



## DCMA Program Support & Program Reporting

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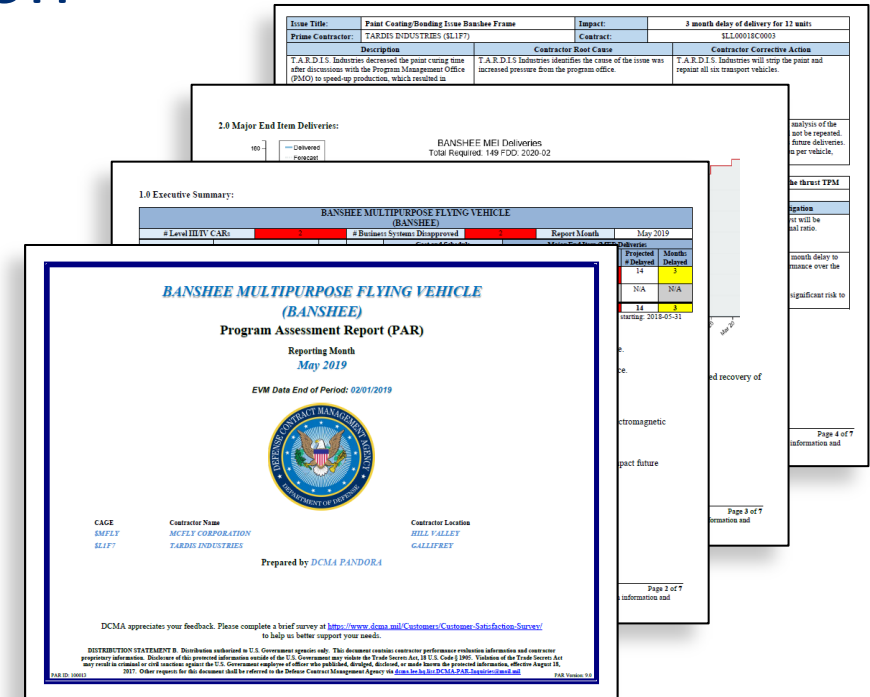
Presented By:  
**Eric Palmer**

Director, Major Program Support Division  
Defense Contract Management Agency

January 29, 2020



- DCMA Program Support/Program Integration
  - Purpose
  - Triggers
  - Underlying FAR requirements
- New PAR format (effective August 2019)
  - Changes/NDS
  - Analysis
    - EVM
    - Product Deliveries
    - Prime Control of Subcontractors Assessment

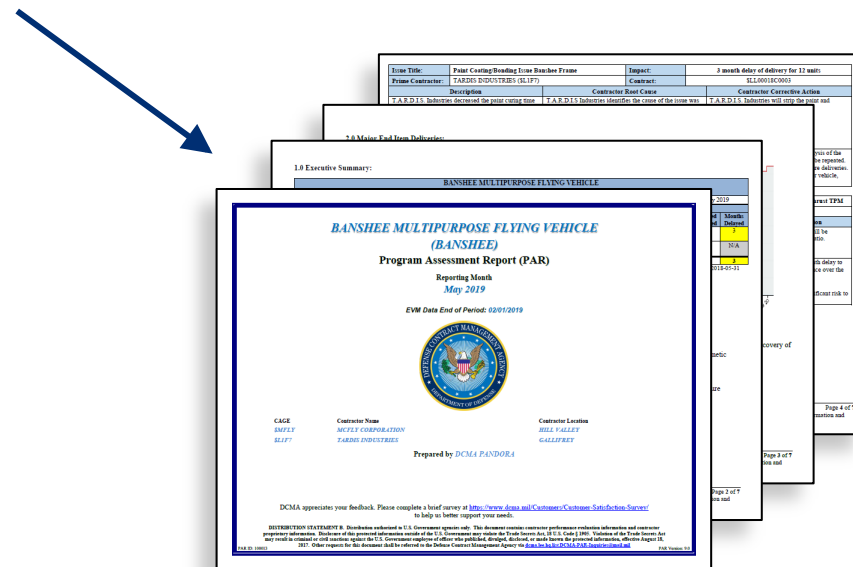


Program Assessment Report (PAR)

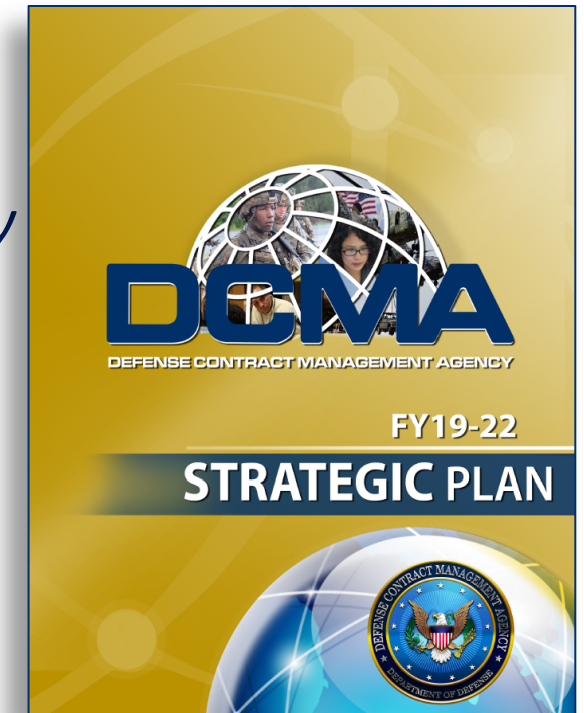
**Purpose:** Provide DCMA's customers with timely, independent, predictive, acquisition insight based on our unique factory-floor perspective.

## DCMA Strategic Plan Objective 2.4:

*Influence affordability and acquisition decisions by leveraging Agency data*



Program Assessment Report (PAR)

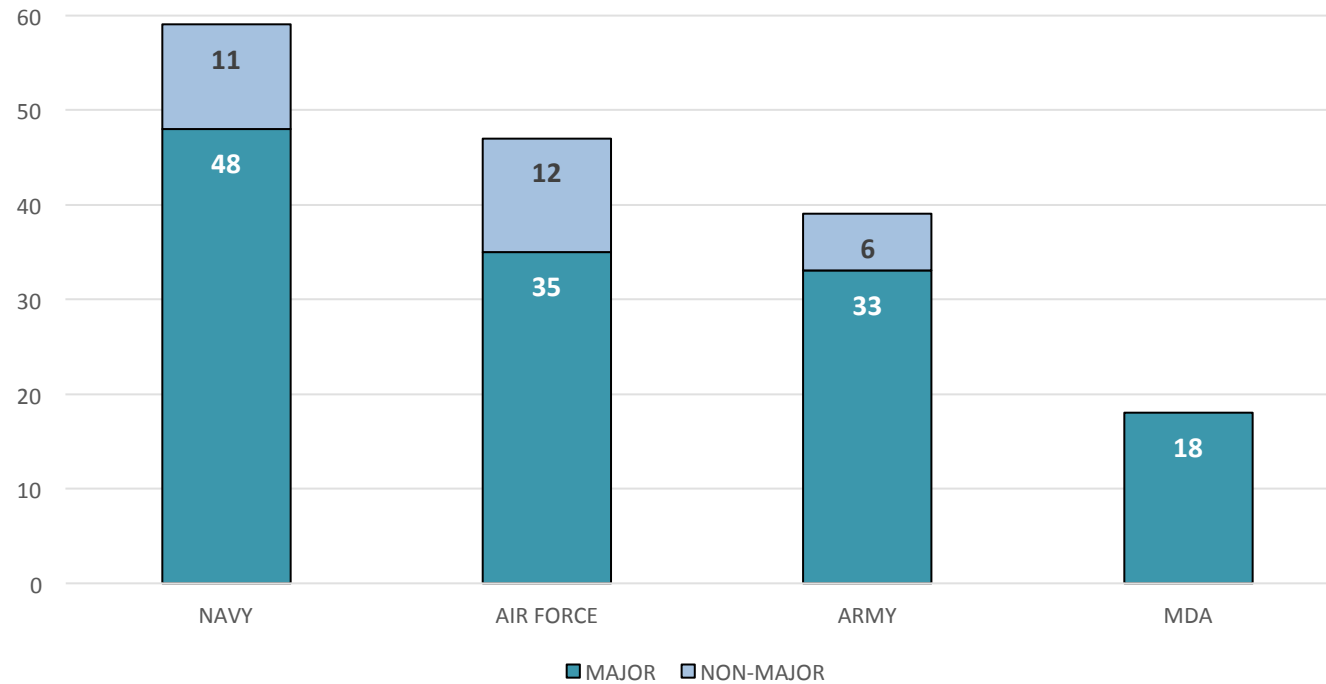


The **Program Assessment Report (PAR)** is the primary vehicle for reporting program risk, and the issues impacting a contractor's ability to deliver warfighter products on-time and within contractual cost .

- Produced monthly (published 6<sup>th</sup> business day of each month)
- Customers include:
  - OSD/USD (A&S)
  - Service Acquisition Staff
  - PEOs
  - PMOs
  - DoDIG
  - GAO
  - Congress

- DCMA produces PARs on:
  - ACAT I/MDAPs +
    - Equivalent MDA Ballistic Missile Defense System (BMDS) program elements
    - Navy Strategic Systems Programs (SSP)
    - Other high-priority programs (if DCMA resources permit)
  
- PAR produced by a multifunctional team consisting of a Program Integrator and any of the following:
  - **Engineers**
  - **Industrial Specialists**
  - **Earned Value Management Analyst**
  - **Software Specialists**
  - **Safety Monitors**
  - **Administrative Contracting Officer**
  - **Contract Administrator**
  - **Quality Assurance Specialists**

Major and Non-Major Reporting Programs by Service



## 163 reporting programs\*

- 134 Major programs (ACAT I / equivalent)
- 29 Non-Major programs (<ACAT I)

\* Data as of January 14, 2020

- **FAR 42.302(a).** The contracting officer normally delegates the following contract administration functions to a CAO....
  - (31) Perform production support, surveillance, and status reporting, including timely reporting of potential and actual slippages in contract delivery schedules.
  - (67) Support the program, product, and project offices regarding program reviews, program status, program performance and actual or anticipated program problems.

To keep DCMA's Program Reports relevant, timely and aligned with the information OSD is asking for from the acquisition community

- Previous PAR format dates to former OUSD(AT&L) DAES process
  - DAES still exists, but DCMA is no longer actively involved
- Change of information demands from PAR consumers
  - OUSD (A&S) emphasis on measuring National Defense Strategy achievement
  - Preference for dashboards & metrics over lengthy text reports
  - For many PAR consumers quarterly is not often enough



***BANSHEE MULTIPURPOSE FLYING VEHICLE  
(BANSHEE)***

**Program Assessment Report (PAR)**

***May 2019***

***for the period of April 1-30, 2019***

***EVM Data End of Period: April 1, 2019***



**CAGE**

***SL1F7***

***SMFLY***

**Contractor Name**

***TARDIS INDUSTRIES***

***MCFLY CORPORATION***

**Contractor Location**

***GALLIFREY***

***HILL VALLEY***

**Prepared by *DCMA PANDORA***

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## 1.0 Executive Summary:

BANSHEE MULTIPURPOSE FLYING VEHICLE (BANSHEE)											
# Level III/IV CARs		2		# Business Systems Disapproved		2		Report Month		May 2019	
Contract Number	Nomenclature	Phase	% Comp	Cost and Schedule			Major End Item (MEI) Deliveries				
				Expected Cost	DCMA %VAC	Months Delayed	Total Required <sup>1</sup>	Delivered to Date <sup>1</sup>	12 Mo %OTD	Projected # Delayed	Months Delayed
\$LL00018C0003	Banshee Transport Vehicle	EMD, P&D	28.0%	\$842.3M	0.0%	3.0	149	43	52.9%	14	3
\$LL00019C0010	Banshee Combat Variant	EMD	21.0%	\$457.5M	-0.4%	3.1	N/A	N/A	N/A	N/A	N/A
<b>Program Scorecard</b>				<b>\$1.30B</b>	<b>-0.1%</b>	<b>3.1</b>	<b>149</b>	<b>43</b>	<b>52.9%</b>	<b>14</b>	<b>3</b>

<sup>1</sup>Data starting: 2018-05-31

### Assessment/Discussion:

DCMA predicts TARDIS will deliver 12 Banshee Transport Vehicles (vehicles 17-22 and 31-36) three months late and another two vehicles less than three months late.

- Paint failed to bond to the vehicles, and they will require rework.
- TARDIS has identified the cause of the paint bonding failure and is taking corrective action that should prevent future occurrence.
- Recovery of the required delivery schedule is expected in mid-September 2019.

DCMA predicts McFly Corporation will have a three month delay to the Banshee Combat Variant contract.

- Three month slip to Critical Design Review (CDR) meeting the minimum requirement for the thrust Technical Performance Measure due to a risk that the Mr. Fusion will not provide enough power.
- One month delay to Test Readiness Review due to redesign of the remote control software to resolve the loss of connectivity in an electromagnetic environment.
- One month delay to resolve the Identification Friend/Foe miscommunication error and to rerun the verification and validation test.

TARDIS' purchasing system disapproval is due to lack of Defense Property Accountability System (DPAS) prioritization and could impact future deliveries.

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<sup>1</sup>Data starting: 2018-05-31

- **Number of Level III and IV CARs on the program (Discussed in the Risk, Issue, Observation (RIO) Table)**
- **Business Systems currently disapproved (details in section 4.0 “Business Systems”)**
- **Basic Contract Information (Active Contracts administered by DCMA)**
  - **Contract Cost and Schedule Information**
    - Expected Cost at the end of Contract
    - DCMA’s Variance at Complete for contracts
    - Maximum Number of Months any contractual event is Delayed
  - **Major End Item Delivery Information**
    - Total on Contract
    - Number Delivered of the Total
    - Percent On Time Delivery for past 12 months
    - Number items delayed or predicted to be delayed
    - Maximum number of months an item is delayed

# Level II/IV CARs Criteria	
Green	0
Red	≥ 1

MEI OTD Color Criteria											
On Time Delivery (OTD)%	0	10	20	30	40	50	60	70	80	90	100
	Red							Yellow		Green	
	< 70%							≥ 70% and < 90%		≥ 90%	

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<sup>1</sup>Data starting: 2014-05-31

Cost Assessment Color Criteria																					
Cost overrun/underrun vs Expected cost	-17	-16	-15	-14	-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	1	2	3
	Red			Yellow					Green												
	< -15%			≥ -15% and < -10%					≥ -10%												

Schedule Assessment Color Criteria												
Contractually Required Events / Delivery Slips	-2	-1	0	1	2	3	4	5	6	7	8	9
	Green			Yellow				Red				
	≤ 2 months			> 2 and ≤ 6 months				> 6 months				

## DCMA uses EVM to:

- Provide independent assessment of cost and schedule performance against the contract requirements and established baseline
- Quantify cost and schedule impacts of the risks and issues our functional specialists observe during surveillance, and to;
- Refine focus of functional specialist surveillance activities

## Monthly:

- Evaluate quality of IPMR/CPR
- PST evaluates variances to identify cost drivers, including root cause, corrective action, and impact (RIO)

## Quarterly:

- Develop bottoms-up  $EAC_{DCMA}$  and  $ECD_{DCMA}$ , incorporating PST-identified risk adjustments

- Evaluate quality of IPMR to ensure data is acceptable for EVM Analysis
  - Quality indicators
  - CDRL/DID compliance
- Review tripped indicators
- Recommend to PMO to accept/reject CDRL
- Issue Corrective Action Report (CAR) for contractual noncompliance of missing/late EVM CDRL deliverable or incorrect CDRL data
- Differs from EVM System Surveillance compliance reviews and business system CAR

Cost Quality Indicators	Schedule Quality Indicators
$BCWS_{CUM} > BAC$	Logic - Missing Predecessors
$BCWP_{CUM} > BAC$	Logic - Missing Successors
$ACWP_{CUM}$ (No BAC)	Dates - Incorrect Status-Start
$ACWP_{CUR}$ (No BAC)	Dates - Incorrect Status-Finish
Negative BAC or EAC	Dates - Planned Start in the Past
Negative BCWS	Dates - Planned Finish in the Past
Negative BCWP	Dates - Actual Start in the Future
BCWP (No ACWP)	Dates - Actual Finish in the Future
100% Comp with ETC	Dates - Riding Data
Incomplete w/o ETC	Milestones with Duration
ACWP on 100% Comp	Missing WBS
$ACWP > EAC$	
BCWP (No BCWS)	

- Apply contract thresholds for Variance Analysis Reporting
  - Ensure reporting meets contract requirements

<input type="button" value="Filter Off"/>	Current Threshold Dollar:	25	and	Cumulative Threshold Dollar:	50	and	VAC Threshold Dollar:	100	and
	Current Threshold %:	10%	<input type="button" value="Filter"/>	Cumulative Threshold %:	10%	<input type="button" value="Filter"/>	VAC Threshold %:	10%	<input type="button" value="Filter"/>

WBS Number	Description	WBS Level	Lowest Level	CV Trend	SV Trend	VAC Trend	% Comp	BCWS <sub>CUR</sub>	BCWP <sub>CUR</sub>	ACWP <sub>CUR</sub>	SV <sub>CUR</sub>	CV <sub>CUR</sub>	%SV <sub>CUR</sub>	%CV <sub>CUR</sub>	BCWS <sub>CUM</sub>	BCWP <sub>CUM</sub>
1.1.1	GP Vehicle Inte	3	x	↑	↓	↓	8.3%	97.90	134.10	136.50	36.20	-2.30	37.0%	-1.7%	399.90	393.10
1.1.13	GP Special Equi	3	x	↓	↑	↓	37.3%	116.10	85.80	56.10	-30.40	29.60	-26.2%	34.5%	311.30	276.70
1.1.7	GP Power Packag	3	x	↑	↓	↓	7.2%	8.20	14.40	53.80	6.20	-39.40	75.6%	-273.6%	219.50	195.30

- Identify WBS elements that significantly contribute to overall contract variances
- PST evaluates significant variances
  - Adjust surveillance
  - Provide insight to root cause, corrective action, and impact

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<sup>1</sup>Data starting: 2018-05-31

- Contract % Complete calculated in one of three ways:
  - Cost expended
  - Time spent
  - Major End Items delivered
- It has to account for progress on EVM and non-EVM CLINs
- CLIN level % Complete is rolled up to the Contract level using a weighted average



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- Expected Cost is combination of:
  - ☐ Total Allocated Budget (EVM Kt) or Contract Value (non-EVM kt), and;
  - ☐ DCMA-projected Variance at Completion (Contracts/CLIN with EVM)
  - ☐ DCMA-projected Overruns (Contracts/CLIN without EVM)
  - ☐ If at the CLIN level, rolled up to contract level
- DCMA %VAC is calculated using the DCMA-projected Variance at Completion and non-EVM Overruns

- Developing the  $EAC_{DCMA}$ 
  - Bottoms-up EAC, at the WBS level:
    - Apply performance factor to calculate most-relevant EAC
    - Apply quantified risk adjustments, provided by the PST
    - Consider TCPI/CPI realism and range of EAC by standard Performance Factors

WBS	Desc	% Complete	.8 CPI*.2 SPI	.5 CPI*.5 SPI	SPI	CPI-3M	CPI-6M	CPI-12M	CPI*SPI-6M	Selected EAC by PF	Selected EAC Value	DCMA Adjustments	DCMA EAC	VAC	TCPI-CPI Realism
1.1.1	GP Vehicle Inte	5.5%	4,305	4,668	5,443	6,086	4,845	4,093	5,193	CPI	4,093	800	4,893	-162	-0.20
1.1.13	GP Special Equi	26.1%	1,057	963	849	4,690	1,722	1,136	623	CPI*SPI	1,155	0	1,155	-423	-0.01

- Roll up to contract level

$EAC_{DCMA}$	
Bottoms Up EAC	\$345,271

- Developing the  $EAC_{DCMA}$ , cont:
  - At the Contract level:
    - Evaluate MR consumption, and apply projected MR usage
    - Apply quantified risk adjustments, provided by the PST (not already at the WBS level)

EAC <sub>DCMA</sub>	
Bottoms Up EAC	\$345,271
Estimated Amount of MR to be Used	\$5,000
Contract Level Risks / Opportunities	\$1,200
<b>EAC<sub>DCMA</sub></b>	<b>\$351,471</b>
VAC <sub>DCMA</sub>	\$15,372
VAC <sub>DCMA</sub> % TAB	4.2%
VAC <sub>DCMA</sub> % CBB	4.2%

- Evaluate EAC Realism:
  - CPI/TCPI ratio
  - range of EAC
  - CV to VAC

EAC <sub>DCMA</sub> Realism Tests			
CPI / TCPI DCMA		EAC Ranges	
TCPI <sub>EACDCMA</sub>	1.00	Worst Case EAC by Performance Factor + MR	\$780,288
CPI <sub>CUM</sub>	0.73	Best Case EAC by Performance Factor	\$369,779
CPI - TCPI <sub>EACDCMA</sub>	-0.27	EAC <sub>DCMA</sub> vs Range	Below Best Case
Realism Index indicates EAC <sub>DCMA</sub> may be:		VAC > CV <sub>CUM</sub>	
Overly Optimistic		VAC <sub>DCMA</sub> is:	Greater Than CV

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- Months Delayed is the worst-case DCMA projection of:
  - MEI delivery delays
  - Contractual Milestone/Event EVM schedule analysis delays

- Developing the ECD<sub>DCMA</sub>

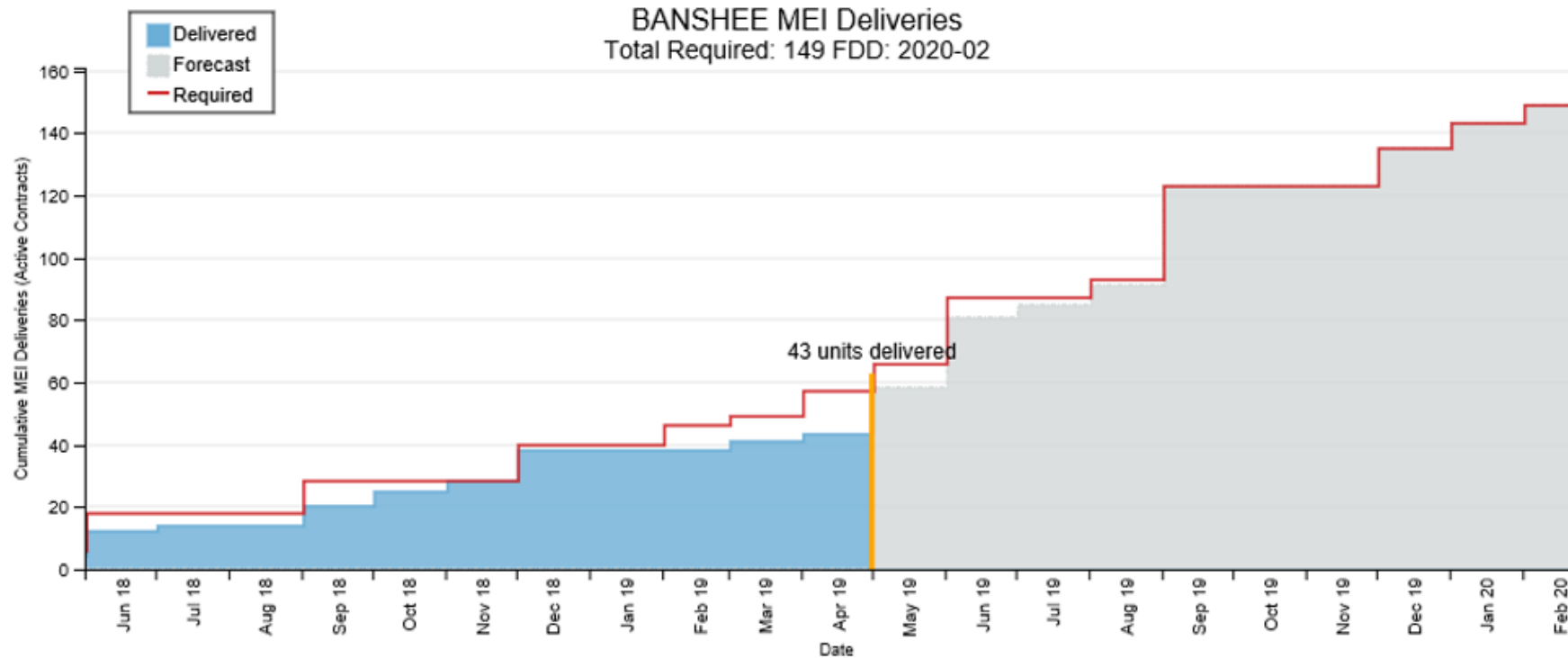
1. Apply PST assessed impacts at task level to schedule analysis tool

Task List					Current					
Id	Description	Remaining...	Duration Uncertainty	Ty	Type	Name	Probability	Schedule	Cost	Sc
181230	Prepare for Milesto...	3d								
191211	DO 1	0d			New Event		Neoligible	Neoligible	Negligible	
191212	DO 2	30d			191212, RIO 45		High	Very Low	Negligible	
191213	DO 3	30d			191213, RIO 22		High	Medium (...	Negligible	
191214	Three Qtr Delivere...	0d								
191215	DO 4	40d								

2. Run simulations to determine DCMA-projected Completion date (contract/milestone/contractual event level), this example shows a 2.5 month slip to contract

Project / Snapshot	Ribbon Analyzer				
	Contractor ECD	DCMA ECD	BEI	Contractor Critical Path	Milestones
Master_training MSep2018	4/5/2019	4/8/2019	0.71	7	11
Master_training MSNov2018	6/14/2019	8/27/2019	0.78	8	11
Master_training MSNov2018 Scenario	8/28/2019	8/27/2019	0.78	5	9

## 2.0 Major End Item Deliveries:



### Assessment/Discussion:

MEI Deliveries Graph: Reflects 12 Banshee Transport Vehicles (vehicles 17-22 and 31-36) three months late and another two vehicles less than three months late. Forecasted recovery of the required delivery schedule is expected in mid-September 2019.

Vehicles 17-22 were originally due in February but no units were delivered. Additionally, no units were delivered in April. The February deliveries are projected to be delivered in May 2019.

**Major End Item (MEI):** A term adapted by DCMA for delivery analysis focusing on production units of an item, defined set of items, kit, or a complete system that embodies the core purpose or capability of the program and is delivered for operational use (e.g. aircraft, missile, unmanned aircraft system). MEIs typically do not include support items such as test article, spares, training equipment or technical services.

# Risk, Issue, Observation (RIO)

## 3.0 Risks, Issues, Opportunities and Observations:

<b>Issue Title:</b>	Remote Control Loss	<b>Impact:</b>	1 month delay to CDR, \$432K overrun
<b>Prime Contractor:</b>	MCFLY CORPORATION (\$MFLY)	<b>Contract:</b>	\$LL00019C0010
<b>Description</b>	<b>Contractor Root Cause</b>	<b>Contractor Corrective Action</b>	
The Combat Banshee remote control software lost connection with the vehicle several times during simulations, when the vehicle went behind a floating mountain. There will be cost and schedule impacts to the Critical Design Review (CDR).	McFly explained that the remote control requirement on contract was vague and did not specify the environment with electromagnetic interference.	McFly will request a contractual modification to clearly identify the detailed requirements for working in an electromagnetic environment. Once received, McFly will update the validation and verification for this specific requirement, update the software, and possibly modify the remote control hardware.	
<p><b>DCMA Assessment/Discussion:</b> DCMA expects a one-month slip to CDR and a \$432K increase due to the delay and redesign effort. DCMA is concerned about the lack of requirements analysis by the Integrated Product Teams (IPT) at McFly Corporation, and similar issues could occur if all requirements haven't been properly managed.</p> <p>The Program Management Office (PMO) most likely won't approve the modification, but McFly's mitigation plan depends on approval. If this requirement isn't incorporated, then there is serious risk of aircraft loss when remote control signal is lost.</p>			

- RIOs identify the top risks and issues driving the cost and schedule projections, provides:
  - Contractor-identified Root Cause and Corrective Action
  - DCMA assessment of the Contractor Root Cause and Corrective Action

### DCMA projected Impact

PST provides WBS/Task Level impact

EVM Analyst applies the PST-provided impact and determines the contract-level Impact



- Identify the contract impact for risks, issues, and opportunities (note: cost impacts same at WBS and contract level, schedule impacts require analysis)

**WBS OR TASK LEVEL**

WORK BREAKDOWN STRUCTURE (WBS)

IMS TASK ID

LIKELIHOOD

COST IMPACT

**SCHEDULE IMPACT**

TECHNICAL IMPACT

1: Take PST assessed impacts at Task Level

2: Apply to schedule analysis tool and run simulation

Id	Description	Remaining...	Duration Uncertainty
181230	Prepare for Milesto...	3d	
191211	DO 1	0d	
191212	DO 2	30d	
191213	DO 3	30d	
191214	Three Qtr Delivere...	0d	
191215	DO 4	40d	

		Current			
Type	Name	Probability	Schedule	Cost	Sc
	New Event	Negligible	Negligible	Negligible	
	191212, RIO 45	High	Very Low	Negligible	
	191213, RIO 22	High	Medium (...)	Negligible	

3: Identify the contract level impact

**CONTRACT LEVEL**

**CONTRACT LEVEL IMPACT**

What is the dollars and days impact to the contract or program and to what requirement?

## Approach:

1. Prime contractor owns responsibility for managing its subcontractors
2. DCMA owns responsibility for ensuring Prime contractor has effective management systems and processes in place to manage its subcontractors

- The PCSA Job Aid is designed to provide the technical specialist with the proper tools necessary to **determine whether the Prime has control over subcontractors**.
- The PCSA Job Aid is **based on** the International Aerospace Quality Group (IAQG) **supplier selection maturity model**.
- The IAQG maturity model is **based on** the **AS9100** standard.
- PCSA Job Aid fielded to help CMOs better understand and **assess the maturity and effectiveness** of any given prime contractor supplier management processes.

The Job Aid includes these **six surveillance processes**:

- **Sourcing Strategy**
- **Purchasing Process**
- **Work Transfer**
- **Supplier Performance Monitoring**
- **Supplier Surveillance**
- **Continuous Assessment**

Each of these six processes have **four Business Domains**

- **Process,**
- **People and Organization,**
- **Tools and Data,**
- **Performance Metrics**

## Functional Specialist's Key Indicator Examples



**24 Total Elements**

These are the **six areas** that DCMA evaluates related to a contractor's subcontract management processes and systems:

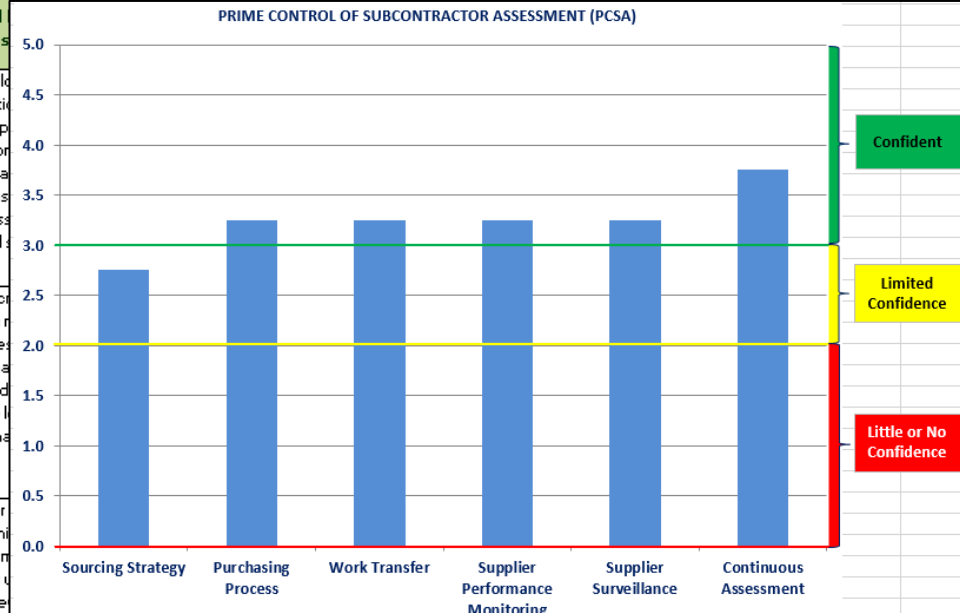
- **Sourcing Strategy - Make or buy process** and mapping of the supply chain responsibilities, including partners, suppliers...; Sourcing, Negotiating, & Contracting in line with Make or Buy strategy and Approving suppliers
- **Purchasing Process** - Managing review and **flow down of contract requirements** from the customers, through all functions internally and to suppliers
- **Work Transfer - Work Transfer**, both internal and external, including partners, suppliers...; Sourcing, Negotiating, & Contracting in line with Work Transfer strategy and Approving suppliers
- **Supplier Performance Monitoring - Review and continual improvement of Supply Chain performance**; overall process management to meet customer satisfaction and business objectives throughout Life Cycle.
- **Supplier Surveillance - Operational monitoring & surveillance of suppliers** to ensure purchased products/services meet customer requirements. Working with suppliers to measure & continually raise their performance levels.
- **Continuous Assessment** - Assessment of prime contractor corrective action process

**Not meant to cover every contractor's process** (i.e., there may be multiple 'systems' or 'processes' involved) but are **adapted to follow those primary categories** addressed in the AS9100 standard.

## PRIME CONTROL OF SUBCONTRACTOR ASSESSMENT (PCSA) - SOURCING STRATEGY

Definition : Make or buy process and mapping of the supply chain responsibilities, including partners, suppliers...: Sourcing, Negotiating, & Contracting in line with Make or Buy strategy and Approving suppliers

BUSINESS DOMAIN	ASSESSED MATURITY LEVEL	Maturity Levels				PCSA Score
		MATURITY LEVEL 1 Undefined and Not Capable	MATURITY LEVEL 2 Defined and Applied, But Not 100% Effective or Not Applied Everywhere in the Company	MATURITY LEVEL 3 Defined, Applied and Effective: Repeated Satisfactory Performance Capable	MATURITY LEVEL 4 Predictable: Performance of Proactive Improvements Toward Process	
PRIME CONTROL OF SUBCONTRACTOR ASSESSMENT (PCSA)		Business Domains				
	Assessment Area	Process	People & Organization	Tools and Data	Performance Metrics	PCSA Score
	Sourcing Strategy	3	2	3	3	2.8
	Purchasing Process	3	3	4	3	3.3
	Work Transfer	3	4	3	3	3.3
	Supplier Performance Monitoring	3	3	4	3	3.3
Supplier Surveillance	3	3	3	4	3.3	
Continuous Assessment	3	4	4	4	3.8	
		3.0	3.2	3.5	3.3	



Step #1 – Read and understand what the Prime Contractor’s Command Media says about each of the Processes. Assess the maturity of those processes against the above maturity levels.

Step #2 – How well does the Prime Contractor’s workforce perform to that Command Media, as determined by surveillance?

- PCSA scores <3 result in RIO(s) detailing what the prime contractor failed to do
  - Optional to appear in the PAR
- Results from PCSAs have been used in PMO CPARS

#### 4.0 Business Systems:

All business systems are approved or N/A with no issues except:

<b>Contractor Name:</b>	TARDIS INDUSTRIES (\$L1F7)		<b>System:</b>	EV	<b>Status:</b>	Disapproved (01/13/2018)
<b>CAR Issued</b>	<b>CAR Level</b>	<b>CAP Accepted</b>	<b>CAP ECD</b>	<b>Amount Withheld</b>	<b>Next Review Date</b>	
Yes	III	Y	12/13/2019	\$124.9K	09/02/2019	

<b>Contractor Name:</b>	TARDIS INDUSTRIES (\$L1F7)		<b>System:</b>	Purchasing	<b>Status:</b>	Disapproved (12/01/2018)
<b>CAR Issued</b>	<b>CAR Level</b>	<b>CAP Accepted</b>	<b>CAP ECD</b>	<b>Amount Withheld</b>	<b>Next Review Date</b>	
Yes	III	Y	06/28/2019	\$419.8K	05/29/2019	

<b>Contractor Name:</b>	MCFLY CORPORATION (\$MFLY)		<b>System:</b>	MMAS	<b>Status:</b>	Approved (09/09/2016)
<b>CAR Issued</b>	<b>CAR Level</b>	<b>CAP Accepted</b>	<b>CAP ECD</b>	<b>Amount Withheld</b>	<b>Next Review Date</b>	
Draft	III	N/A	N/A	N/A	05/15/2019	

#### Assessment/Discussion:

TARDIS' Purchasing System's inability to differentiate DPAS rated contracts and non-DPAS rated contracts contribute to the lack of prioritization and may impact deliveries

- The Corrective Action
- DCMA anticipates an
- The contractor is active
- This disapproved system

TARDIS' delay in the collection Management System (EVM)

- A key tenet of an EVN claimed.
- If EVM is not reported
- Effective maintenance are supported.
- The CAP was approved
- There are many corrections to the contractor's CAP Estimate Date (ECD) to January
- This disapproved system

Individual Business Systems Criteria	
Color Rating	Criteria for CBS Status
<b>GREEN:</b>	The CBS is Approved, or Not Applicable and there are no transmitted or draft Level III/IV CAR against the CBS.
<b>YELLOW:</b>	The CBS is Approved or Not Evaluated AND: <ul style="list-style-type: none"> <li>• There is a draft Level III/IV CAR against the CBS; or</li> <li>• An initial determination has been issued to the contractor identifying significant deficiencies in the CBS approval/disapproval process; or</li> <li>• The CBS is under a legacy review with a Level III/IV CAR, but no final determination to disapprove the system has been made.</li> </ul>
<b>RED:</b>	The CBS is disapproved or has a transmitted Level III/IV CAR against the CBS not under a legacy review
<b>GRAY:</b>	The CBS is Not Evaluated.

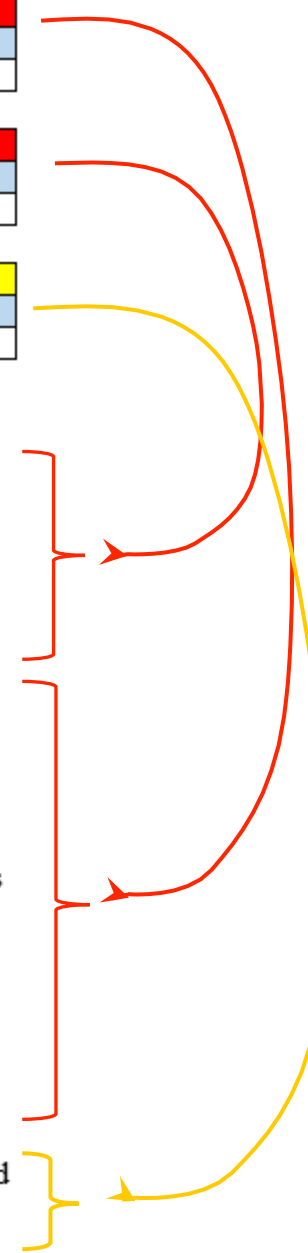
results in unreliable Earned Value

ment (EVM) accomplishment is

; and that future funding allocations

. DCMA projects a one month slip

The draft Level III CAR and determination letter for McFly's Material Management and Accounting System (MMAS) are under review and expected to complete on May 15, 2019. Depending upon the outcome of the review, the MMAS is at risk for disapproval with a 5% withhold.





### 5.0 Other Insights or Concerns:

### 6.0 PAR Requests or Questions:

Additional analysis supporting this report is available upon request.

Submit any **External (PEO, OSD-PARCA, etc.) Customer** PAR requests or questions to:  
[dcma.lee.hq.list.DCMA-PAR-Inquiries@mail.mil](mailto:dcma.lee.hq.list.DCMA-PAR-Inquiries@mail.mil)

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<input type="checkbox"/> All <input type="checkbox"/> Business Capability Support <input type="checkbox"/> Business Solution Analysis <input type="checkbox"/> Business System Acquisition Testing and Deployment <input type="checkbox"/> Business System Functional Requirements and Acquisition Planning <input type="checkbox"/> Concurrent Production and Deployment <input type="checkbox"/> Concurrent Technology Maturation Risk Reduction and Development	<input type="checkbox"/> All <input type="checkbox"/> Aaron Dillion <input type="checkbox"/> Aaron Matthews <input type="checkbox"/> Adam Wetzel <input type="checkbox"/> ALBERT TRIVISON <input type="checkbox"/> Alexander Del Rosario <input type="checkbox"/> Alexander Kuzma <input type="checkbox"/> Alexander Williamson <input type="checkbox"/> ...	<input type="checkbox"/> All <input type="checkbox"/> false <input type="checkbox"/> true <input type="checkbox"/> None	<input type="checkbox"/> All <input type="checkbox"/> DBS <input type="checkbox"/> NSS <input type="checkbox"/> None	<input type="checkbox"/> All <input type="checkbox"/> I <input type="checkbox"/> II <input type="checkbox"/> III <input type="checkbox"/> None	From: <input type="text" value="mm/dd/yyyy"/> To: <input type="text" value="mm/dd/yyyy"/>

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**Questions?**