit

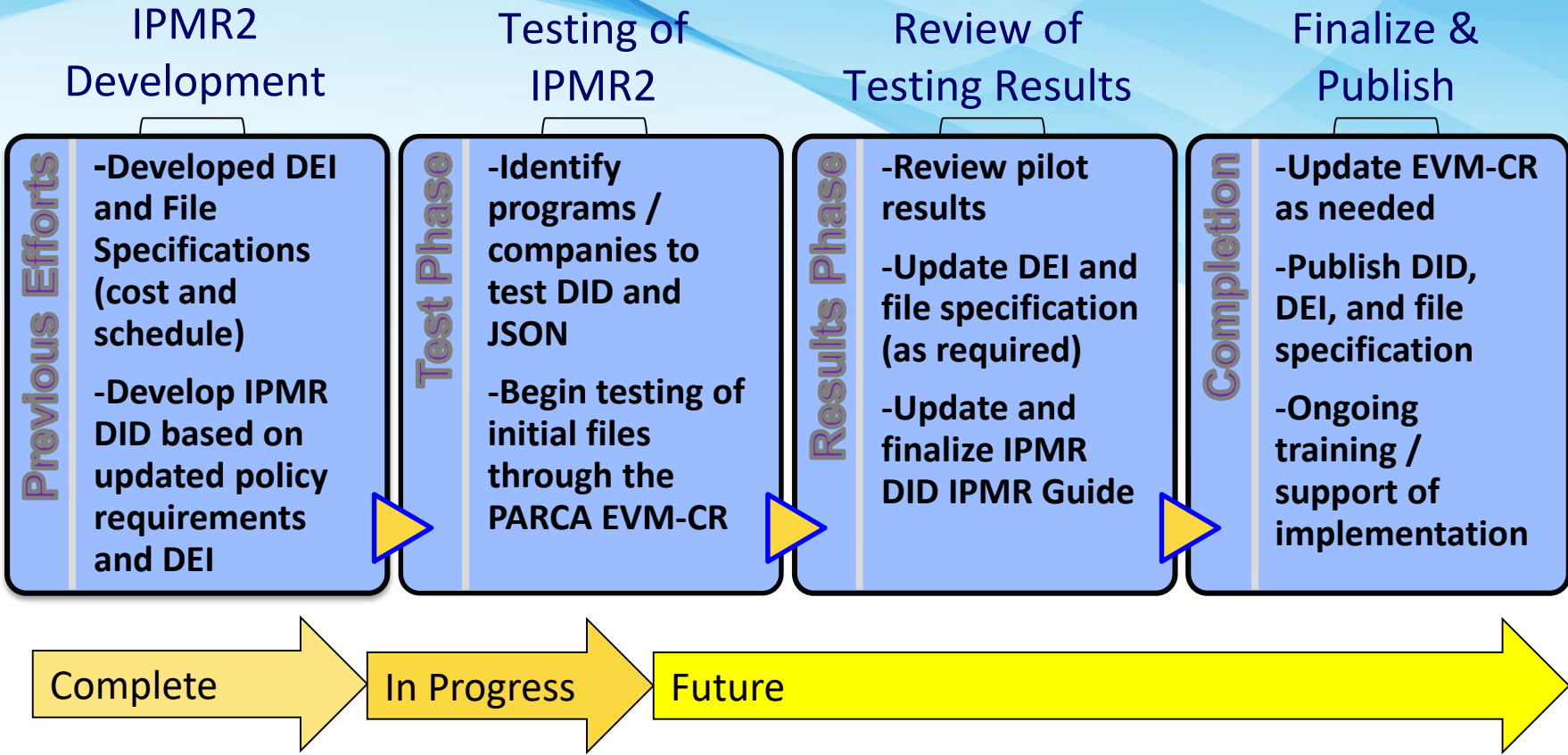
- Companies **produce test data** compliant with DID, file specs, and DEI to support test
- **Companies provide feedback** regarding effort, time, cost, concerns, etc.

### Parse, Test, & Assess

- **Assess pilot submission data** against DID, file specs, and DEI (feedback to submitter)
- **Full data utility:** Self-validation, read/ingest, legacy format conversion, legacy 1-4 format utilities

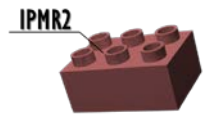
IPMR2





▶ **Outstanding item:** question on handling indirects in the Control Account

Sample file and tool download  
<https://portal.tecolote.com/parca/ipmr2download.aspx>





# Agile & EVM

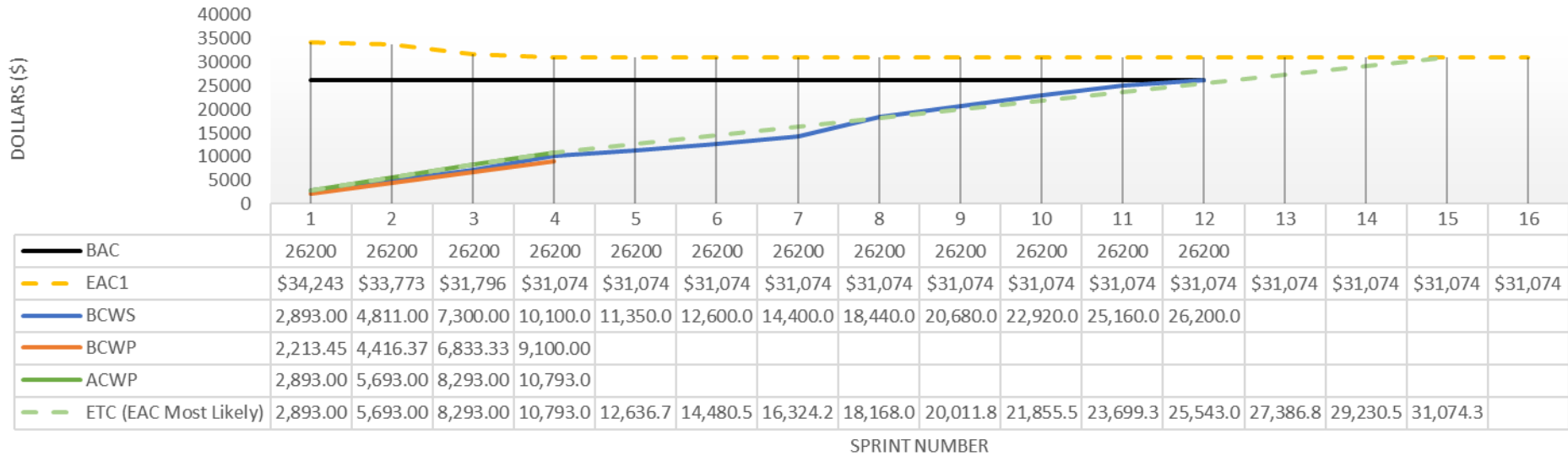
## PARCA Agile Guide

- ▶ Overview of emphasis on incremental process
  - Traditional Rolling Wave planning
  - Agile Release or Program Increment Planning
  
- ▶ Incremental Process is natural part of program execution
  - IBR Preparation – Joint Training
  - Management Processes – Pulling Thread from WBS through Agile Product Backlog to establish common understanding of plan and risk.
  - PMB Assessment – Every planning increment establish joint agreement on plan going forward.

- ▶ Overview of typical Agile metrics and how they are used.
- ▶ Agile metrics as they relate to EVM metrics and analysis
  - BCWS, BCWP, ACWP, CV, SV, CPI, SPI, TCPI
- ▶ Using a sample scenario to show side by side examples of what the Agile and EVM metrics might look like over a series of four sprints.
- ▶ Highlight the use of Agile metrics to track progress and to support forecasting.

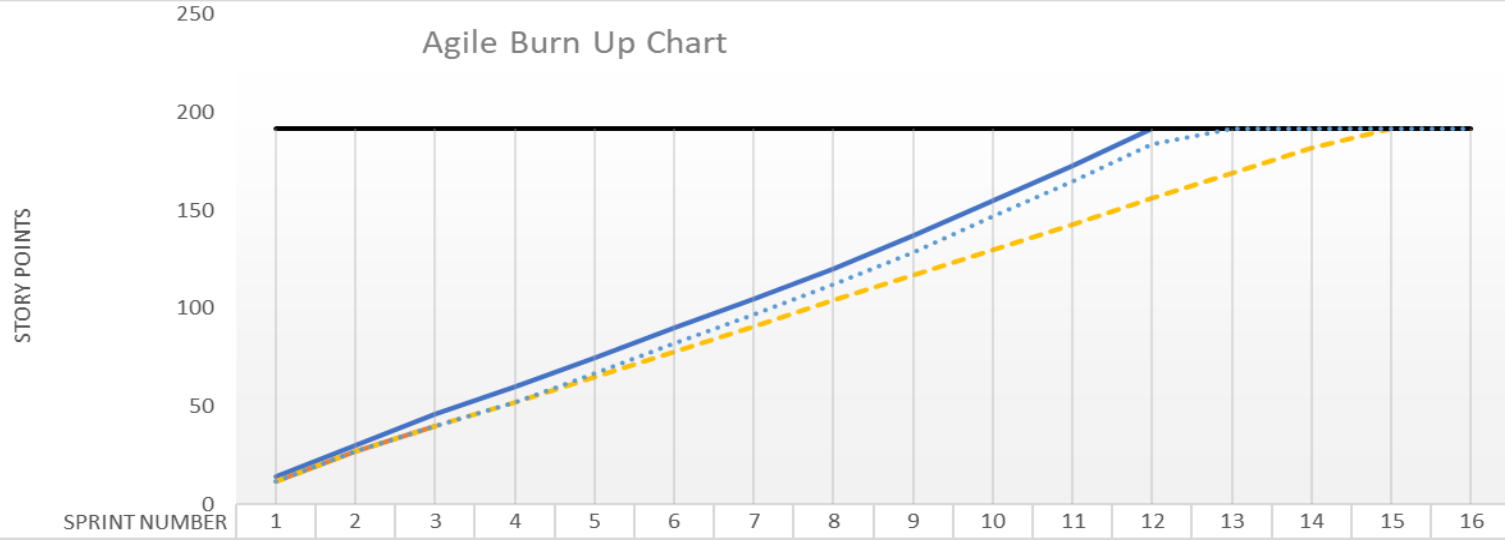
- ▶ Document out for final review
  - Sent to all who responded to the survey
  - Held specific sessions with Ron Terbush and Rob Eisenberg(Original Members of Joint Govt Collaboration)
  
- ▶ Comments expected by end of February
  
- ▶ Publish by end of March 2018

### EVM Progress with EAC

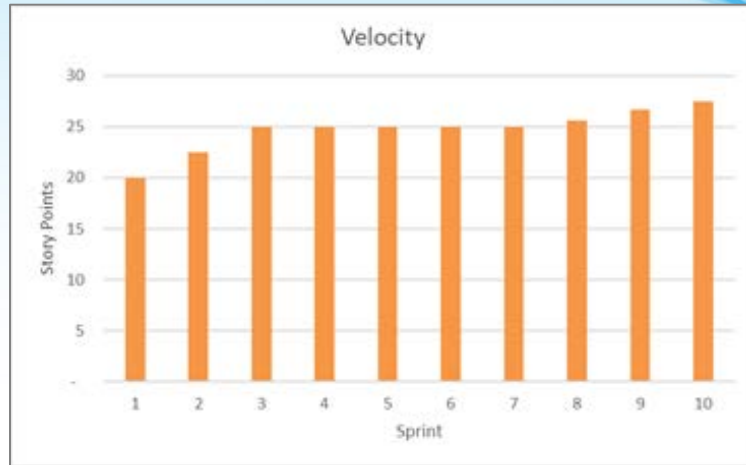


— BAC   
 - - - EAC1   
 — BCWS   
 — BCWP   
 — ACWP   
 - - - ETC (EAC Most Likely)

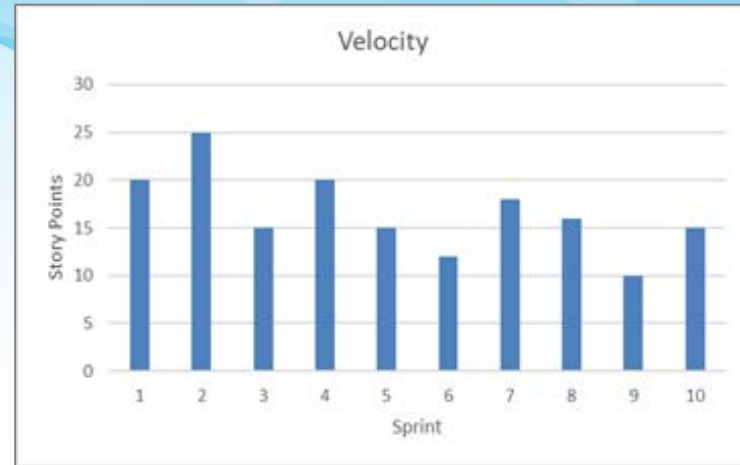
### Agile Burn Up Chart



|   | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   | 10  | 11  | 12  | 13  | 14  | 15  | 16  |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| <b>Planned Cumulative Story Points (BCWS)</b>             | 14  | 30  | 46  | 60  | 75  | 90  | 105 | 120 | 137 | 155 | 173 | 192 |     |     |     |     |
| <b>Completed Cumulative Story Points (BCWPCUM)</b>        | 12  | 27  | 40  |     |     |     |     |     |     |     |     |     |     |     |     |     |
| <b>Projected Story Points - Avg Velocity (ETCAVG)</b>     | 12  | 27  | 40  | 52  | 65  | 78  | 91  | 104 | 117 | 130 | 143 | 156 | 169 | 182 | 192 | 192 |
| <b>Total Planned (BAC)</b>                                | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 | 192 |
| <b>Projected Story Points - Planned Velocity (ETCPLN)</b> | 12  | 27  | 40  | 52  | 67  | 82  | 97  | 112 | 129 | 147 | 165 | 184 | 192 | 192 | 192 | 192 |



Indicates a team that is gradually increasing its capacity over time.



Indicates a team that is delivering inconsistent amounts of work each sprint, which may be an indicator of problems.

- ▶ A variety of reasons could be the cause for inconsistent delivery, such as team dynamics, changing requirements, external impediments, etc. Program management leadership would want to understand the root causes and act to help the team improve.



# MIL-STD-881D

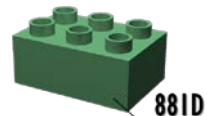
## Status of the Update to 881C



- ▶ **Appendix A:** Aircraft Systems and Unmanned Aircraft Systems have been merged into a new Appendix A - Aircraft Systems, including unmanned and manned aircraft systems
- ▶ **Appendix B:** Changed title from Electronics Systems to Electronic Systems/Generic Systems
- ▶ **Appendix C:** Missile Systems and Ordnance Systems have been merged into a new Appendix C – Missile/Ordnance Systems which focuses on tactical missiles and munitions due to their commonality in structure and intent
- ▶ **Appendix D:** is now Strategic Missiles Systems which focuses on Intercontinental Ballistic Missiles (ICBM) and strategic missiles used by Missile Defense Agency. Previously strategic missiles were part of Appendix C – Missiles Systems



- ▶ **Appendix F:** New and revised definitions have been incorporated into Space Systems to improve clarity and understanding of application
- ▶ **Appendix G:**
  - Changed the title from Surface Vehicle Systems to Ground Vehicle Systems to reflect the common terminology for land and amphibious systems
  - Changed the WBS to reflect the approach to buying family of systems vehicles (i.e., variants)
- ▶ **Appendix J:** Changed the title from Automated Information Systems to Information Systems / Defense Business Systems to reflect DoDI 5000.75: “Business Systems Requirements and Acquisition”



- ▶ **Appendix K:** Added and redefined Common Elements Appendix for required reporting elements under Systems Engineering, Program Management, and System Test and Evaluation related to Integrated Logistics Support, Software Engineering and Management, and Cybersecurity
- ▶ **Other items:**
  - Added a Sustainment Structure for Information Systems / Defense Business Systems (Appendix J)
    - To recognize the overlap of acquisition and sustainment activities on acquisition contracts
    - For all IS/DBS, this structure should be used to appropriately reflect sustainment activities on IS/DBS programs
  - Required Rate Tooling to be separately identified within Integration, Assembly, Test and Checkout at the appropriate level (will be included as metafile information)

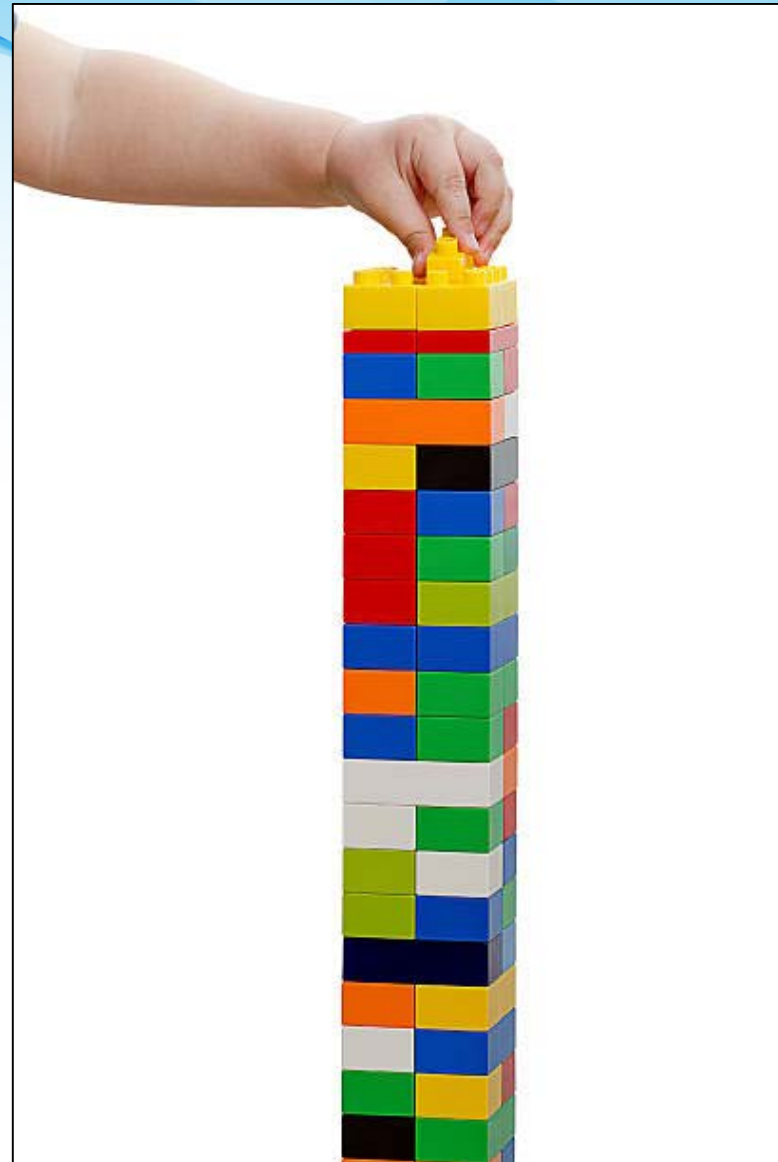


## ▶ Other items (continued):

- Further defined Peculiar Support Equipment and Common Support Equipment (Appendix K) to a lower level which identifies the subassembly the equipment supports (e.g., Airframe/Hull/Vehicle, etc.)
- Added Contractor Logistics Support (CLS) (Appendix K) to reflect that contractor sustainment support may be completed at the depot during the acquisition phase
- Added Data Rights under Data (Appendix K) to reflect the Government purchase of contractor data rights
- Included the Cost Assessment Program Evaluation (CAPE) Sustainment Cost Reporting Structure (CRS) (Appendix L) to provide a description of the transition between the WBS to the CRS during a program



- ▶ Are there any other policy or guidance questions?



# Questions Contact Us

**PARCA EVM Website:**  
<http://www.acq.osd.mil/evm/>

**PARCA EVM Email:**  
[osd.dodevm@mail.mil](mailto:osd.dodevm@mail.mil)

# PARCA AEP Program

PARCA Acquisition Exchange Program (AEP) provides a unique career-development experience for high-caliber Government civilians or military personnel interested in acquisition and/or EVM.

<http://www.acq.osd.mil/evm/aep.program.html>