DEFENSE CONTRACT MANAGEMENT AGENCY

Status of DECM Tests and DCMA EVM(S) Initiatives

Presented By:

Earned Value Management Systems Center (EVMSC)

Portfolio Management and Business Integration (PM&BI) Directorate

September 2022

DECM - Status

- Standardized compliance approach process to assess the implementation risk of contractor processes and their EVMS
- Currently 142 DECMs (59 automated, 8 automated/manual, 75 manual) – Version 5.0
- Executed using contractor EVMS data and typical work products
- DECM evaluation directly contributes to EVMS compliance assessment process & provides objective assessment of contractor EVMS health
- Annual Configuration Control Board to evaluate change requests from all stakeholders internal and external
  - Most recent CCB October 2021
  - Next CCB planned for Oct 2022
  - Voting board members, Intelligence Community, NAVSEA, and DCMA
- Configuration control and change management process defined in Business Practice (BP) 7
- Current DECMs and BP available on DCMA public page at: https://www.dcma.mil/HQ/EVMS/

DECM - Specification Sheet Template

DEFENSE CONTRACT MANAGEMENT AGENCY

1: Targets one of 32 EIA-748 Guidelines (GL)

4: Traceable to an attribute or intent in the DoD EVMS Interpretation Guide (EVMSIG)

5: The specific part of the attribute or intent that is being assessed.

6: Objective measurement of data and work products

9: Additional considerations for proper execution of instructions

10: Standard steps regardless of test type or chosen execution methodology

EVMS Test Metric Specification

1. Guideline No:	2. Test Metric ID:	3. Test Type:
06	06A204b	Automated

4. Attribute/Intent Definition:
06A2: The network schedule/IMS depicts the sequence of work (horizontal integration) and identifies the significant interdependencies that are indicative of the actual way the work is planned and accomplished.

5. Test Definition:
Are there open starts or finishes ("dangling logic") in the schedule?

6. Test Metric:	7. Metric Threshold:
X = Count of incomplete Non-LOE tasks/activities & milestones with open starts or finishes Y = Total count of incomplete Non-LOE tasks/activities & milestones	X/Y = 0%

8. Data Elements Required:
11 Integrated Master Schedule
11A Actual Finish Date

45 IMS Data Dictionary

9. Assumptions:
1. An "open start" is defined as:
   - tasks/activities that contains only finish to finish, start to finish, or blanks for predecessor.

6. Summary tasks/activities are not included.

10. Instructions:
1. Identify and count all incomplete Non-LOE tasks/activities & milestones in the IMS; this is the denominator (Y) of the metric.

3. Calculate the test metric (Block 7): X divided by Y.
4. Use block 7 as an indicator in the overall Risk Assessment to determine if further evaluation is warranted.

11. Configuration Summary

Rev Number	*Detailed Description of Change*	*Sections Affected*	*Spec Sheet Date*
v1.0	New metric		12/02/2015
v2.0	CCB - validated		4/20/2016
	separately for milestones in order to avoid false trips.		
v5.0	No changes – updated to v5.0		12/13/2021

2: Unique identifier (e.g., **06A204b**)
- **06:** GL #
- **A:** Attribute ("I" if created for Intent)
- **2:** Attribute or Intent #
- **04:** Test #
- **b:** Variant of a Test #

3: Assessment of potential execution methodology

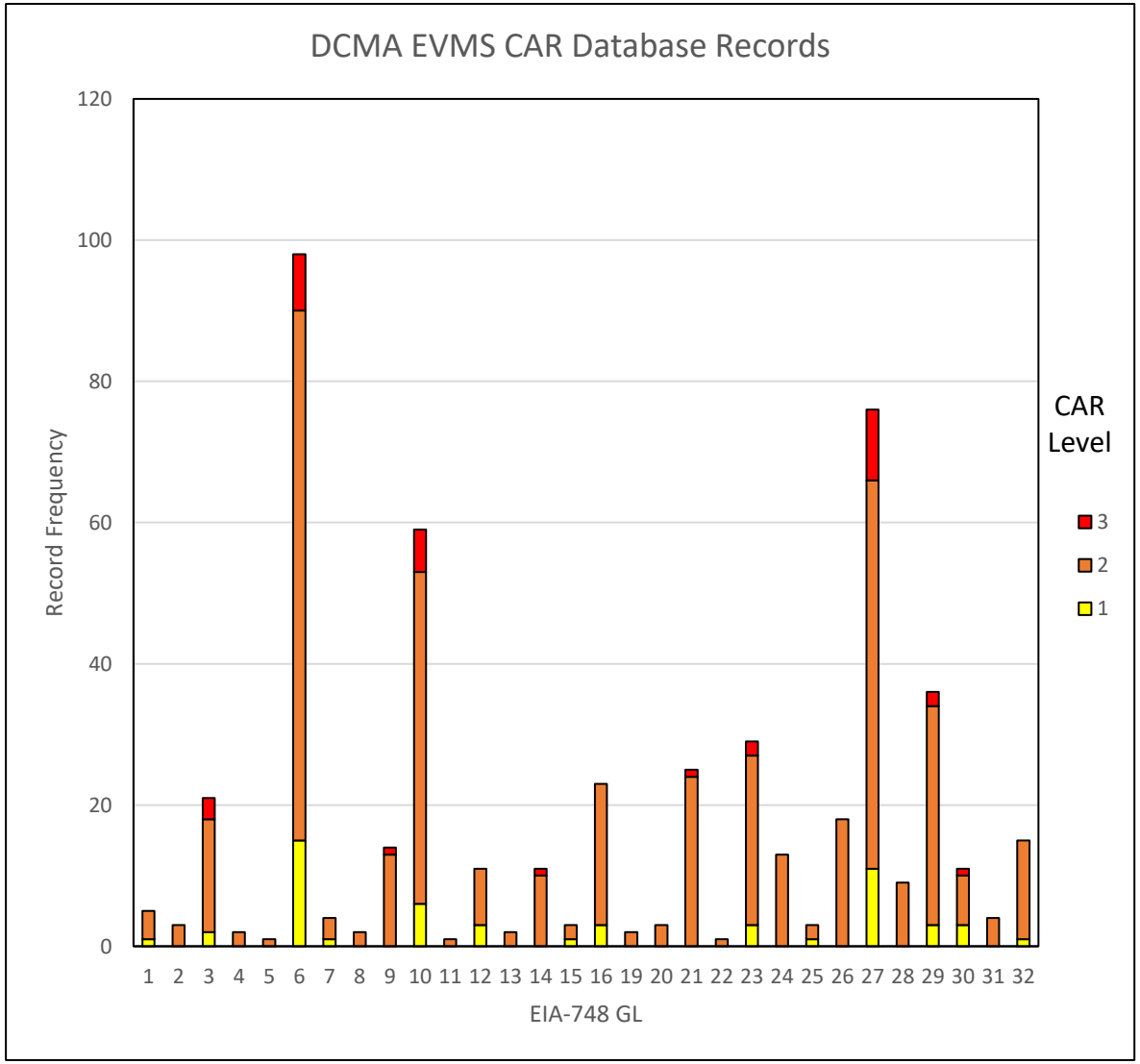
7: Threshold at which the metric is tripped

8: Standard set of required artifacts and data elements

11: Log detailing changes since metric inception

DECM – Use Case and Lessons Learned

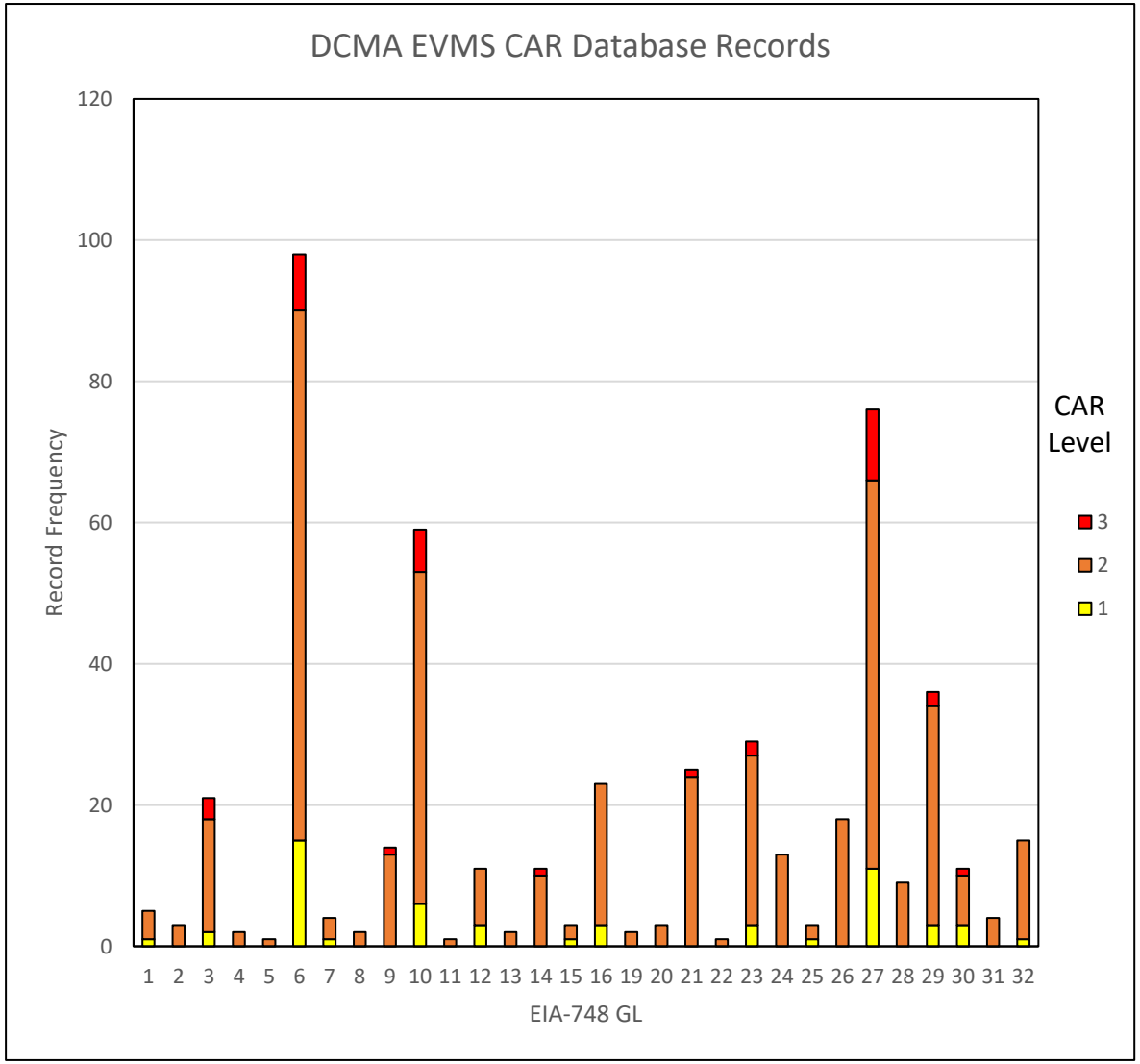
- Use Case (data as of April 2022)
  - DCMA CAR database (PDREP*) - 505 EVMS records (54 Level I, 416 Level II, and 35 Level III)
  - **GLs 6, 10, and 27** represent **46%** of all records
  - 44 out of 142 Metrics focus on GLs 6, 10, and 27
  - At least 30 out of 44 are fully/partially automatable



*Product Data Reporting and Evaluation Program, operated by US Navy and adopted by DCMA in 2018; PDREP Secretary of the Navy Instruction 4855.3 PDF (SECNAVINST 4855.3D PDF)
Navy Standard Operating Procedure 3683 PDF (NAVSO P–3683 PDF)

DECM – Use Case and Lessons Learned, cont'd

- Lessons Learned
  - Leveraging software tools provides capability to automate significant number of EVMS compliance metrics
    - Requires expertise with EVM software tools
    - Publically available DCMA artificial datasets supports validation*
  - Maximizing automation efficiency
    - Early identification of required artifacts and data elements
    - Clear understanding of cost and schedule artifacts integration
  - Maximizing automation effectiveness
    - Work Package level data increase number of valid test results
    - Element of Cost and Earned Value Technique define applicability
    - Timephased data and Control Account Manager names support targeted follow-up investigations



* DCMA artificial dataset found here:
https://www.dcma.mil/HQ/EVMS/

DCMA
DEFENSE CONTRACT MANAGEMENT AGENCY

EVMSC Initiatives and External Collaboration Efforts

NDIA IPMD Health Metrics Committee Participation

Purpose

- Communicating proper use, intent, and benefits of DECMs
- Consolidated and sanitized DECM historical data analysis
  - Metric prioritization (increasing effectiveness & efficiency)
    - Linking DECM data with Corrective Action Request (CAR) data to establish which DECMs correlate to deficiencies
  - Threshold adjustment
    - Optimizing threshold to most efficiently capture non-compliance
  - Trend Analysis
    - Possible CCB Change Requests for modification or deletion of non-value-added efforts (e.g., duplication reduction)
    - Control charts and outlier identification

Note: Following slides use a sample (< 1/3) of the historical DECM data gathered from 2018-2021 for illustration purposes only; the committee has not completed its assessment; availability and analysis of complete population (i.e., 2018-2022 data) expected prior to 2023 CCB; no conclusions should be drawn from the following data/charts/tables.

NDIA IPMD Health Metrics Committee Participation

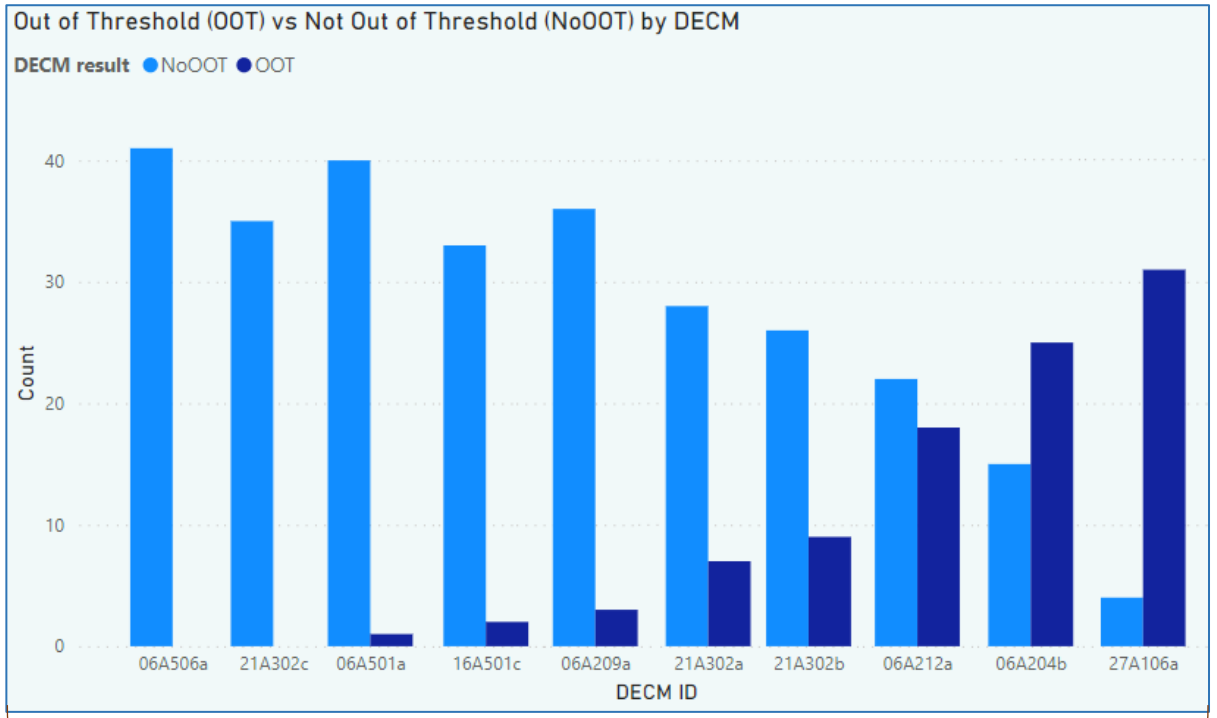
Metric Prioritization

Out of Threshold (OOT) DECMs are all DECMS above the threshold. These lead to follow-up with the contractor.

Not out-of-threshold (NoOOT) are all DECMs below the threshold.

decm_id	threshold	count	OOT	NoOOT	PctOOT
27A106a	X/Y ≤ 25%	35	31	4	88.57%
06A204b	X/Y = 0%	40	25	15	62.50%
06A212a	X = 0	40	18	22	45.00%
21A302b	X/Y ≤ 5%	35	9	26	25.71%
21A302a	X/Y ≤ 5%	35	7	28	20.00%
06A209a	X/Y = 0%	39	3	36	7.69%
16A501c	X/Y ≤ 5%	35	2	33	5.71%
06A501a	X/Y ≤ 5%	41	1	40	2.44%
06A506a	X/Y ≤ 5%	41	0	41	0.00%
21A302c	X/Y ≤ 5%	35	0	35	0.00%

Percentage of DECMs that were found to be OOT



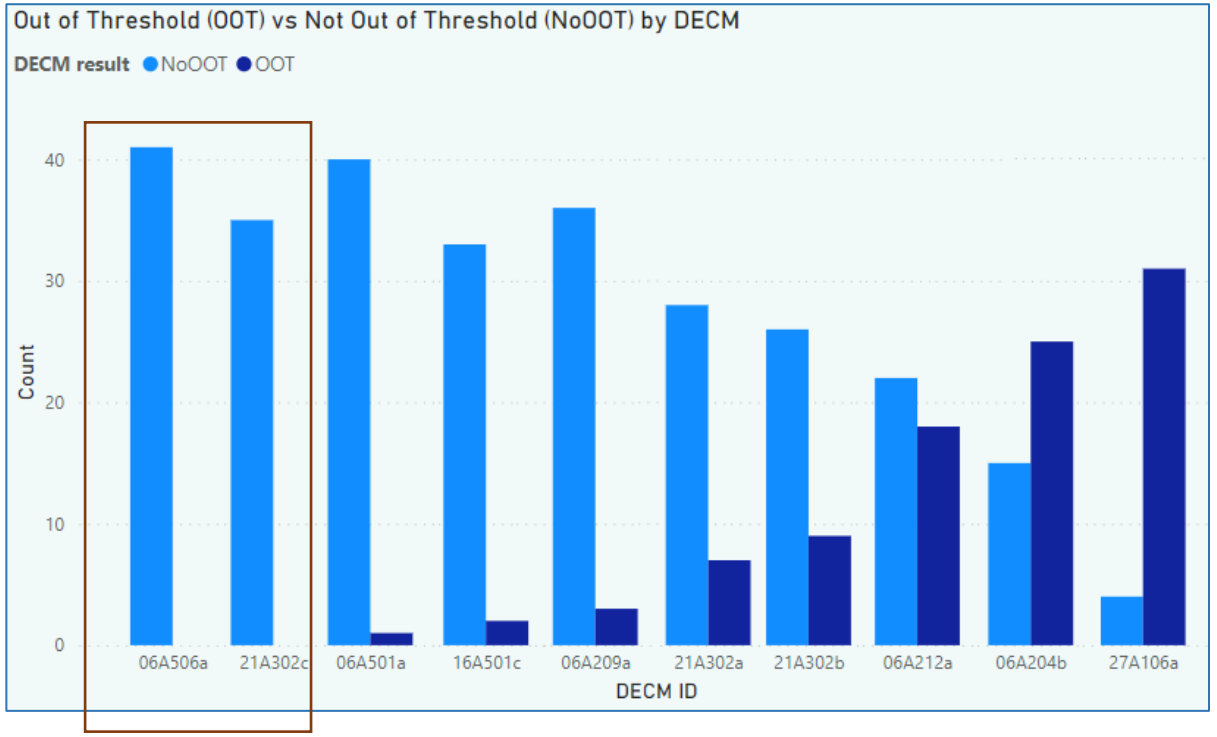
There is a wide disparity between DECMs in terms of tripping their thresholds

SAMPLE

NDIA IPMD Health Metrics Committee Participation

Metric Prioritization

decm_id	threshold	count	OOT	NoOOT	PctOOT
27A106a	X/Y ≤ 25%	35	31	4	88.57%
06A204b	X/Y = 0%	40	25	15	62.50%
06A212a	X = 0	40	18	22	45.00%
21A302b	X/Y ≤ 5%	35	9	26	25.71%
21A302a	X/Y ≤ 5%	35	7	28	20.00%
06A209a	X/Y = 0%	39	3	36	7.69%
16A501c	X/Y ≤ 5%	35	2	33	5.71%
06A501a	X/Y ≤ 5%	41	1	40	2.44%
06A506a	X/Y ≤ 5%	41	0	41	0.00%
21A302c	X/Y ≤ 5%	35	0	35	0.00%



DECMs which never trip their thresholds might be good candidates to have their thresholds lowered (if necessary), be given a lower priority, or be deleted altogether.

SAMPLE

NDIA IPMD Health Metrics Committee Participation

Metric Prioritization

decm_id	threshold	count	OOT	NoOOT	PctOOT
27A106a	X/Y ≤ 25%	35	31	4	88.57%
06A204b	X/Y = 0%	40	25	15	62.50%
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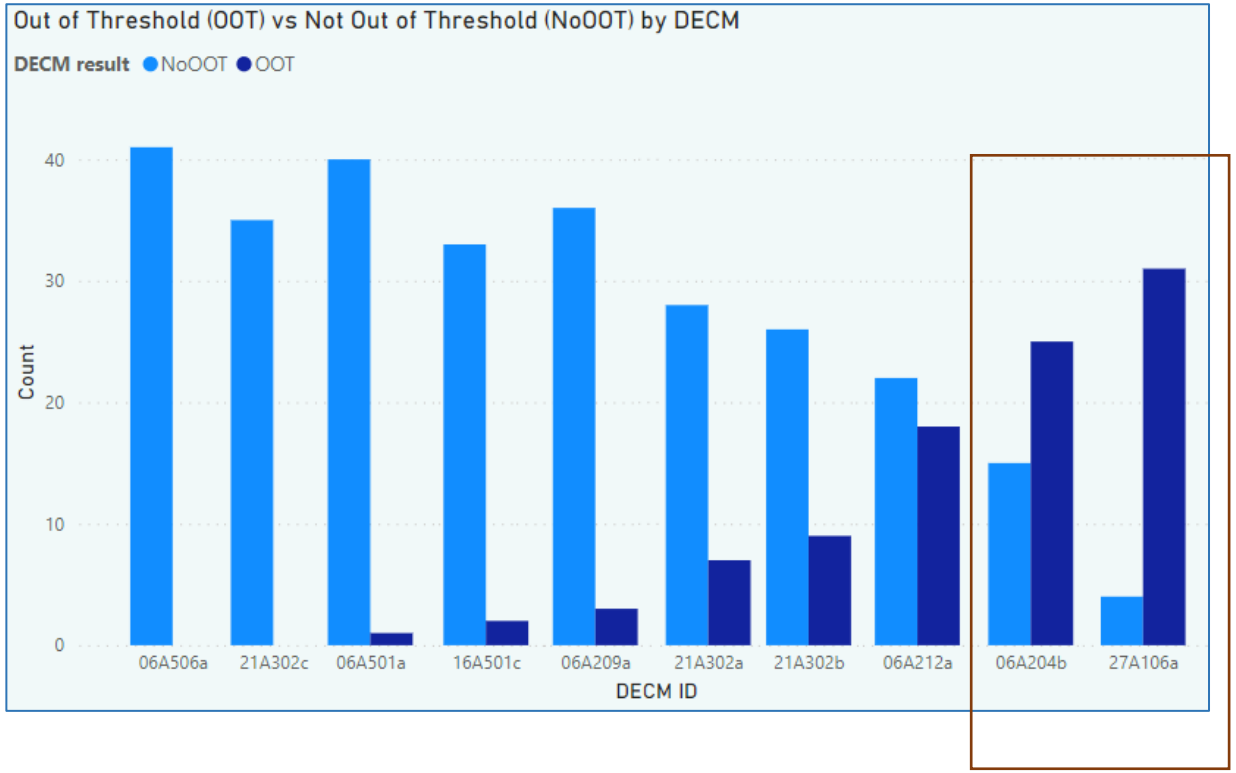
21A302a	X/Y ≤ 5%	35	7	28	20.00%
06A209a	X/Y = 0%	39	3	36	7.69%
16A501c	X/Y ≤ 5%	35	2	33	5.71%
06A501a	X/Y ≤ 5%	41	1	40	2.44%
06A506a	X/Y ≤ 5%	41	0	41	0.00%
21A302c	X/Y ≤ 5%	35	0	35	0.00%



Alternatively, DECMs which frequently trip their thresholds might be candidates to have their thresholds raised (if necessary), or be given a higher priority. But first, we must also consider the frequency with which OOT metrics lead to CARs.

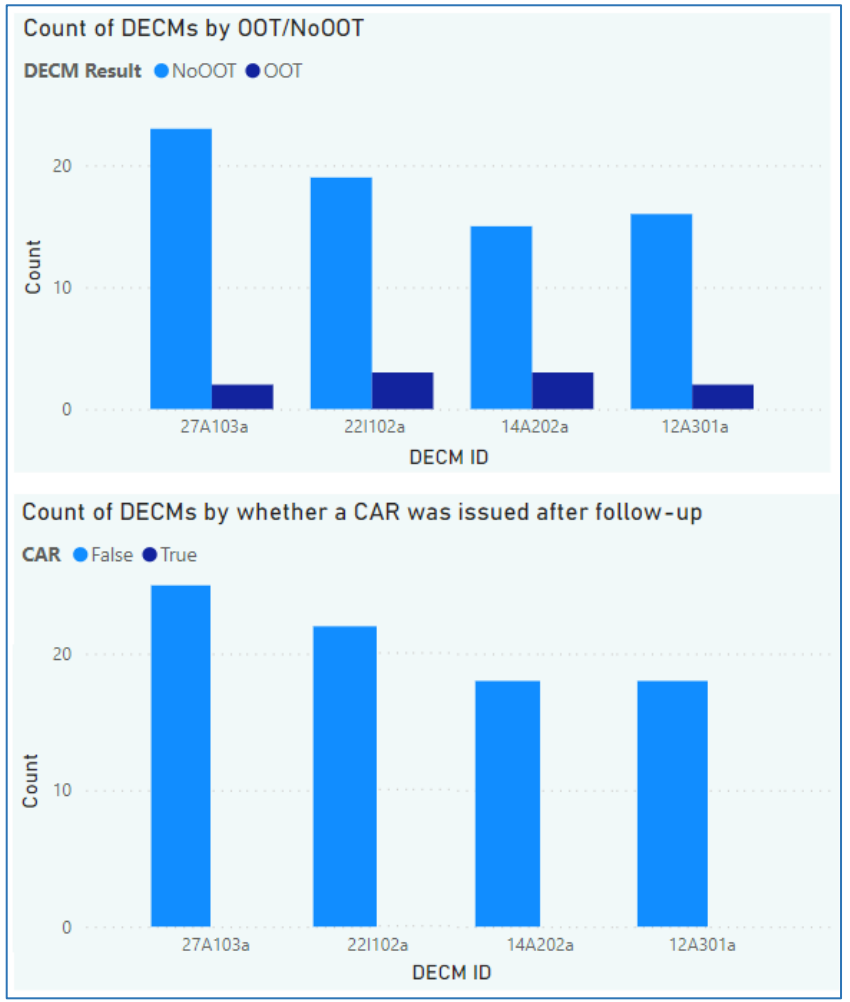
NDIA IPMD Health Metrics Committee Participation

Metric Prioritization

Example: DECMs with OOT metrics, but in all cases the metric did not lead to CAR after follow-up.

decm_id	threshold	count	OOT	NoOOT	PctOOT	CAR	Cleared	PctCleared
12A301a	X/Y ≤ 10%	18	2	16	11.11%	0	2	100.00%
14A202a	X/Y ≤ 20%	18	3	15	16.67%	0	3	100.00%
22I102a	X/Y = 0%	22	3	19	13.64%	0	3	100.00%
27A103a	X/Y = 0%	25	2	23	8.00%	0	2	100.00%

1. Guideline No:	2. Test Metric ID:	3. Test Type:
14	14A202a	Manual
4. Attribute/Intent Definition: 14A2: UB has defined scope, is separately identified, traceable to contractual actions and is part of the PMB.		
5. Test Definition: Does UB have defined scope and is traceable to contractual actions?		
6. Test Metric: X = Count of sampled UB transactions without defined scope/not traceable to contract actions Y = Total count of sampled UB transactions		**7. Metric Threshold:** X/Y ≤ 20%



Initial

Final

SAMPLE

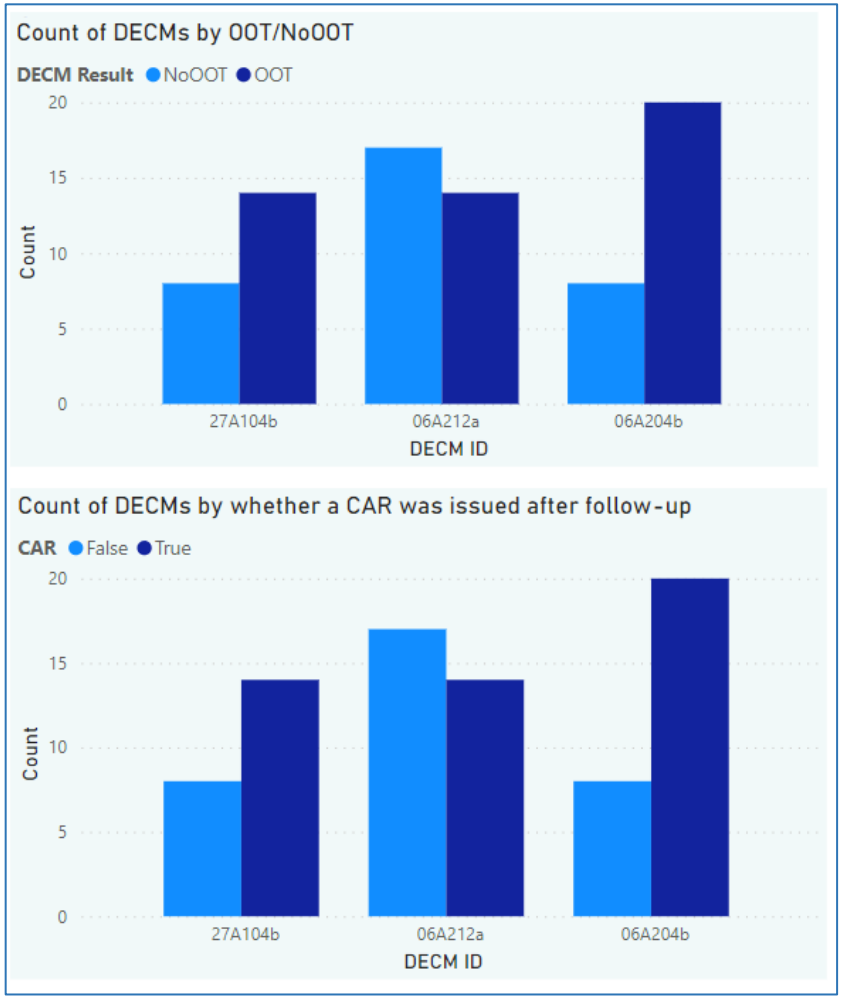
NDIA IPMD Health Metrics Committee Participation

Metric Prioritization

Example: DECMs with OOT metrics, and in all cases the metric led to a CAR after follow-up.

decm_id	threshold	count	OOT	NoOOT	PctOOT	CAR	Cleared	PctCleared
06A204b	X/Y = 0%	28	20	8	71.43%	20	0	0.00%
06A212a	X = 0	31	14	17	45.16%	14	0	0.00%
27A104b	X = 0	22	14	8	63.64%	14	0	0.00%

1. Guideline No:	2. Test Metric ID:	3. Test Type:
06	06A204b	Automated
4. Attribute/Intent Definition: 06A2: The network schedule/IMS depicts the sequence of work (horizontal integration) and identifies the significant interdependencies that are indicative of the actual way the work is planned and accomplished.		
5. Test Definition: Are there open starts or finishes ("dangling logic") in the schedule?		
6. Test Metric: X = Count of incomplete Non-LOE tasks/activities & milestones with open starts or finishes Y = Total count of incomplete Non-LOE tasks/activities & milestones		**7. Metric Threshold:** X/Y = 0%



Initial

Final

SAMPLE

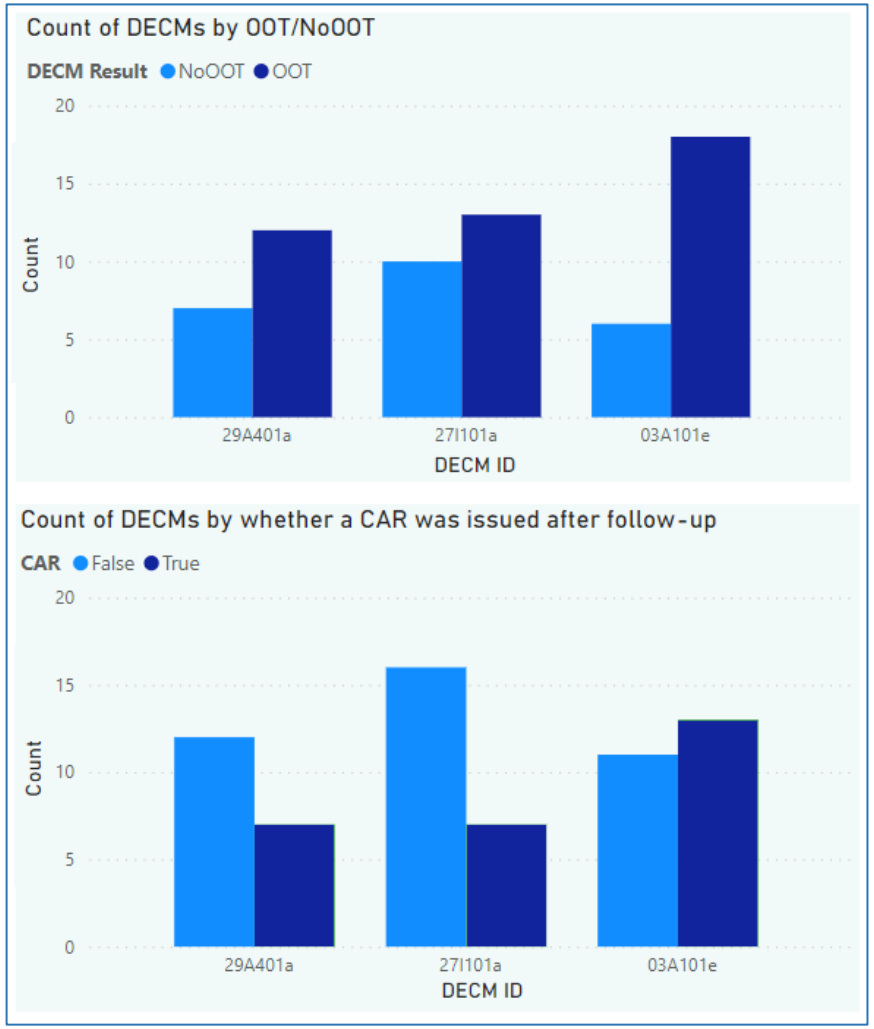
NDIA IPMD Health Metrics Committee Participation

Metric Prioritization

Example: DECMs with OOT metrics with no clear correlation to CAR issuance after follow-up.

decm_id	threshold	count	OOT	NoOOT	PctOOT	CAR	Cleared	PctCleared
29A401a	X = 0	19	12	7	63.16%	7	5	41.67%
27I101a	X/Y = 0%	23	13	10	56.52%	7	6	46.15%
03A101e	X/Y = 0%	24	18	6	75.00%	13	5	27.78%

1. Guideline No:	2. Test Metric ID:	3. Test Type:
27	27I101a	Automated
4. Intent/Intent Definition: 27I1: ETCs are developed at the work package, planning package, and Summary Level Planning Package (SLPP) levels, or where resources are identified (if lower than the work package level), and are added to the ACWP to calculate the EAC.		
5. Test Definition: Are ETCs generated for WPs/PPs/SLPPs?		
6. Test Metric: X = Count of incomplete WPs/PPs/SLPPs with BAC > 0 and ETC ≤ 0 Y = Total count of incomplete WPs/PPs/SLPPs with BAC > 0		**7. Metric Threshold:** X/Y = 0%



Initial

Final

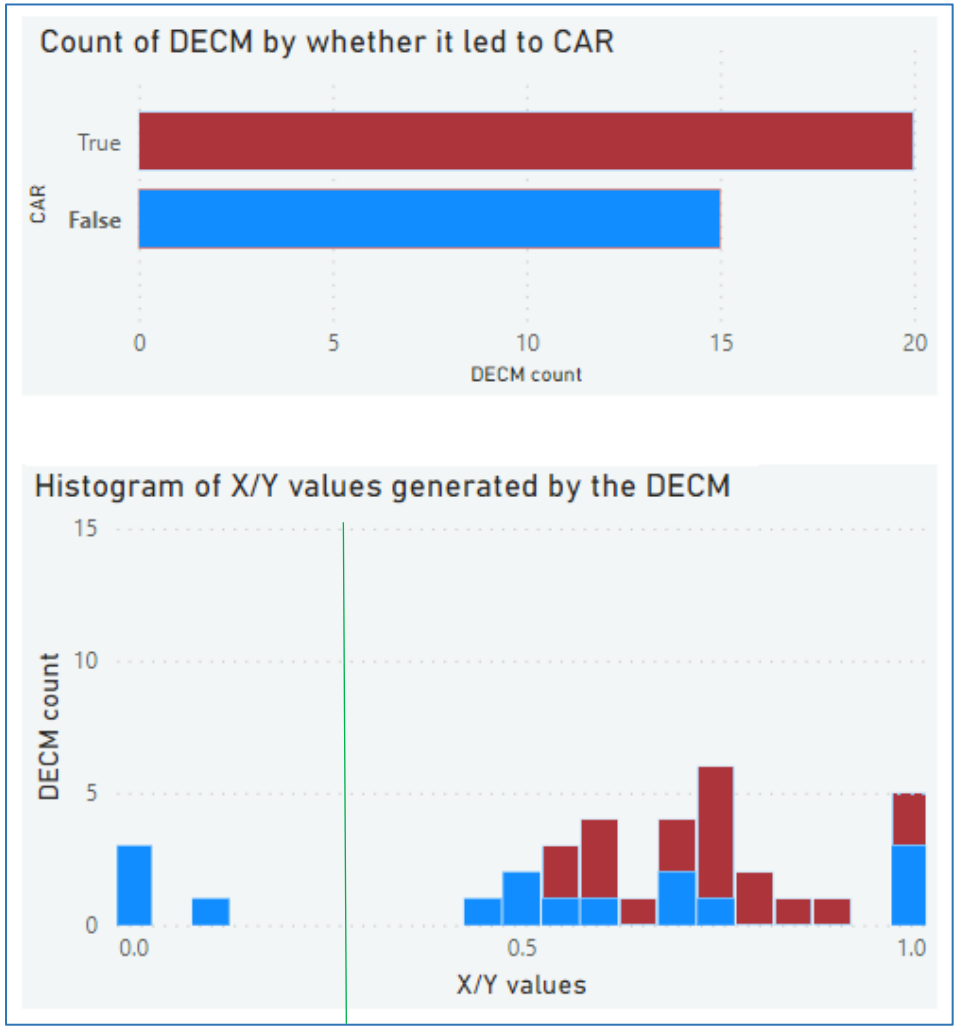
SAMPLE

NDIA IPMD Health Metrics Committee Participation

Threshold Analysis

DECM: 27A106a
Threshold: X/Y ≤ 25%

An example where a threshold might theoretically be raised. If—once we have a much larger sample of data—the metric is shown to never lead to a CAR before a clear breakpoint (say, 50%).



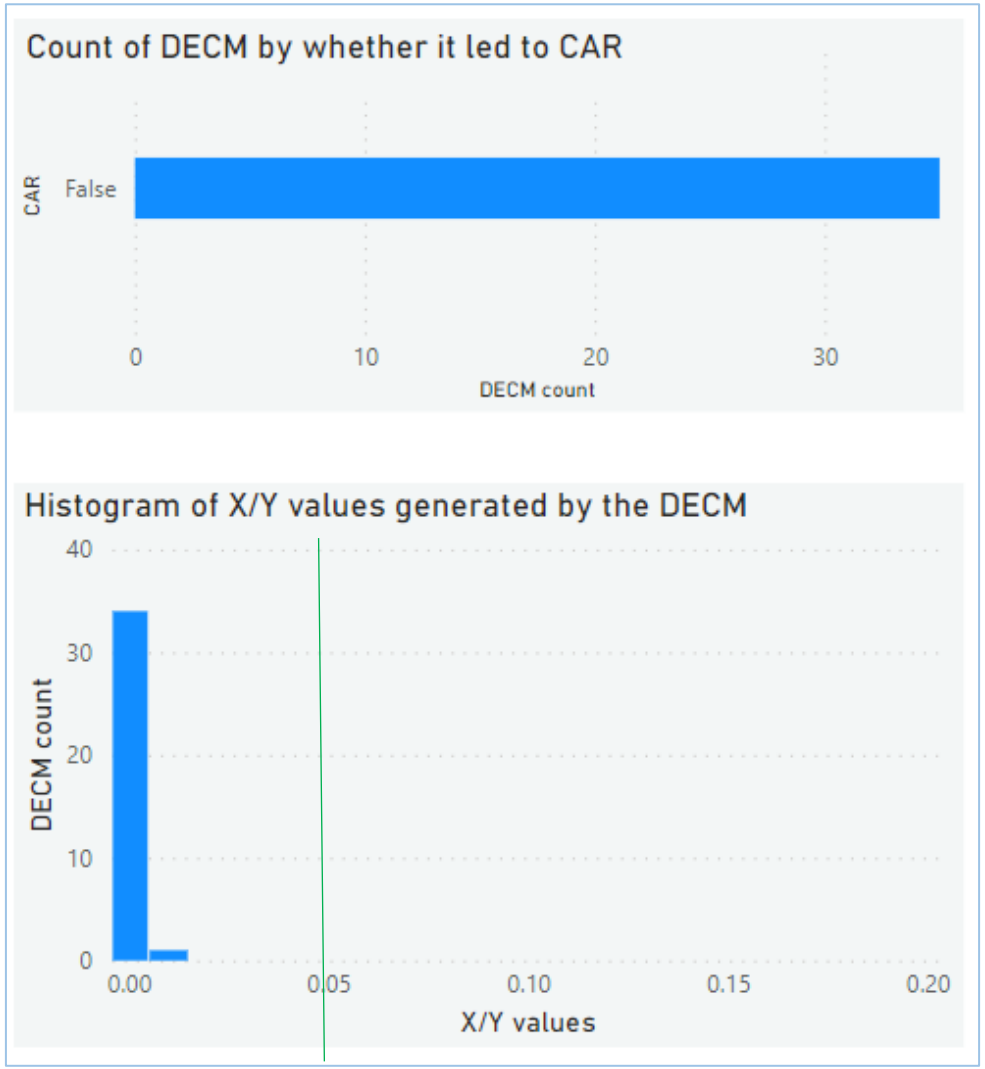
SAMPLE

NDIA IPMD Health Metrics Committee Participation

Threshold Analysis

DECM: 21A302c
Threshold: X/Y ≤ 5%

An example where a threshold might theoretically be lowered. This metric has yet to trip the threshold and, in fact, has few instances where the X/Y value exceeded 0%.

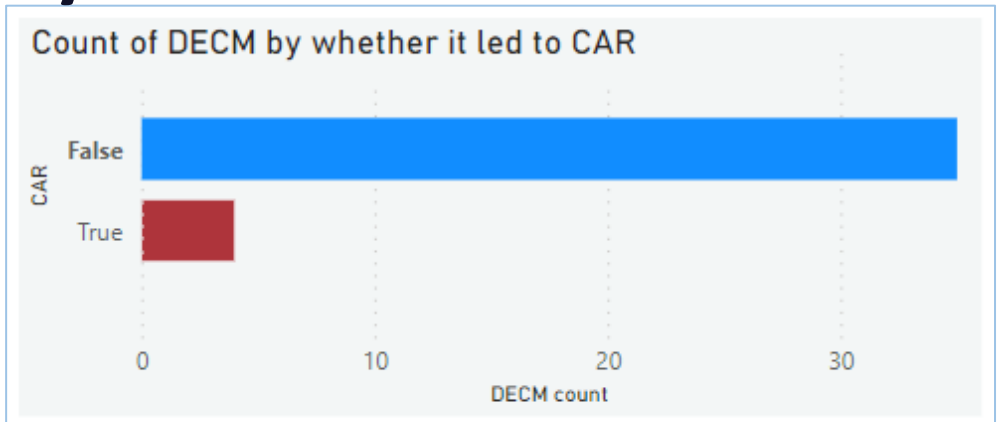


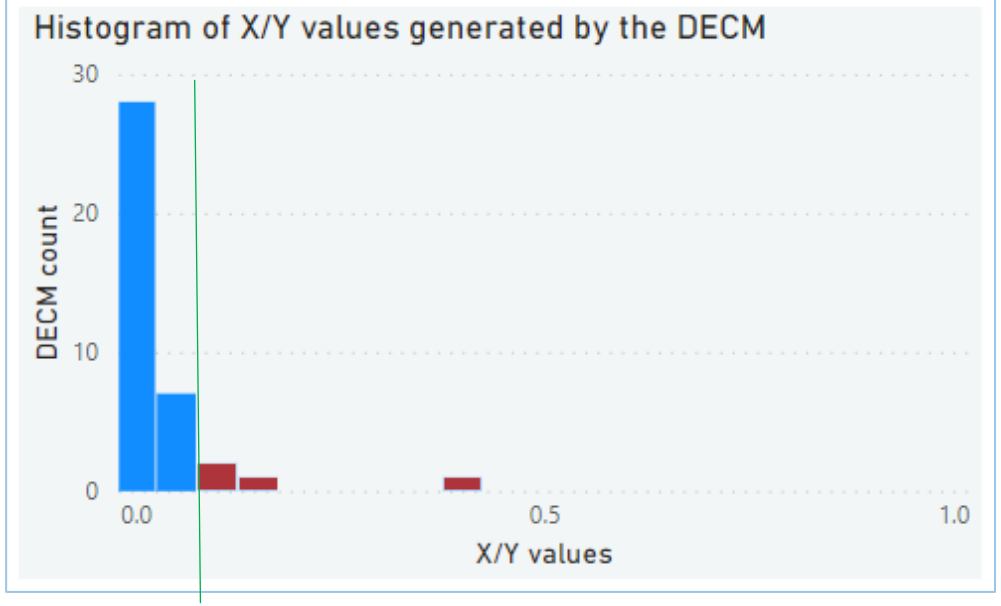
NDIA IPMD Health Metrics Committee Participation

Threshold Analysis

DECM: 06A205a
Threshold: X ≤ 10%

This DECM shows a clear breakpoint of 10%: every DECM above 10% led to a CAR. This might suggest the threshold is too high. The following slide shows more closely the distribution of X/Y values below 10%.

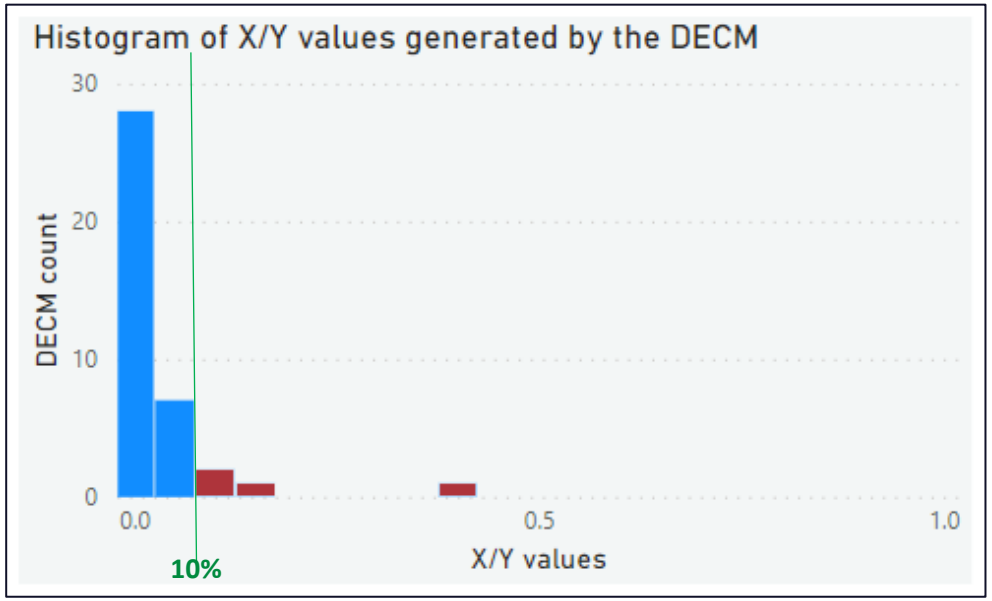


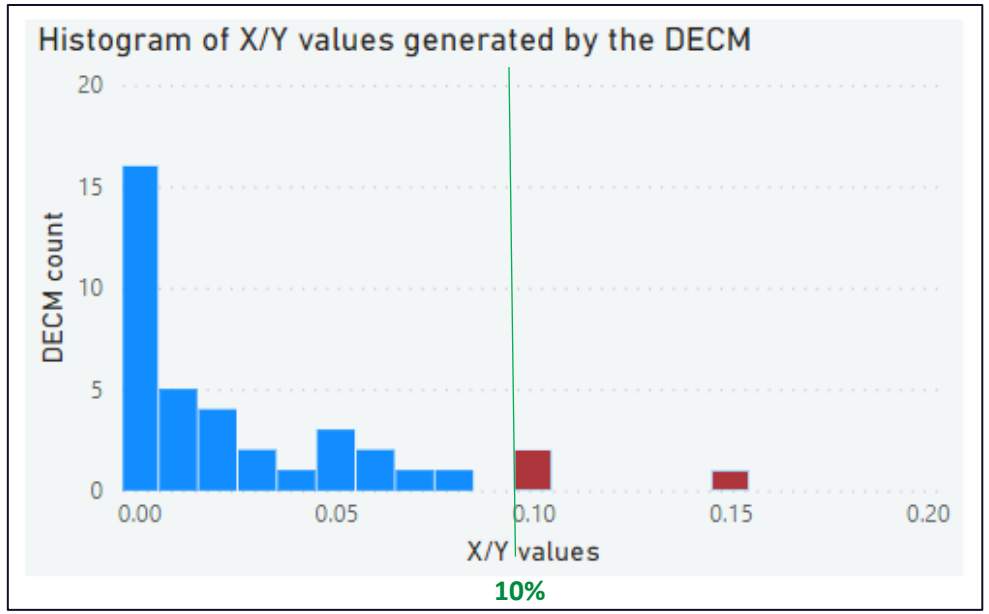


SAMPLE

NDIA IPMD Health Metrics Committee Participation

Threshold Analysis





DECM: 06A205a
Threshold: X ≤ 10%

When zooming in, we see about half are 0%, with the remainder fairly well-spread-out between 0% and 10%. Perhaps targeting DECMs at a lower threshold (X ≤ 1% or X ≤ 5%) could help identify if there are any false positives.

DECM Incorporation of IPMDAR

Current State - DECM V5.0

- Quantitative considerations
  - 4 DECM artifacts duplicate IPMDAR data
    - 02 Accounting/Fiscal Calendar
    - 11 Integrated Master Schedule (IMS)
    - 13 EV Cost Tool Data
    - 20 IPMR/CPR (previous versions of IPMDAR)
  - 123 DECMs (87%) require at least one of the 4 artifacts
    - 67 DECMs are fully/partially automated
- Qualitative considerations
  - OUSD A&S AE ADA IPMD documentation and webinars
  - NDIA IPMD Spring 2022 discussions
  - Demonstrated industry automated capabilities (contractors and tool vendors)
  - Space System Command (SSC) Space Force lessons learned and tooling configuration
  - National Reconnaissance Office (NRO) lessons learned and Validator Tool overview

Discussions ongoing potential IPMDAR impacts to DECMs

- Should DCMA create new artifacts as required by data request?
- Should currently existing artifact(s) be modified? CCB to modify artifact 20
- Study, request, receive, review guidance converting to current IPMR format to IPMDAR Contract Performance Dataset (CPD)

Building Coalitions with EVMS Health Metrics Stakeholders

- **Continuing Engagements**
  - Navy Supervisor of Shipbuilding (SUPSHIP)
    - DECM CCB voting member
    - Has EVMS surveillance authority following DCMA initial compliance assessment
  - National Reconnaissance Office (NRO)
    - DECM CCB voting member
    - Exempted from delegating EVMS authorities to DCMA
    - DCMA leaning on NRO lessons learned from IPMDAR implementation
    - DCMA using NRO IPMDAR validator tool
  - NDIA IPMD Health Metric Committee
  - DoD Contractors
    - DCMA EVMSC Business Practice (BP) 4 encourages to internal self assessments with consistent and reliable results
    - Effectiveness of internal surveillance informs DCMA risk assessment process and surveillance plans
    - When resources are limited, higher risk activities and contractors are prioritized

- **Recent Engagements**
  - Space System Command (SSC) Space Force
    - DCMA leaning on SSC lessons learned from incorporation of DECMs and IPMDAR in internal program management
  - Department of Energy (DOE)
    - Uses its own agency Metrics and configuration control processes
    - DCMA leaning on DOE lessons learned from Arizona State University (ASU) Joint EVMS Research Study and approach to EVMS health metrics
  - National Aeronautics and Space Administration
    - Delegates EVMS oversight (initial and continuing assessment) to DCMA where applicable
    - DCMA leaning on lessons learned from incorporation of DECMs in internal program management

The use of standardized data driven approaches and known health metric configurations across organizations and the availability of metric outcomes will result in efficiencies which can benefit all stakeholders.

Contact and Further Information

Public EVMS Site

https://www.dcma.mil/HQ/EVMS/

Contact EVMS Center Team: dcma.lee.hq.mbx.dcma-pix-evms-center@mail.mil

Acronyms

- ACWP: Actual Cost of Work Performed
- BAC: Budget At Completion
- BCWP: Budgeted Cost of Work Performed
- BCWS: Budgeted Cost of Work Scheduled
- CAP: Corrective Action Plan
- CAR: Corrective Action Request
- CCB: Configuration Control Board
- CR: Compliance Review
- DAU: Defense Acquisition University
- DECM: DCMA EVMS Compliance Metrics
- DFARS: Defense Federal Acquisition Regulation Supplement
- EAC: Estimate At Completion
- ESCP: EVMS Specialist Certification Program
- ECDP: EVMS Career Development Program
- EAC: Estimate At Completion
- ESCP: EVMS Specialist Certification Program
- EVAS: Earned Value Analytic System
- EVMS: Earned Value Management Systems
- GL: Guidelines
- IBR: Integrated Baseline Review
- IPMDAR: Integrated Program Management Data and Analysis Report
- IV: Initial Visit
- PDREP: Product Data Reporting and Evaluation Program
- SD: System Description
- WSARA: Weapons Systems Acquisition Reform Act

Backup General DCMA Information

Agenda

- DCMA and EVMS Mission and Organization
  - Mission & Vision
  - EVMSC Organizational Structure
- EVMSC Charter and Authorization
  - Contract Administration Services
  - Weapons System Acquisition Reform Act (WSARA)
  - EVMS Career Development Program (ECDP)
  - DCMA Compliance Evaluation Metrics (DECM)
- EVMSC Initiatives and External Collaboration Efforts
  - National Defense Industrial Association (NDIA) Integrated Program Management Division (IPMD) Health Metrics Committee Participation
  - DECM incorporation of Integrated Program Management Data and Analysis Report (IPMDAR)
  - Building Coalitions with EVMS Health Metrics Stakeholders

DCMA
DEFENSE CONTRACT MANAGEMENT AGENCY

DCMA and EVMS Mission and Organization

Mission & Vision Statements

- DCMA
  - **Mission |** We are the independent eyes and ears of DoD and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness.
  - **Vision |** A team of trusted professionals delivering value to our Warfighters throughout the acquisition lifecycle.
- EVMS Center
  - **Mission |**The EVMS Center contributes to the DoD acquisition process through actionable assessments of contractor effectiveness at supplier facilities, which provides stakeholders with expectations of future performance and potential impacts on individual contractors and/or programs
  - **Vision |** Serve as a dedicated partner for effective DoD acquisition decision making by ensuring integrated, reliable, and actionable Earned Value Management data

EVMSC – Area of Responsibility

Director: Holden Donna
Donna.G.Holden2.civ@mail.mil (804) 609-4813

EVMS Center

Acting Deputy Director: Keven Davis
Keven.w.davis.civ@mail.mil (310) 292-8812

Lockheed Martin Group
Carlos Fagundo
carlos.d.fagundo.civ@mail.mil (407) 228-5148
- Lockheed Martin

Northrop Grumman Group
Keven Davis
Keven.w.davis.civ@mail.mil (310) 292-8812
- Northrop Grumman - ViaSat

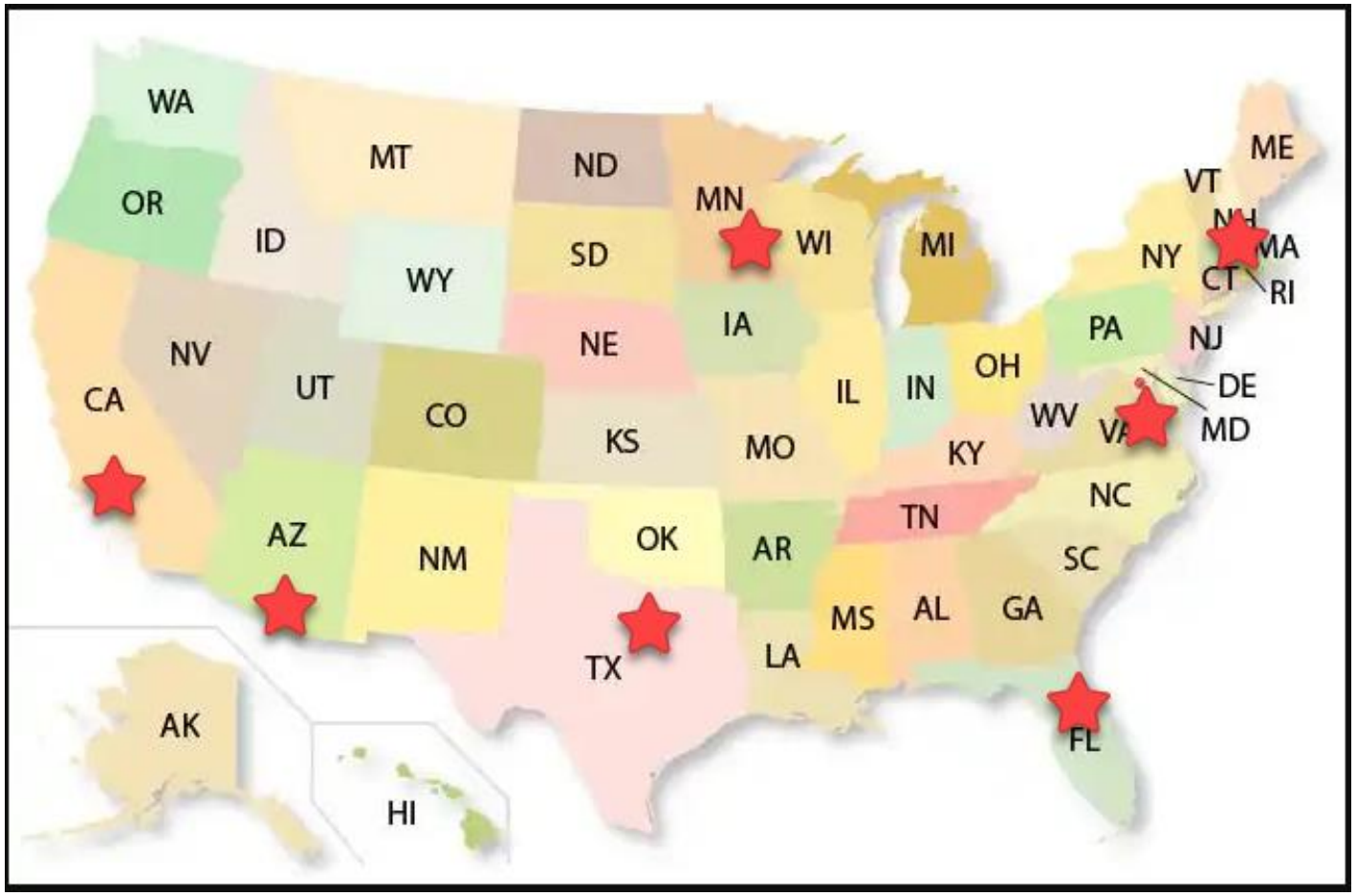
Boeing Group
Erik Berg
Erik.S.Berg.civ@mail.mil (952) 259-5496
- Boeing

Raytheon/L3 Group
Danielle Bemis
Danielle.A.Bemis.civ@mail.mil (520) 257-1129
- Raytheon (Pratt/Collins)
- L3Harris
- Ball Aerospace
- DRS
- Vigor Works
- Peraton
- UArizona

General Group
Jean Christian Brutus
Jeanchristian.brutus2.civ@mail.mil (612) 801-7028
- GE Aviation
- Charles Stark Draper Laboratory
- Leidos
- Dynetics
- Rolls Royce (RR) Corp.
- RR plc.
- Progeny Systems Corp.
- BAE Systems (Rochester, UK)
- Eastern Shipbuilding Group (ESG)
- VT Halter Marine
- Alsalam Aerospace Ind. (AAI)
- M.C. Dean
- SRC, Inc.

BAE/GD Group
Patricia Gonzalez
Patricia.a.Gonzalez.civ@mail.mil (214) 433-7219
- BAE
- Bechtel
- GD
- Battelle
- Coleman Aerospace
- Aerojet Rocketdyne
- General Atomics
- Amentum
- Honeywell
- Jacobs Technology
- Textron Systems (AAI, TSM&LS)
- Bell Flight

EVMSC – Geographic Locations



NG Group – Carson, CA
Raytheon Group – Tucson, AZ
BAE/GD Group – Ft. Worth, TX
Boeing Group – Twin Cities, MN
LM/L3 Group – Orlando, FL
General Group – Hanscom AFB, MA
EVMSC HQ – Ft. Lee, VA

Presence in the U.S.

If EVMS DFARS clause included, we are there

DCMA
Headquarters – Fort Lee, VA

DCMA Western Region

- Carson, CA
- Denver, CO
- Lockheed Martin Denver, CO
- Lockheed Martin Sunnyvale, CA
- Los Angeles, CA
- Palmdale, CA
- Phoenix, AZ
- Raytheon, Tucson, AZ
- Santa Ana, CA
- Stockton, CA
- NPO (NASA Product Operations), San Antonio, TX

DCMA Central Region

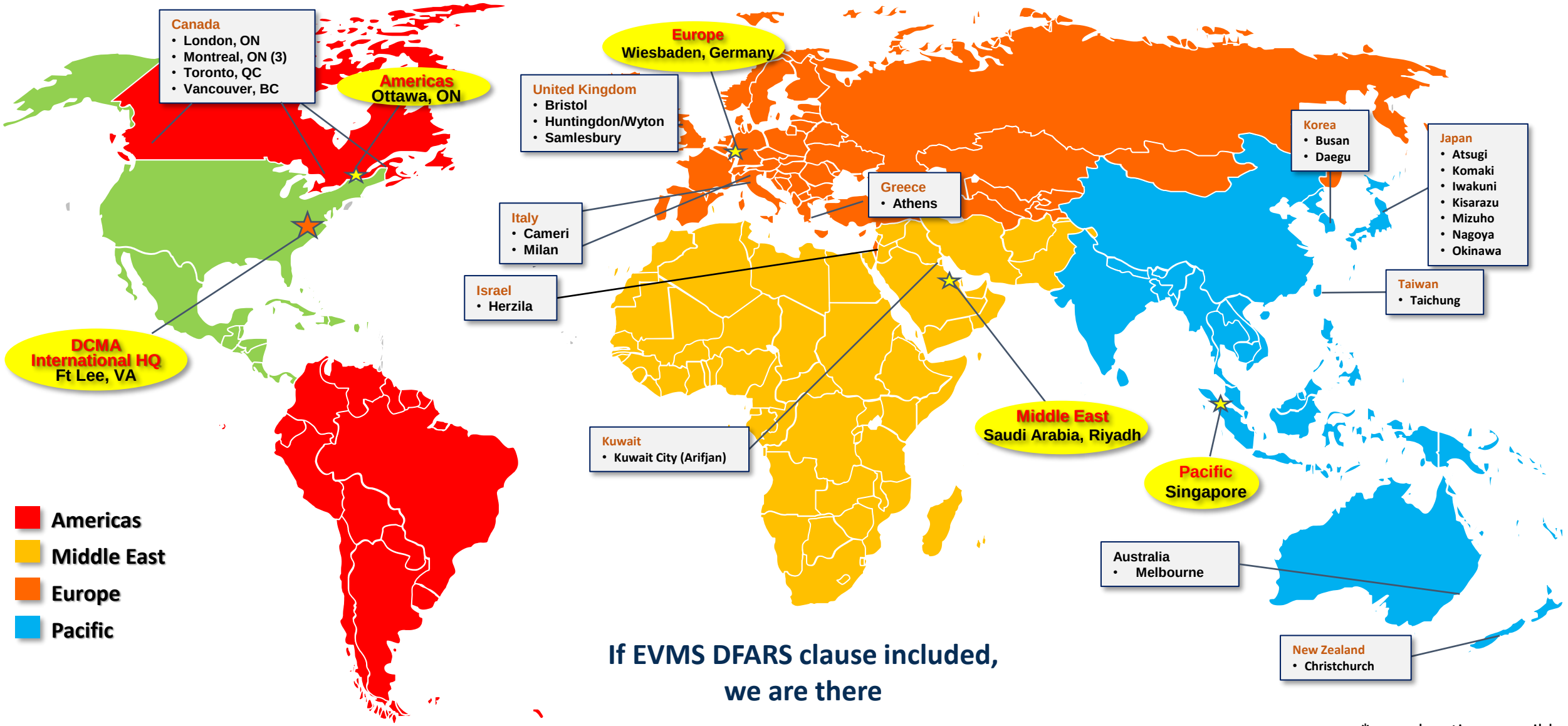
- Bell Helicopter, Forth Worth, TX
- Boeing, St. Louis, MO
- Chicago, IL
- Dallas, TX
- Dayton, OH
- Detroit, MI
- Huntsville, AL
- Lockheed Martin, Forth Worth, TX
- Twin Cities, MN

DCMA Eastern Region

- Atlanta, GA
- Baltimore, MD
- Boeing, Philadelphia, PA
- Boston, MA
- Garden City, NY
-Hampton, VA
- Hartford, CT
- Lockheed Martin, Marietta, GA
- Lockheed Martin, Moorestown, NJ
- Lockheed Martin, Orlando, FL
- Manassas, VA
- Orlando, FL
- Philadelphia, PA
- Raytheon, Tewksbury, MA
- Sikorsky Aircraft, Stratford, CT
- Springfield, NJ
- APO (Aircraft Propulsion Operations), Hartford, CT
- NSEO (Naval Special Emphasis Operations), Philadelphia, PA

*more locations possible

International Presence



If EVMS DFARS clause included, we are there

*more locations possible

DCMA
DEFENSE CONTRACT MANAGEMENT AGENCY

DCMA EVMS Charter and Authorization

EVMSC Charter

DFARS 242.302 (S-71) – Contract Administration Functions

- (S-71) "DCMA has responsibility for reviewing Earned Value Management System (EVMS) plans and for verifying initial and continuing contractor compliance with DoD EVMS criteria."
  - "The procuring contracting officer shall not retain this function."

Translates into these functional DFARS clauses under EVMS Center responsibility:

- DFARS 252.242-7005: Contractor Business System clause
- DFARS 252.234-7001: solicitation clause, DCMA EVMS center reviews proposal submissions plans
- DFARS 252.234-7002: post-contract award clause with these two criteria
  - Verifying initial compliance: System Description Review, Initial Visit, Compliance Review, Corrective Action support
  - Verifying continuing compliance: EVM systems monitoring and surveillance to verify continuing contractor compliance to the standard over a 3-year cycle

EVMS Center Event Planning - Types

EVMS Pre-Award Support
- Review contractor proposals to implement a compliant EVMS
- Requested from any EVMS stakeholders, such as the
- Government PMO, the cognizant CO, the DCMA CMO, etc.
- Lowest number of events per year
- Lowest resource usage

Initial Visit or System Description Review:
- Gain familiarity with a contractor business system and documentation
- SD Review to verify a contractor's business system and process definitions compliance to meet the intent of the EVMS guidelines

Integrated Baseline Review:
- DCMA EVMSC personnel support program-led events adding subject matter expertise
- Assist PMOs insight into business system execution at the program level
- Can be executed either at award or after a major modification

Initial Compliance Reviews or Corrective Action Plan (CAP):
- Comprehensive review to assess business system compliance, or CAP review to determine successful completion of corrective actions for a non-compliant system
- Most individuals needed across multi-agency team
- Highest scope of workload and resource usage per event

Surveillance:
- Targets one or more business areas
- Focused, Smaller total work hours effort
- Greatest number of events per year
- 3-year cycle to evaluate all 32 System Intent Guidelines for on-going business system maintenance, per policy guidance

Review for Cause:
- Focus review typically driven by specific stakeholder concerns about potential business system non-compliance
- Drop-in nature may render these disruptive, with high workload and rapid turn-around
- Typically must adjust EVMC workload/priorities to accommodate

EVMSC WSARA Implications

Weapons Systems Acquisition Reform Act (WSARA) of 2009

- Created to reform the way DoD contracts and purchases major weapons systems (Public Law No. 111-23)
- Section 302 EVM related: "(8) A discussion of the manner in which the Department ensures that personnel responsible for administering and overseeing earned value management systems have the training and qualifications needed to perform that responsibility."

  Response: DCMA created **EVMS Career Development Program (ECDP)** [previously ESCP 2009-2013]

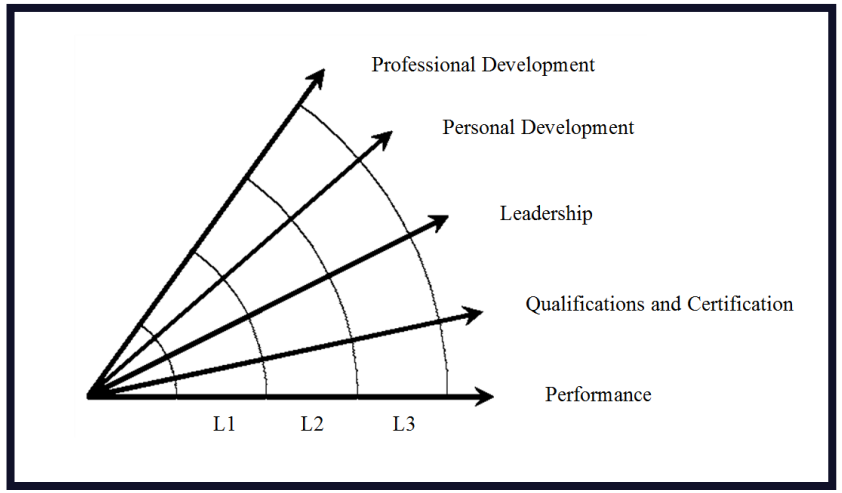
  - Created in 2009
  - Implemented from 2010 forward ensuring standardized competencies across skills, capabilities, and experience from Entry, Journey, and Expert levels
- Section 302 EVM related: "(9) A discussion of mechanisms to ensure that contractors establish and use approved earned value management systems, including mechanisms such as the consideration of the quality of contractor earned value management performance in past performance evaluations."

  Response: Initially (2009-2012), a small number of metrics was created for cursory review and high level metrics

  - Lacked comprehensive configuration control
  - **DCMA Compliance Evaluation Metrics (DECM)** [previously EVAS] were developed, implemented, and executed from 2013 forward
  - Currently under configuration control, with input from all Departments, Contractors, and Industry Stakeholders.
  - Configuration Control Board (CCB) meetings occur annually

EVMS Career Development Program (ECDP)

- 2009 – 2013: EVMS Specialist Certification Program (ESCP)
- Evolving reorganization, Agency and Department revised training directions
- 2017 – current: ECDP initiated
- The ECDP develops the EVMS specialist into a fully qualified and skilled professional through a Five Vector model
- Think of the Five Vector Model as a career roadmap – that identifies the career milestones and learning opportunities that EVMS analysts need to progress to:
  - Level 1 (Entry)
  - Level 2 (Journey)
  - Level 3 (Expert)



EVMS Career Development Program (ECDP) IPT

ECDP training & mentorship IPT

- Purpose:
  - provide continuity from previous training program (ESCP)
  - standardize training and qualifications for personnel overseeing EVMS for DoD
  - Defines competency: three proficiency levels Entry, Journey and Expert
- Formalizes mentorship, protégé agreement, protocols, and process
- Uses “Bloom’s Taxonomy” and a “Five Vector” development model
- Entry and Journey level courses rolled out CY21 with Expert level in CY22
- Developing Expert course in partnership with DAU to address CRs and Surveillance
  - Includes Asynchronous learning with hands-on work shops that mock CR processes
  - Beta testing planned late FY22 for virtual learning platform

ECDP outcome: Highly qualified, capable and credible DCMA EVMS professionals possessing the ability to effectively perform all DCMA EVMS Center business practices

Bloom's Taxonomy

Bloom's Taxonomy is a hierarchical ordering of cognitive skills that can help teachers teach and students learn

Entry level focus: Knowledge/Comprehension

- recalling facts and basic concepts
- explaining ideas or concepts
- Typical verbs include define, describe, recall, identify, understand, explain, demonstrate and discover

Journey level focus: Application/Analysis

- Comparing/contrasting information
- Interpreting and distinguishing data
- Typical verbs include solve, apply, connect, prioritize, appraise, conclude, correlate, and teach

Expert level focus: Synthesis/Evaluation

- Creating and designing conclusions into recommendations
- Predicting, and convincing points of view
- Typical verbs include collaborate, produce, integrate, write, invent, judge, grade, measure, create and formulate