

# AAP – Update (Policy & Initiatives)

## Mr. John McGregor

Deputy Director for EVM  
Acquisition Analytics and Policy

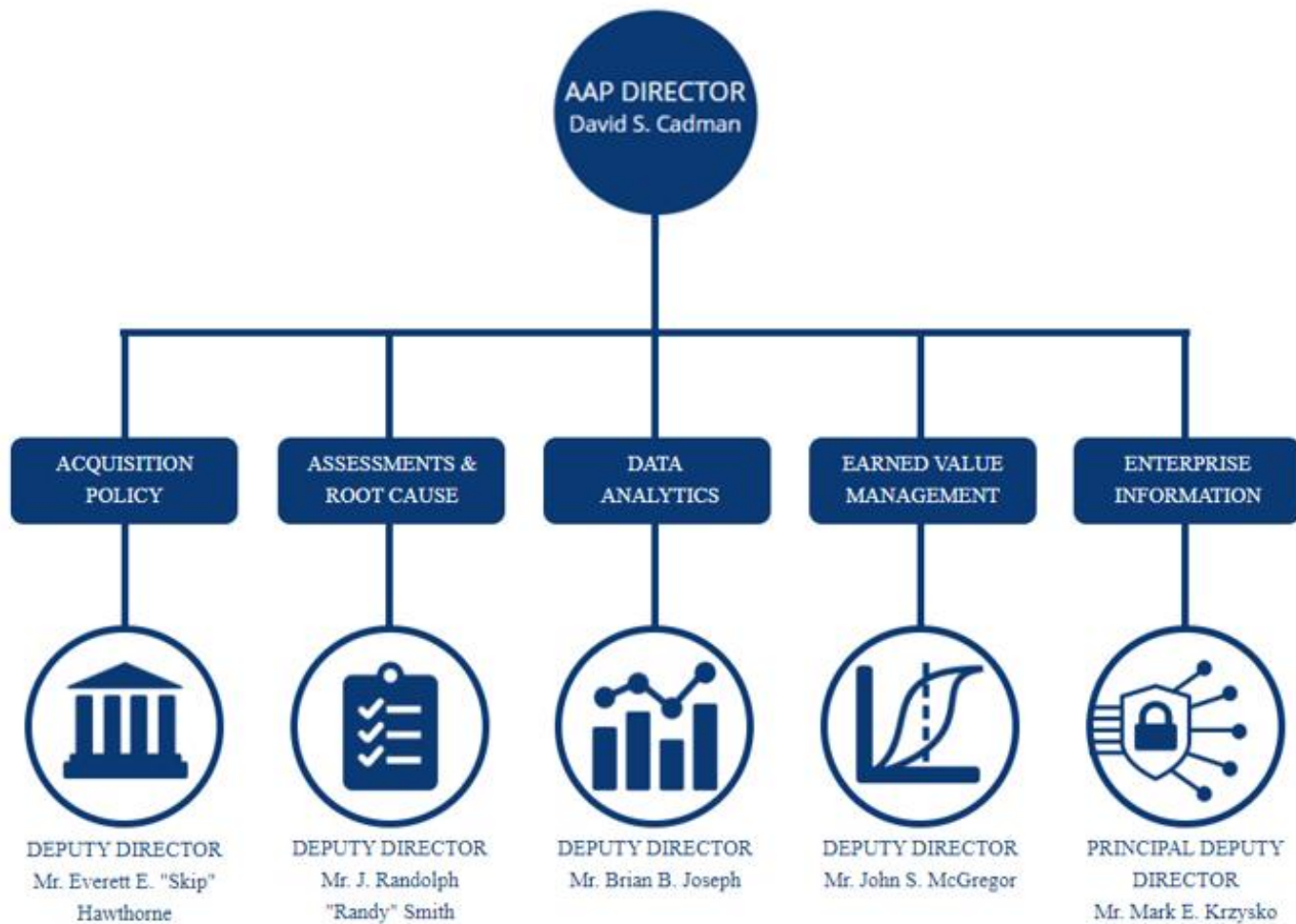
## Mr. John McGahan

EVM-CR Program Manager  
Tecolote Research, Inc.



## ► Topics to be Discussed

- Introduction
- Integrated Program Management Data Analysis Report (IPMDAR) Capabilities
- Policy/Reporting Changes
- Charts
- Questions





## EVM

Earned Value Management  
A Division of Acquisition, Analytics and Policy

EVM-CR

Log In

Request Account

How to Register



Policy & Guidance

About EVM

EVM-CR

Acquisition Exchange Program

Agile Training Resources

Contact Us

EVM is one of the DoD's and industry's  
**MOST POWERFUL**  
program planning and management tools

### ALERT

Potential Scam

We have been advised that an individual may be impersonating Mr. John McGregor, Director of Earned Value Management Division by email and/or telephone in an attempt to obtain software/equipment/etc. This office does not issue solicitations or buy directly. The Pentagon Force Protection Agency advises you contact your local law enforcement office if you question the legitimacy of a request or solicitation. Also, forwarding a copy of the suspect email to [OSD.DODEVM@mail.mil](mailto:OSD.DODEVM@mail.mil) enables the Department to track the email as a phishing attempt.

### Featured Resources

Agile Learning Opportunity  
DAU has partnered with Coursera to provide training opportunities to the DoD workforce. See our [Agile Training Resources](#) page for more information.

EVM World: EVM Policy Update  
Presents an overview of the EVM division, current policy initiatives, IPMR2 update and path forward.

### Welcome to the AAP EVM Division

Earned Value Management (EVM), a division of **Acquisition, Analytics and Policy (AAP)** within the **Acquisition Enablers** organization serves as the Department of Defense (DoD) focal point for all policy, guidance, and competency relating to EVM.

Earned Value Management is one of DoD's and industry's most powerful program planning and management tools. The purpose of EVM is to ensure sound planning and resourcing of all tasks required for contract performance. It promotes an environment where contract execution data is shared between project personnel and government oversight staff and in which emerging problems are identified, pinpointed, and acted upon as early as possible. EVM provides a disciplined, structured, objective, and quantitative method to integrate technical work scope, cost, and schedule objectives into a single cohesive contract baseline plan called a Performance Measurement Baseline (PMB) for tracking contract performance.



**John S. McGregor**

Deputy Director  
EVM Division

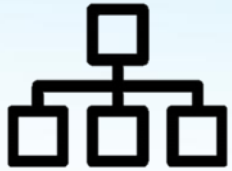
[Full biography](#)

<https://www.acq.osd.mil/evm>





## *Structured Program Management Process Within A System Of Systems*



### **Organization**

- Define work
- Assign resources
- Decompose work scope



### **Planning, Scheduling, Budgeting**

- Schedule work
- Authorize work
- Define completion criteria



### **Accounting**

- Record costs
- Summarize costs by element



### **Analysis & Mgt Reporting**

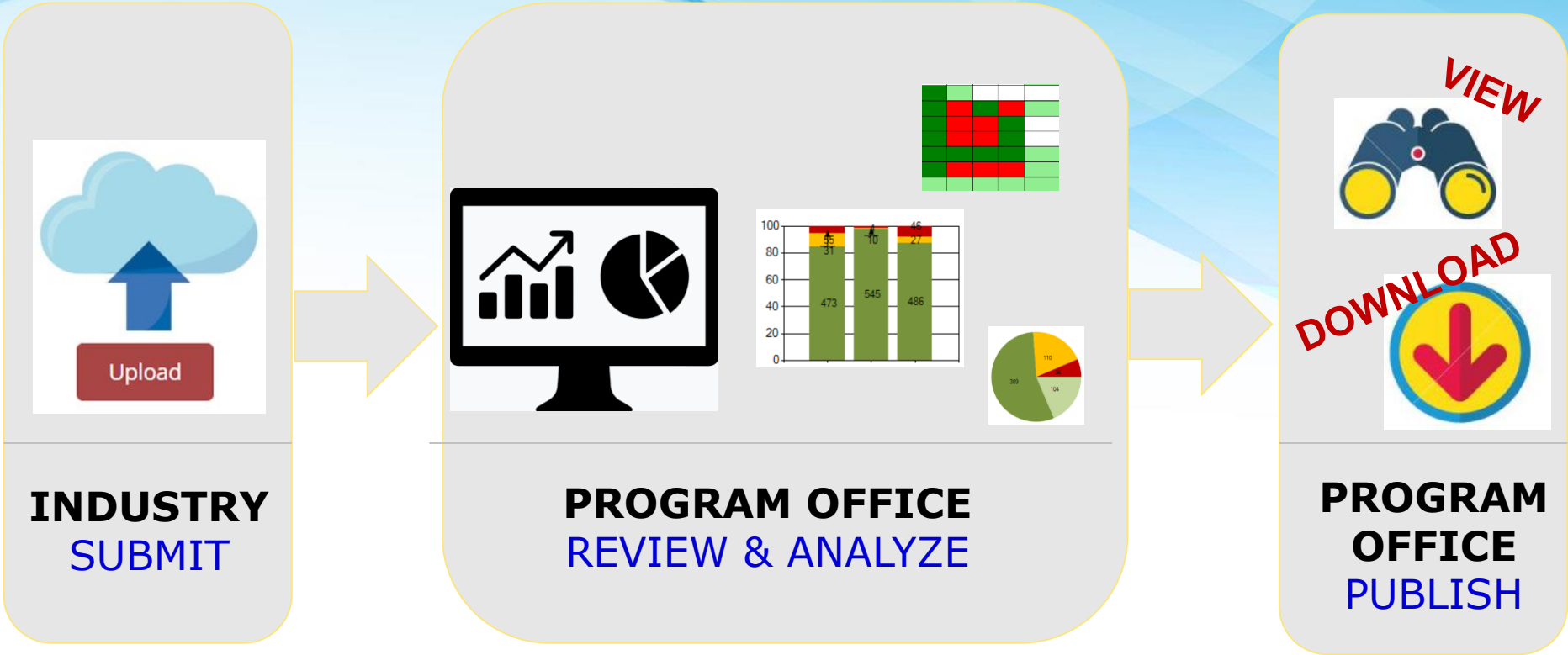
- Analyze results
- Identify variances
- Summarize performance data
- Implement corrective actions
- Maintain EAC



### **Change Mgt**

- Incorporate changes
- Control changes
- Track changes

***EVM Data Deliverables Are Artifacts Of Program Management Process***



## Timeline and Process Similarities

### Submit, Review & Analyze, Publish

## IPMR Strengths / Purpose

- Performance analysis at reporting level (e.g. WBS, OBS)
- Gold Card Analytics (CPI, SPI, VAC, TCPI, EAC)

## Limitations / Weakness

- Visibility into management controls (WBS & OBS vs. CA/WP)
- Visibility into execution plan (partial future forecast reporting)
- Limitations for cost/schedule integration visibility
- Visibility into retroactive contract changes

## IPMDAR Same Strengths / Capability

- Generate performance analysis at reporting level (e.g. WBS, OBS)
- Gold Card Analytics (CPI, SPI, VAC, TCPI, EAC)
- Can generate legacy formats

## And So Much More...

- CA or WP visibility
- Hours and dollars
- Element of Cost visibility
- Fully time-phased future plan
- Positive traceability between cost and schedule
- Visibility into retroactive contract changes with time-phased To Date

*Greater Focus On Forward Looking Analytics*



CLASSIFICATION (When Filled In)

**INTEGRATED PROGRAM MANAGEMENT REPORT  
FORMAT 1 - WORK BREAKDOWN STRUCTURE**

DOLLARS IN

PENDING UPDATE TO OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 3 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (DDACR), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THIS ADDRESS. SUBMIT COMPLETED FORMS IN ACCORDANCE WITH CONTRACTUAL REQUIREMENTS.

<b>1. CONTRACTOR</b>		<b>2. CONTRACT</b>		<b>3. PROGRAM</b>			<b>4. REPORT PERIOD</b>										
a. NAME		a. NAME		a. NAME			a. FROM (YYYYMMDD)										
b. LOCATION (Address and ZIP Code)		b. NUMBER		b. PHASE			b. TO (YYYYMMDD)										
		c. TYPE		c. EVMS ACCEPTANCE NO YES (YYYYMMDD)													
<b>5. CONTRACT DATA</b>																	
QUANTITY	NEGOTIATED COST	ESTIMATED COST OF ADJUSTED UNPRICED WORK	TARGET PROFIT FEE	TARGET PRICE	ESTIMATED PRICE	CONTRACT CEILING	ESTIMATED CONTRACT CEILING	DATE OF OBS (YYYYMMDD)									
<b>6. ESTIMATED COST AT COMPLETION</b>				<b>7. AUTHORIZED CONTRACTOR REPRESENTATIVE</b>													
MANAGEMENT ESTIMATE AT COMPLETION (1)			CONTRACT BUDGET BASE (2)	VARIANCE (3)		a. NAME (Last, First, Middle Initial)			b. TITLE								
a. BEST CASE						c. SIGNATURE			d. DATE SIGNED (YYYYMMDD)								
b. WORST CASE																	
c. MOST LIKELY																	
<b>8. PERFORMANCE DATA</b>																	
ITEM (1)	CURRENT PERIOD					CUMULATIVE TO DATE					REPROGRAMMING ADJUSTMENTS			AT COMPLETION			
	BUDGETED COST		ACTUAL COST		VARIANCE	BUDGETED COST		ACTUAL COST		VARIANCE	COST VARIANCE (12a)		SCHEDULE VARIANCE (12b)	BUDGET (13)	BUDGETED (14)	ESTIMATED (15)	VARIANCE (16)
	WORK SCHEDULED (2)	WORK PERFORMED (3)	WORK PERFORMED (4)	SCHEDULE (5)	COST (6)	WORK SCHEDULED (7)	WORK PERFORMED (8)	WORK PERFORMED (9)	SCHEDULE (10)	COST (11)							
A. WORK BREAKDOWN STRUCTURE ELEMENT																	
b. COST OF MONEY																	
c. GENERAL AND ADMINISTRATIVE																	
d. UNDISTRIBUTED BUDGET																	
e. SUB TOTAL (PERFORMANCE MEASUREMENT BASELINE)																	
f. MANAGEMENT RESERVE																	
g. TOTAL																	
9. RECONCILIATION TO CONTRACT BUDGET BASE																	
a. VARIANCE ADJUSTMENT																	
b. TOTAL CONTRACT VARIANCE																	

UPDATED FROM DD FORM 2734/1, MAR 05, PENDING APPROVAL

CLASSIFICATION (When Filled In)

LOCAL REPRODUCTION AUTHORIZED.

- ▶ Ancillary header values removed
- ▶ Derived values
  - Current period data values
  - Roll-up values in the WBS and OBS
  - Variances
  - CPI/SPI
  - BAC
  - EAC
- ▶ PMB data explicitly encoded in file for cross-check

Key
Encoded In File
Derived
Removed





- ▶ Ancillary header values removed
- ▶ Derived values
  - Beginning Of Period Values
  - Baseline Changes derived by CA/WP
  - Current Period

Key
Encoded In File
Derived
Removed

CLASSIFICATION (When Filled In)

**INTEGRATED PROGRAM MANAGEMENT REPORT  
FORMAT 3 - BASELINE**

DOLLARS IN \_\_\_\_\_ SAMPLE FROM OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 63 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204 Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THIS ADDRESS. SUBMIT COMPLETED FORMS IN ACCORDANCE WITH CONTRACTUAL REQUIREMENTS.

<b>1. CONTRACTOR</b>		<b>2. CONTRACT</b>		<b>3. PROGRAM</b>		<b>4. REPORT PERIOD</b>	
a. NAME		a. NAME		a. NAME		FROM (YYYYMMDD)	
b. LOCATION (Address and ZIP Code)		b. NUMBER		b. PHASE		TO (YYYYMMDD)	
c. TYPE		c. ORGANIZATION		c. BY/WHICH CONTRACT			
				NO YES (YYYYMMDD)			

<b>5. CONTRACT DATA</b>									
a. ORIGINAL NEGOTIATED COST		b. NEGOTIATED CONTRACT CHANGES		c. CURRENT NEGOTIATED COST (a + b)		d. ESTIMATED COST OF AUTHORIZED UNPRICED WORK		e. CONTRACT BUDGET BASE (a + d)	
								f. TOTAL ALLOCATED BUDGET	
								g. DIFFERENCE (h - f)	
h. CONTRACT START DATE (YYYYMMDD)		i. CONTRACT DEFINITION DATE (YYYYMMDD)		j. PLANNED COMPLETION DATE (YYYYMMDD)		k. CONTRACT COMPLETION DATE (YYYYMMDD)		l. ESTIMATED COMPLETION DATE (YYYYMMDD)	

<b>6. PERFORMANCE DATA</b>															
ITEM	BCWS CUMULATIVE TO DATE	BCWS FOR REPORT PERIOD	BUDGETED COST FOR WORK SCHEDULED (BCWS) (Non-Cumulative)											UNCONTRIBUTED BUDGET	TOTAL BUDGET
			SIX MONTH FORECAST						ENTER SPECIFIED PERIODS						
			+1	+2	+3	+4	+5	+6	(1)	(2)	(3)	(4)	(5)		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	
a. PERFORMANCE MEASUREMENT BASELINE (Beginning of Period)															
b. PERFORMANCE MEASUREMENT BASELINE (End of Period)															
7. MANAGEMENT RESERVE															
8. TOTAL															

UPDATE FROM DD FORM 2734/3, MAR 05, PENDING APPROVAL LOCAL REPRODUCTION AUTHORIZED.

CLASSIFICATION (When Filled In)

Time-phased BCWS at CA or WP Level; derived by comparison to prior submission

CLASSIFICATION (When Filled In)  
**INTEGRATED PROGRAM MANAGEMENT REPORT  
FORMAT 4 - STAFFING**

PENDING  
UPDATE TO OMB No. 0704-0188

The public reporting burden for this collection of information is estimated to average 5 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THIS ADDRESS. SUBMIT COMPLETED FORMS IN ACCORDANCE WITH CONTRACTUAL REQUIREMENTS.

<b>1. CONTRACTOR</b>		<b>2. CONTRACT</b>		<b>3. PROGRAM</b>		<b>4. REPORT PERIOD</b>	
a. NAME		a. NAME		a. NAME		a. FROM (YYYYMMDD)	
b. LOCATION (Address and ZIP Code)		b. NUMBER		b. PHASE		b. TO (YYYYMMDD)	
c. TYPE		d. SHARE RATIO		e. EVMS ACCEPTANCE NO YES (YYYYMMDD)			

**5. PERFORMANCE DATA** (All figures in whole numbers)

ORGANIZATIONAL CATEGORY (1)	ACTUAL CURRENT PERIOD (2)	ACTUAL END OF CURRENT PERIOD (Cumulative) (3)	FORECAST (Non-Cumulative)												AT COMPLETION (15)
			SIX MONTH FORECAST BY MONTH (Enter Names of Months)						ENTER SPECIFIED PERIODS						
			+1 (4)	+2 (5)	+3 (6)	+4 (7)	+5 (8)	+6 (9)	(10)	(11)	(12)	(13)	(14)		

**6. TOTAL DIRECT**  
UPDATED FROM DD FORM 2734/4, MAR 05, PENDING APPROVAL

LOCAL REPRODUCTION AUTHORIZED.

CLASSIFICATION (When Filled In)

Hours and \$, Time-Phased Future Forecast by Month thru end of contract/effort at the CA or WP level. Values rolled up to OBS.

FTE values derived from hours and working hours defined in the contract calendar table

- ▶ Derived values
  - Current period values
  - Roll-up by OBS
  - At-Complete
  
- ▶ FTE values derived from hours and calendar

Key
Encoded In File
Derived
Removed

- 1.2 The IPMDAR consists of the following three components:
  - 1.2.1 Contract Performance Dataset (CPD). Provides performance/execution data from the contractor's existing management systems.
  - 1.2.2 Schedule (Comprised of both the Native Schedule File and the Schedule Dataset (SD)). Provides data from the contractor's Integrated Master Schedule (IMS).
  - 1.2.3 Performance Narrative Report (Comprised of both the Executive Summary and the Detailed Analysis). Provides narrative analysis of data provided in the CPD and Schedules.

## ▶ Delivering data rather than printable formats

- IPMR 1-4 and 7: Replaced with CPD
- IPMR 6: Much the same (Schedule Dataset and Native Schedule)
- IPMR 5: Performance Narrative Report (Executive Summary plus Detailed Analysis)

## ▶ All ACAT levels to deliver to the EVM-CR



## 1.8 Delivery Timing.

- 1.8.1 Monthly Submission Requirement. IPMDAR data shall be required no more frequently than monthly. The reporting frequency shall be specified in the Contract Data Requirements List (CDRL). All reports shall reflect data from the same accounting period and shall be provided at any time after the close of the contractor's accounting period, but no later than sixteen (16) business days after the contractor's accounting period end date.
- 1.8.1.1 Incremental Delivery. Reports may be provided incrementally, including preliminary data, with the number of days for delivery of each submittal tailored in the CDRL. Data delivered is not considered authoritative until the final submission and signature. The recommended incremental delivery process is the Schedule, followed by the CPD and the Executive Summary, Government review of submittals, Government directed Detailed Analysis, Contractor Detailed Analysis delivery and all final data.<sup>4</sup>

- ▶ **Final due no later than 16 business days after contractor accounting period close**
- ▶ **Incremental delivery requirement defined in CDRL**

- 2.4 Performance Narrative Report. The Performance Narrative Report is comprised of the Executive Summary and the Detailed Analysis. The Executive Summary and the Detailed Analysis shall reflect both dollars and hours where applicable or as specified in the CDRL. The Government may request additional specific and/or clarifying information in the following month's report.
- 2.4.1 Delivery Options. Delivery of the Performance Narrative Report is either Incremental Delivery or Single Delivery.
- 2.4.1.1 Incremental Delivery. The Performance Narrative Report is delivered in the increments as defined in Section 1.8.1.1. The Executive Summary will be delivered with the CPD file. The Detailed Analysis shall be delivered no later than the final delivery date as specified in the CDRL.

## ▶ Performance Narrative consists of:

- Executive Summary
- Detailed Analysis Report (Specific Variances at the Control Account level)

## ▶ Variance thresholds should be established in the CDRL (flexible)

- Dollars and/or percentage
- Number of thresholds and/or directed

- ▶ **Data Structure Format: UN/CEFACT → Zipped JSON**
  - Encodes cost/schedule data tables and relationships
- ▶ **Tools/Exportability (example: flat files)**
- ▶ **Spans start to end of contract period of performance**
  - Cumulative-to-date
  - Future Forecast
- ▶ **Reporting at control account, both hours and dollars, and tagged to elements of cost**
- ▶ **Maximum flexibility for analyzing data (no more Formats)**

- ▶ Ability to convert IPMDAR Contract Performance Dataset (CPD) into an IPMR format; generate legacy reports ( e.g., CPR Format 1)
- ▶ Ability to convert IPMDAR data to flattened table for use with Excel Pivot Tables

	A	B	C	D	E	F	G	H	T	BT	BU	BV	CI
	WBSElement_ID	WBSElem	WBSElem	WBSElem	WBSElem	WBSElem	WBSElem	WBSElem	OBSElement	ReportingPeriod	ReportingPeriod	BCWS_ToDate	BCWS_ToDate
1										_StartDate	_EndDate	_Dollars	_Hours
2	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT1			1/1/2016	1/31/2018	143310669	496187
3	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT2			1/1/2016	1/31/2018	115537096	379292
4	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT3			1/1/2016	1/31/2018	183217580	704744
5	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT4			1/1/2016	1/31/2018	136752176	520743
6	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT8			1/1/2016	1/31/2018	338042138	1242188
7	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	SUB1			1/1/2016	1/31/2018	32451945	106315
8	1.1.1.1	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	SUB2			1/1/2016	1/31/2018	239090698	1148320
9	1.1.1.2	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT1						
10	1.1.1.2	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT2						
11	1.1.1.2	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT5						
12	1.1.1.2	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT6						
13	1.1.1.2	Subsystem	4 TOTAL	TOTAL	1.1	Subsystem 1.1.1	DEPT8						

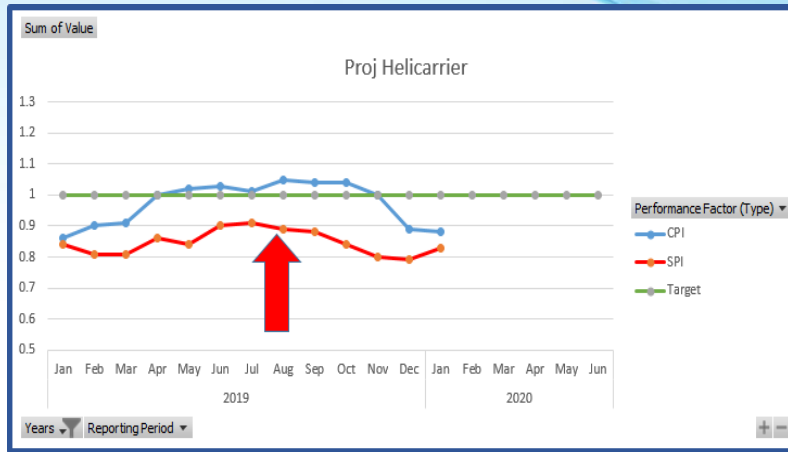
Flattened IPMDAR Contract Performance Data

IPMDAR Contract Performance Data Pivot Table

	A	B	C	D	E	F
		BCWS (cum)	BCWP (cum)	ACWP (cum)	BAC	EAC
1		Dollars	Dollars	Dollars	Dollars	Dollars
2	Subsystem 1.1.1.1	1,188,402,302	1,179,863,381	1,230,372,504	5,312,714,570	5,552,873,441
3	Subsystem 1.1.1.2	1,908,407,845	1,903,155,769	1,965,170,406	5,457,664,553	5,700,812,098
4	Subsystem 1.1.2.1	195,179,376	193,043,167	205,147,097	5,197,985,319	5,473,525,574
5	Subsystem 1.1.2.2	1,017,945,502	1,011,403,571	1,054,218,411	4,943,539,186	5,170,232,248
6	Subsystem 1.1.2.3	407,974,213	404,074,730	424,625,436	4,458,433,646	4,687,989,371
7	Subsystem 1.1.2.4	592,493,574	583,689,994	617,502,304	4,954,064,169	5,181,536,035
8	Subsystem 1.1.2.5	1,081,433,715	1,075,048,600	1,115,602,129	5,113,518,905	5,346,274,174
9	Subsystem 1.2	265,007,114	264,898,784	271,975,642	834,063,998	871,905,997
10	Subsystem 1.3	467,397,659	467,668,141	477,943,473	1,467,312,182	1,521,972,827
11	Subsystem 1.4.1	637,229,877	634,449,916	660,701,358	3,653,622,569	3,834,103,657
12	Subsystem 1.4.2	1,129,820,555	1,127,336,606	1,166,395,452	5,293,640,827	5,546,590,975
13	Subsystem 1.4.3	371,897,253	366,726,680	384,940,841	3,590,155,263	3,769,497,733
14	Subsystem 1.4.4	1,293,674,528	1,282,369,044	1,337,731,996	5,874,011,941	6,151,908,827
15	Subsystem 1.4.5.1	1,012,372,519	1,010,778,113	1,049,361,908	5,691,530,428	5,954,989,890
16	Subsystem 1.4.5.2	1,197,703,487	1,191,066,957	1,244,760,999	4,709,211,139	4,932,976,793
17	Subsystem 1.5.1	2,152,349,235	2,144,454,088	2,213,720,283	5,607,884,443	5,840,395,071
18	Subsystem 1.5.2	1,645,882,153	1,632,402,942	1,707,698,335	6,068,129,166	6,346,453,244
19	Subsystem 1.5.3	1,157,959,591	1,151,474,588	1,200,942,499	5,000,515,150	5,243,862,020
20	Subsystem 1.6	510,999,832	512,144,130	525,966,049	1,603,626,837	1,682,204,597
21	Summary: Cost of Money	203,967,852	202,917,155	210,908,040	953,572,742	997,787,299
22	Summary: General & Administrative	2,036,738,911	2,026,278,984	2,105,205,860	9,509,623,811	9,948,177,798
23	<b>Grand Total</b>	<b>20,474,837,093</b>	<b>20,365,245,340</b>	<b>21,170,891,013</b>	<b>95,294,820,844</b>	<b>99,756,071,669</b>

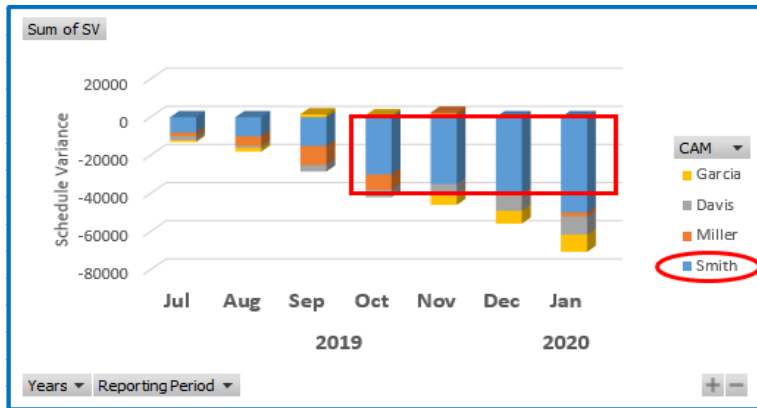


## Programmatic CPI & SPI

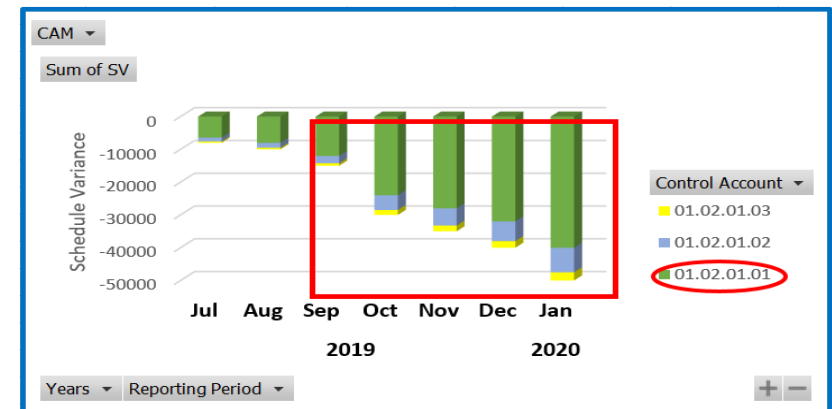


- Ability to convert IPMDAR data into trend charts
- Ability to look at control account trends and identify critical drivers

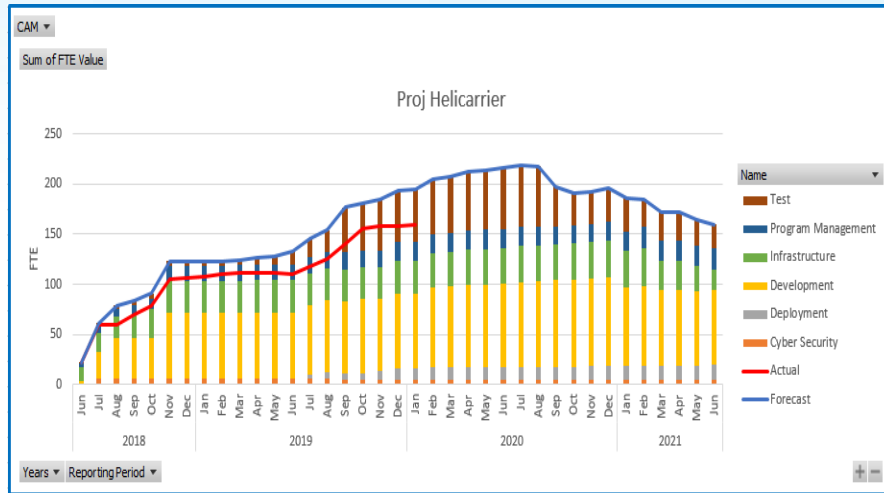
## Schedule Variance by Control Account Manager



## Schedule Variance by Control Account

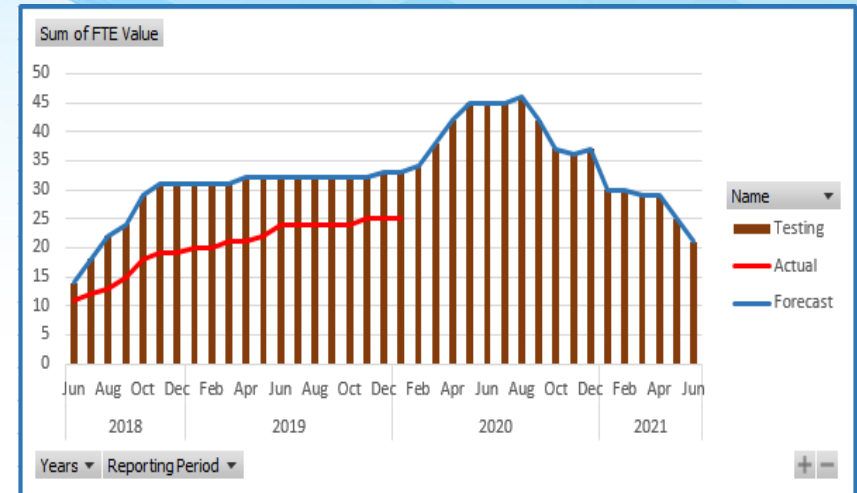


## Programmatic View



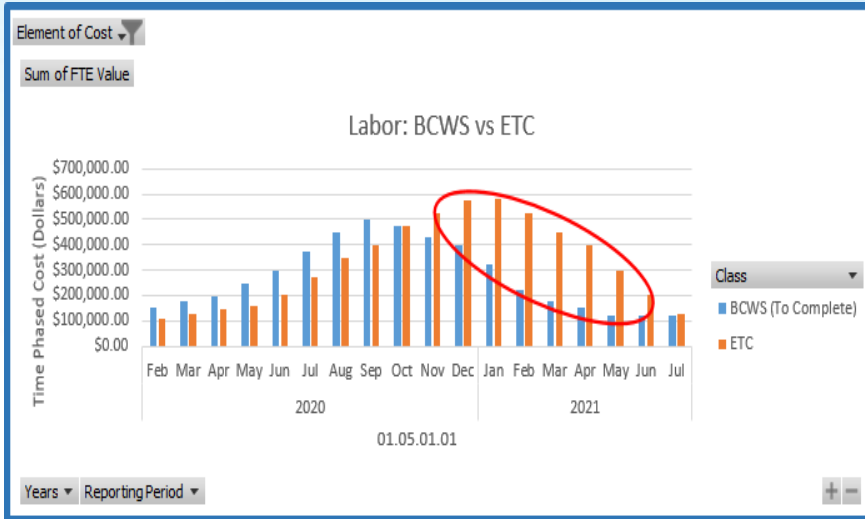
- What are the current Staffing and hiring projections?
- What is the delta between past projections and actual hiring?

## Individual WIPT View



- What is the plan to hire the number of people needed?
- Is this a realistic hiring plan?
- What is the impact on cost and schedule introduced by this identified risk?

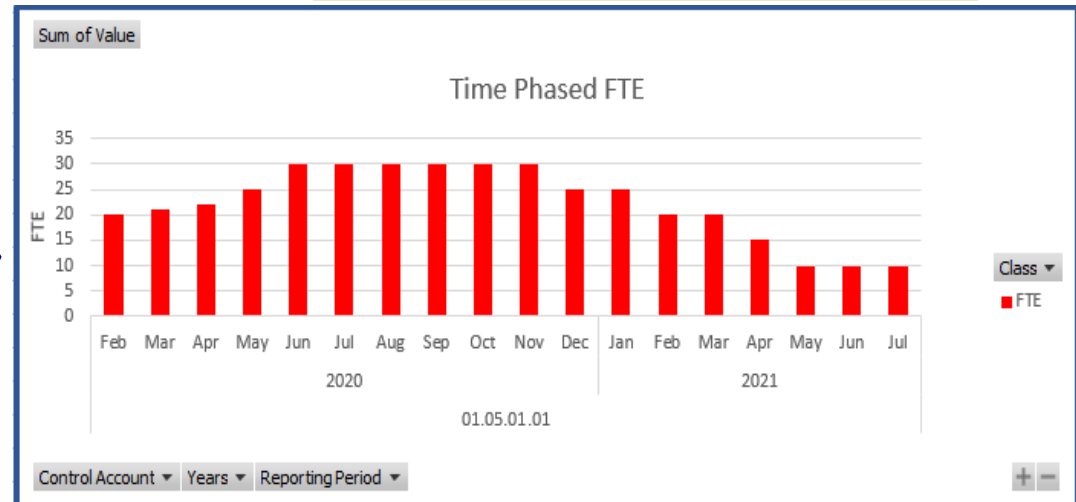
## Time Phased BCWS (To-Complete) vs ETC by Control Account & EOC



- What does the trend line for BCWS look like?
- What is the delta between the BCWS and the ETC?
- Is there an imminent cost variance?

## Time-Phased FTE Plan by Control Account

- Forward looking: analysis of FTEs within a control account





Are there any  
questions?

*Open Communication & Transparency Are Key To Effective Program Management*







## Need Help?

Do you have questions about EVM policy and guidance, how to analyze and interpret EVM data, or how to apply EVM policies to a new contract? **Contact the AAP EVM Division** for answers!

EVM Policy Interpretation  
EVM Applicability  
Acquisition Strategies

General EVM Policy Questions  
EVM Report Tailoring  
EVMS Compliance Applicability

[OSD.DODEVM@mail.mil](mailto:OSD.DODEVM@mail.mil)

<https://www.acq.osd.mil/evm>

## Acquisition Exchange Program

### Program **Summary**

Acquisition, Analytics and Policy (AAP) Acquisition Exchange Program (AEP) provides a unique career-development experience for high-caliber individuals in acquisition and acquisition-related career fields.

### Program **Objective**

The AEP provides experience in the Department's executive-level MDAP decision process and implementation of DoD-wide acquisition policies. The assigned projects offer selected applicants the opportunity to enhance acquisition and senior-level policymaking skills, develop managerial and leadership skills, and prepare for future positions within the acquisition community. This opportunity is open to all career fields.

The AAP AEP provides selected applicants the opportunity to:

- Interact with senior officials within DoD and throughout the Federal Government.
- Develop a thorough knowledge of EVM policy development and execution.
- Enhance the skills needed to prepare, advocate, and revise policy practices and procedures.
- Promote different perspectives within acquisition policy decision-making, while engaging in a career-broadening experience.

