



DEFENSE CONTRACT MANAGEMENT AGENCY

DCMA EVMS Center Update

Presented By:

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EVMS Center (EVMSC) LM Group (Orlando)

Portfolio Management and Business Integration (PM&BI) Directorate

September 14, 2023



- DCMA EVMSC Mission and Organization
 - Mission & Vision
 - EVMSC Organizational Structure
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- EVMSC Policy IPT Updates
 - EVMSIG Update
 - PERT Usage Proposal NDIA Clearinghouse
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 - CAR Database - What We're Seeing

DCMA EVMSC Mission and Organization





- 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



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- Ball Aerospace
- Peraton
- DRS
- L3Harris

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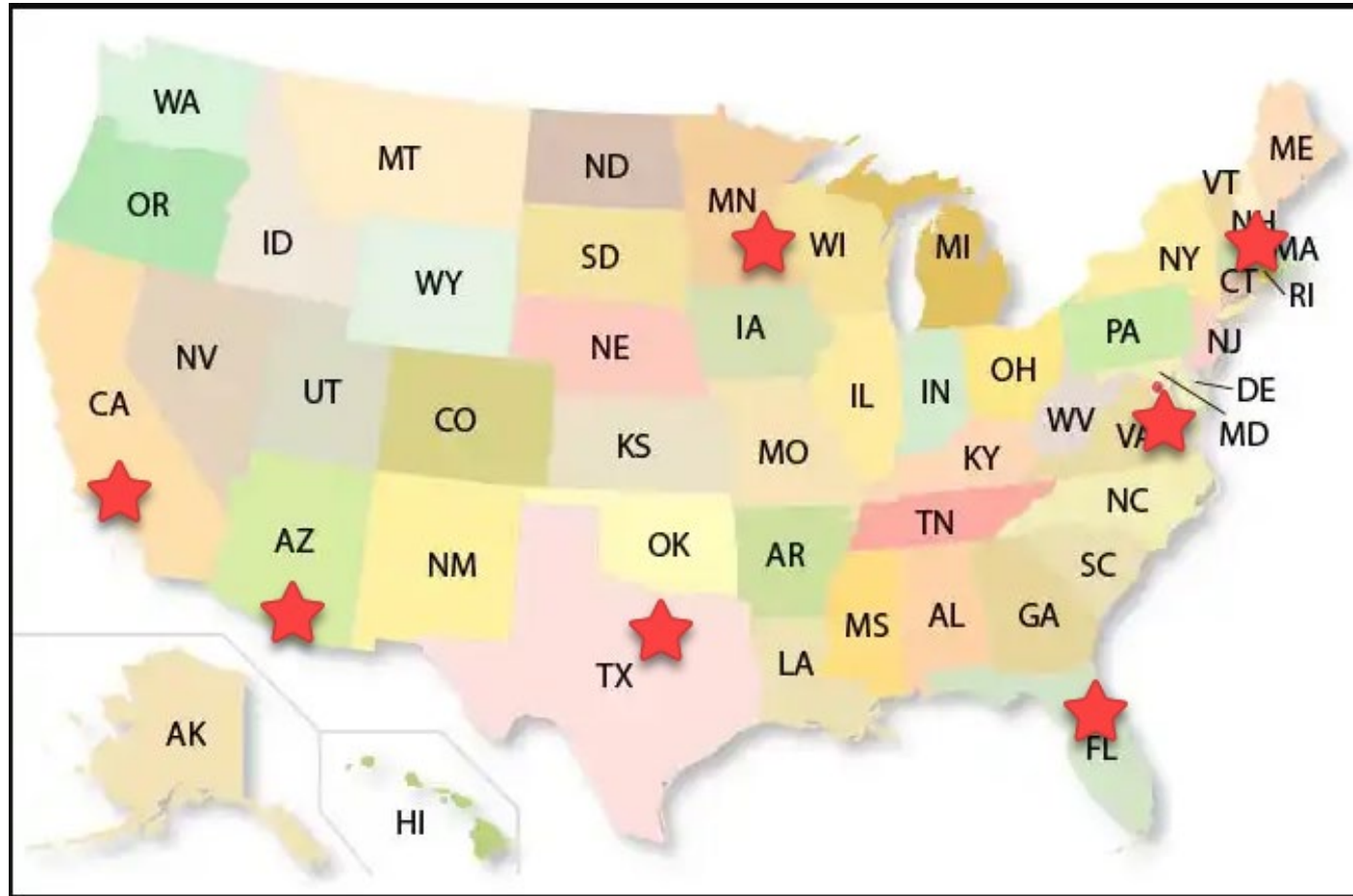
- GE Aviation
- Leidos
- Rolls Royce (RR) Corp.
- Progeny Systems Corp.
- Eastern Shipbuilding Group (ESG)
- Alsalam Aerospace Ind. (AAI)
- Charles Stark Draper Laboratory
- Dynetics
- RR plc.
- BAE Systems (Rochester, UK)
- VT Halter Marine

BAE/GD Group

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- BAE
- Battelle
- General Atomics
- Jacobs Technology
- Bell Flight
- Bechtel
- Coleman Aerospace
- Amentum
- Textron Systems (AAI, TSM&LS)
- GD
- Aerojet Rocketdyne
- Honeywell



NG Group – Carson, CA
 Raytheon/L3H Group – Tucson, AZ
 BAE/GD Group – Ft. Worth, TX
 Boeing Group – Bloomington, MN
 LM Group – Orlando, FL
 General Group – Hanscom AFB, MA
 EVMSC HQ – Ft. Lee, VA



Training IPT:

- A group of functional subject matter experts (SMEs) “responsible for training guidance, EVMS informal development plans, DAWIA certification review and adjudication recommendation, and general EVMS learning internal and external to the Agency.”
- Leads: Patricia Gonzalez (PIXD) and Lucinda Smith (PIXG)

Policy IPT:

- A group of functional SMEs “responsible for official requests for information from internal and external sources regarding policy, regulation, clause, and other EVMS functional document review. Responsible for supporting or providing responses to internal and external formal and informal requests for policy review, comments, and adjudication of EVMS functional policy, procedure, and regulatory type requests for information. Includes promulgation of information among EVMS Center team members at each Group location.”
- Leads: Danielle Bemis (PIXR), Keven Davis (PIXN)

Tools IPT:

- A group of functional SMEs “responsible for gathering, understanding, and processing EVMS-specific tools used in all facets of performing the EVMS functional duties in support of carrying out all aspects of the BPs as necessary. Responsibility includes promulgation of information among EVMS Center team members at each Group location.”
- Leads: Jean Christian Brutus (PIXG), Patrick Stedem (PIXG)

DCMA EVMSC Policy Update





Global/Widespread

- Standardized Roles and Responsibilities
- Risk Approach: PDREP surveillance planning & EBRT implementation
- Added customer survey requirement
- Subcontract language and process refinement
- BP POC changes
- CAP requirements
- 508 Compliance



BP Specific

- **BP0 – Earned Value Management Systems**
 - Removed locations associated with the 6 groups and introduce General EVMS Group
- **BP2 – EVM System Description Review**
 - Included time line for DCMA IAW DFARS 252.234-7002 or NFARS 1852.234-2 contractor request for “Change Review”, where DCMA shall advise the Contractor of the acceptability of such changes within 30 calendar days after receipt of the notice of proposed changes from the Contractor
- **BP3 – EVMS General Support**
 - Corrected error in outline numbering
 - CAR distribution – need to include any CARs to CO
- **BP4 – EVMS Surveillance**
 - Stakeholder communication requirement
 - Added general information paragraph
 - Enhanced Report section
 - Requirement to post evaluate and adjust SSP
- **BP6 EVMS Compliance Review**
 - Added DCAA invitation to the CR planning process
 - Added narrative noting level III/IV CARs are only to be issued by the CO



• Policy IPT Effort

- Update BP2 with more focus on contractor processes
- Revamp BP5 Review for Cause (RFC) and streamline with BP4/BP6 processes to introduce BP5 as Request For Compliance Assessment (RFCA)
- Developing GETs (Guideline Evaluation Templates)
- BP4/BP6 Pre-populated Interview Finding Forms (IFFs) for Guideline Evaluation
- 508 Compliance
- EIA 748 REV. E Crosswalk
- Process Implementation Impact Matrix (PIIM)





- **BP2 - EVM System Description Review Update**

- Working Group held January 2023 with DCMA, DOE, Intelligence Community, and Navy Shipbuilding.
 - Goals:
 - Understand how different Government Agencies perform EVM System Description Reviews
 - Develop a revised DCMA Business Practice based on collaborative information gathered
 - Revised process results in like results for DoD organizations responsible EVMS compliance
 - Proposed changes:
 - Cross Reference Checklist (CRC) transition to System Description Comment Table
 - Emphasis on contractor process
 - Risk based approach
 - DCMA and Contractor Agreement on EVMS System Description Procedures



- **BP5 - Review for Cause (RFC)**

- Updated to be Request For Compliance Assessment (RFCA)
 - RCA is a focused assessment of a contractor's EVMS
 - Stakeholder Initiated
 - Procuring Contracting Officer (PCO)
 - Program Management Office (PMO)
 - DCMA Cognizant Contracting Officer (CO)
 - DCMA CMO Program Integrator (CMO-PI)
 - Nunn-McCurdy Integrated Program Team (IPT)
 - Prime contractor (for subcontractor issues)
 - Initial Assessment
 - Three potential Courses of Action:
 - No immediate Formal Surveillance Warranted
 - No further action or incorporate into scheduled BP4 Event
 - Initiate a Business Practice 4 (BP4) Surveillance Event
 - Results could initiate a BP6 Event
 - Initiate a Business Practice 6 (BP6) Compliance Review Event



- Emphasizes evaluating the process and implementation
 - Does the contractor have a process?
 - Is the CAM implementing IAW the process?
 - Is it repeatable amongst CAMs?
 - Is the data timely, accurate, reliable, and auditable?
- Designed to be tailored
- Questions can be modified, added, or deleted

EVMS Compliance Review (CR)
Contractor, Location
Month YYYY

INTERVIEW #: [Insert interview number]
 INTERVIEW DATE: [Insert date]
 CAM NAME: [Insert Control Account Manager Name]
 TITLE/POSITION: [Insert CAM title or position]
 AREA OF RESPONSIBILITY: [Insert CAM responsibility]
 INTERVIEW TEAM LEADER: [Insert interview team lead name]
 DATE SUBMITTED: [Insert date submitted]
 TEAM ATTENDEES: [Insert team attendee names]
 CONTRACTOR ATTENDEES: [Insert contractor attendee names]

PLANNING, SCHEDULING, & BUDGETING

Guideline 06 Implementation Verification Points and Observations:

6.a. Does the contractor's process require all authorized, time-phased discrete work be reflected in the IMS?
Follow-up Required: Yes/No
Deficiencies / Corrective Action Required: Yes/No

SAMPLE Questions / Notes:

How do you know all of you discrete work is represented in the IMS?

Do you have LOE in the IMS?

How is discrete WP ## planned in the IMS?

Associated DECMS:

- 06A101a - Does each discrete WP/PP/SLPP have task(s) represented in the IMS and EV Cost Tool?
 X Result Samples:
- 06A102a - Are authorized risk mitigation activities incorporated into the IMS as required by the process instructions?
 X Result Samples:

6.b. Are processes in place that require the scheduling system to be vertically integrated (including subcontractor's schedules as applicable) to ensure there is consistency of data between all levels of the schedule?
Follow-up Required: Yes/No
Deficiencies / Corrective Action Required: Yes/No

SAMPLE Questions / Notes:

How do you receive subcontract status information and how do you update your WP status with that

DoD EVMSIG Policy Gap

DEPARTMENT OF DEFENSE
EARNED VALUE
MANAGEMENT SYSTEM
INTERPRETATION GUIDE





- DoD EVMSIG Update from Electronic Industries Alliance Standard-748 EVMS (EIA-748) Revision D to Revision E
- Special Project between OUSD(A&S) ADA and DCMA PM&BI EVMSC
- Established DCMA-led EVMSIG Working Group (WG)
 - WG Compliance Authority Members: DCMA, Intelligence Community, and Navy Shipbuilding
- Goals:
 - Restructure existing content from 32 Guidelines to 27 Draft Guidelines
 - Work in parallel with Industry to develop an EVMSIG Policy Gap and DCMA policy documentation
 - Incorporate opportunities for improvement
- DECM Impacts:
 - Renumbering – Significant Impact
 - Metric changes – Minor Impact

Revised Guideline Mapping



Area	Description	EIA 748-D GL		SAE 748-E GL	Description	Area
Organization	Define the Authorized Work Elements	D01	2.1a	E01	2.1a	Organization
	Define Program Organizational Structure	D02	2.1b	E02	2.1b	
	Integrate Subsidiary Management Processes	D03	2.1c	E03	2.1c	
	Identify Overhead Management	D04	2.1d	E04	2.1D	
	Integrate WBS/OBS to Create Control Accounts	D05	2.1e			
Planning, Scheduling, and Budgeting	Scheduling Work	D06	2.2a	E05	2.2a	Planning, Scheduling, and Budgeting
	Identify Products and Milestones for Progress Assessment	D07	2.2b	E06	2.2b	
	Establish the Performance Measurement Baseline	D08	2.2c	E07	2.2c	
	Authorize and Budget by Cost Elements	D09	2.2d	E08	2.2d	
	Determine Discrete Work and Objective Measures	D10	2.2e	E09	2.2e	
	Sum WP/PP Budgets to Control Account Budget	D11	2.2f	E10	2.2f	
	Level of Effort Planning and Control	D12	2.2g			
	Establish Overhead Budgets	D13	2.2h	E11	2.2g	
	Identify MR and UB	D14	2.2i	E12	2.2h	
	Reconcile to Target Costs	D15	2.2j	E13	2.2i	
Accounting Considerations	Record Direct Costs	D16	2.3a	E14	2.3a	Progress Assessment and Data Collection
	Summarize Direct Costs by WBS Elements	D17	2.3b	E15	2.3b	
	Summarize Direct Cost by Organizational Structure Elements	D18	2.3c	E16	2.3c	
	Record/Allocate Indirect Costs	D19	2.3d			
	Identify Unit and Lot Costs	D20	2.3e			
	Track and Report Material Cost/Quantities	D21	2.3f			
Analysis and Management Reporting	Calculate Schedule Variance and Cost Variance	D22	2.4a	E17	2.4a	Analysis and Management Reporting
	Analyze Significant Variances	D23	2.4b	E18	2.4b	
	Analyze Indirect Cost Variances	D24	2.4c	E19	2.4c	
	Summarize Performance Data and Variances	D25	2.4d	E20	2.4d	
	Implement Corrective Actions	D26	2.4e	E21	2.4e	
	Maintain Estimates at Completion	D27	2.4f	E22	2.4f	
				E23	2.4g	
Revisions and Data Maintenance	Incorporate Changes in a Timely Manner	D28	2.5a	E24	2.5a	Revisions and Data Maintenance
	Maintain Baseline and Reconcile Budgets	D29	2.5b	E25	2.5b	
	Control Retroactive Changes	D30	2.5c	E26	2.5c	
	Prevent Unauthorized Revisions	D31	2.5d	E27	2.5d	
	Document PMB Changes	D32	2.5e			

New
Modified
Merged
Deleted
Minimal to No Impact



- Timeline

- Baseline Policy GAP draft– Completed June 2023
 - Restructured existing 2019 revision into 748E GLs
- EVMSIG WG Initial Review – Completed July 2023
 - Reviewed June 2023 Restructure Draft
- EVMSIG WG Action Item Review – Ongoing Bi-weekly
 - EVMSIG Policy Gap Refinement and Improvement Opportunities
- EVMSIG WG System Description Section Draft – September 2023
- Final DoD EVMSIG Policy Gap submission to ADA dependent on NDIA / SAE 748E Issuance

PERT Usage Proposal NDIA Clearinghouse





CLEARINGHOUSE

Unrestricted Content

PERT (Program Evaluation Review Technique) Cost Earned Value Technique has traditionally been used for less risky elements of an EVMS implementation. In both the DCMA and DOE guidance the use of PERT is restricted to non-critical, low-value material only. The NDIA IPMD recommends that consideration is given to broadening the use of PERT Cost beyond the current restrictions because it will generally provide better status information than either Level of Effort or purely subjective Percent Complete.

To be clear, PERT Cost should never be a substitute for objective measurement techniques. However, on many projects with a large amount of LOE (such as Operation and Maintenance, or Services) its application will have the advantage of communicating useful information.



- The EVMSIG uses the example of PERT cost formula Earned Value Technique (EVT): “is only appropriate for high quantity, low-value and low-risk material items (e.g., material that is consumable such as bolts, fasteners, welding rods, etc.).”
- The EVMSIG does not specifically prohibit or describe the use of a formulaic calculation of BCWP for labor as described in the NDIA clearinghouse PERT Usage Memo ("labor in certain circumstances historically measured as LOE" (Level of Effort)).
- The DCMA EVMS Center position on the use of PERT for other than low value material is that **the use be strongly controlled and clearly defined in the supplier EVMS Description (EVMSD)**.
- The use of a discrete EVT should be considered prior to the use of the PERT EVT for other than low value material.



- The use of PERT should be integrated into the EVT determination process to ensure authorized work activities meet requirements for using PERT as an EVT for non-low value material tasks historically assigned an LOE EVT. Work Packages (WPs) identified as PERT must be identifiable and traceable throughout the EVMS and consideration should be given to assess impacts across other process areas.
- A Percent Complete EVT should not be "purely subjective". The EVMSIG states "discrete work packages...must be objectively measured...longer duration work packages have interim objective measures...".
- The Estimate At Completion (EAC) should be evaluated, managed, updated, and controlled in a very strict manner to ensure better performance management, not masking performance management – to include detailed, authorized justifications.
- In order to prevent inaccurate performance measurement, Level of Effort (LOE) budget needs to be proactively managed and time phased to align when work will be accomplished.
- An additional DCMA EVMS Compliance Metric (DECM) may be required in order to test the use of the PERT EVT for other than low value material.



EVMSC Training Integrated Product Team (IPT)



- Internally to DCMA, EVMS functional specific training has been created and taught with separation across three different tiers/levels
 - Entry focused on EVMS policy, tools and analytic competencies
 - Journey dedicated to EVMS System Surveillance and Compliance Review Lead Analysts
 - Expert concentrated EVMS Segment and Compliance Review leadership
- EVMSC is in the process of expanding training opportunities within Defense Acquisition University, with plans for offerings anticipated to the wider Department for Fiscal Year 2025

NDIA IPMD Health Metrics Committee Participation

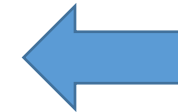




- DCMA recently completed data improvement process
 - Input process was improved to ensure data consistency
 - Data structure was changed so that data collected aligns with the desired analysis
 - Developed a tool to allow easy analysis of live data
- Threshold analysis of outliers
 - distributions of X/Y results are abnormal for their threshold
 - metric results are disproportionately within or above threshold
 - extreme rates in terms of yielding CARs or not



- Investigating:
 - High out-of-threshold (OOT) with low CAR: raise the threshold?
 - Low OOT with high CAR ratio: lower the threshold?
 - **Metrics whose distribution of data points looks more like those of another threshold**
 - Very low (or zero) OOT metrics



Question we are asking: Does the distribution of a metric look out of place compared to others in its threshold/look more like another threshold?

Threshold Comparison by Distribution



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By DECM

DECM	Threshold	XY_min	XY_Q1	XY_Q2	XY_Q3	XY_Max	XY_mean	XY_var	OOT	NoOOT	pctOOT	CAR	pctCAR	ratioOOTCAR
11A101a	X/Y ≤ 1%	0.000	0.00	0.00	0.00	0.000	0.000	0.000	0	96	0.00			NaN
10A302a	X/Y ≤ 2%	0.000	0.00	0.00	0.00	0.104	0.001	0.000	1	110	0.01			Infinity
19A401a	X/Y ≤ 1%	0.000	0.00	0.00	0.00	0.015	0.001	0.000	3	29	0.09	1	0.03	3.00
10A302b	X/Y ≤ 2%	0.000	0.00	0.00	0.00	0.132	0.002	0.000	3	110	0.03			Infinity
06A506c	X/Y ≤ 1%	0.000	0.00	0.01	0.02	0.250	0.018	0.001	44	94	0.32	8	0.06	5.50
16A101a	X/Y ≤ 1%	0.000	0.00	0.00	0.00	1.158	0.075	0.071	11	51	0.18	4	0.06	2.75
23A101a	X/Y ≤ 2%	0.000	0.00	0.00	0.11	1.000	0.118	0.067	22	58	0.28	14	0.18	1.57
Total		0.000	0.00	0.00	0.00	1.158	0.027	0.017	84	548	0.13	27	0.04	3.11

Example: metric 23A101a has a threshold of X/Y ≤ 2%, but its distribution of X/Y results are more inline with 5% and 10% thresholds.

By Threshold

DECM Thresholds	XY_min	XY_Q1	XY_Q2	XY_Q3	XY_max	XY_mean	XY_var	OOT	NoOOT	pctOOT	CAR	pctCAR	ratioOOTCAR
X/Y ≤ 1%	0.000	0.00	0.00	0.01	1.158	0.022	0.015	58	270	0.18	13	0.04	4.46
X/Y ≤ 2%	0.000	0.00	0.00	0.00	1.000	0.032	0.020	26	278	0.09	14	0.05	1.86
X/Y ≤ 5%	0.000	0.00	0.00	0.01	1.077	0.090	0.061	508	2375	0.18	173	0.06	2.94
X/Y ≤ 10%	0.000	0.00	0.00	0.03	1.010	0.098	0.062	284	1457	0.16	127	0.07	2.24
X/Y ≤ 15%	0.000	0.00	0.00	0.21	1.000	0.177	0.095	41	96	0.30	22	0.16	1.86
X/Y ≤ 20%	0.000	0.00	0.00	0.44	1.000	0.231	0.132	90	208	0.30	48	0.16	1.88
X/Y ≤ 25%	0.000	0.44	0.67	0.77	1.000	0.584	0.073	121	30	0.80	25	0.17	4.84
Total	0.000	0.00	0.00	0.02	1.158	0.108	0.069	1128	4714	0.19	422	0.07	2.67

XY_min: minimum value
XY_Q1: 1st quartile
XY_Q2: 2nd quartile (also the median)
XY_Q3: 3rd quartile
XY_max: maximum value
XY_mean: average (mean)
XY_var: variance
OOT: Out of Threshold
NoOOT: Not Out-of-Threshold
pctOOT: % that were OOT
CAR: metrics that led to a Corrective Action Request (CAR)
pctCAR: % of DECMs that led to a CAR
ratioOOTCAR: this is OOT/CAR.

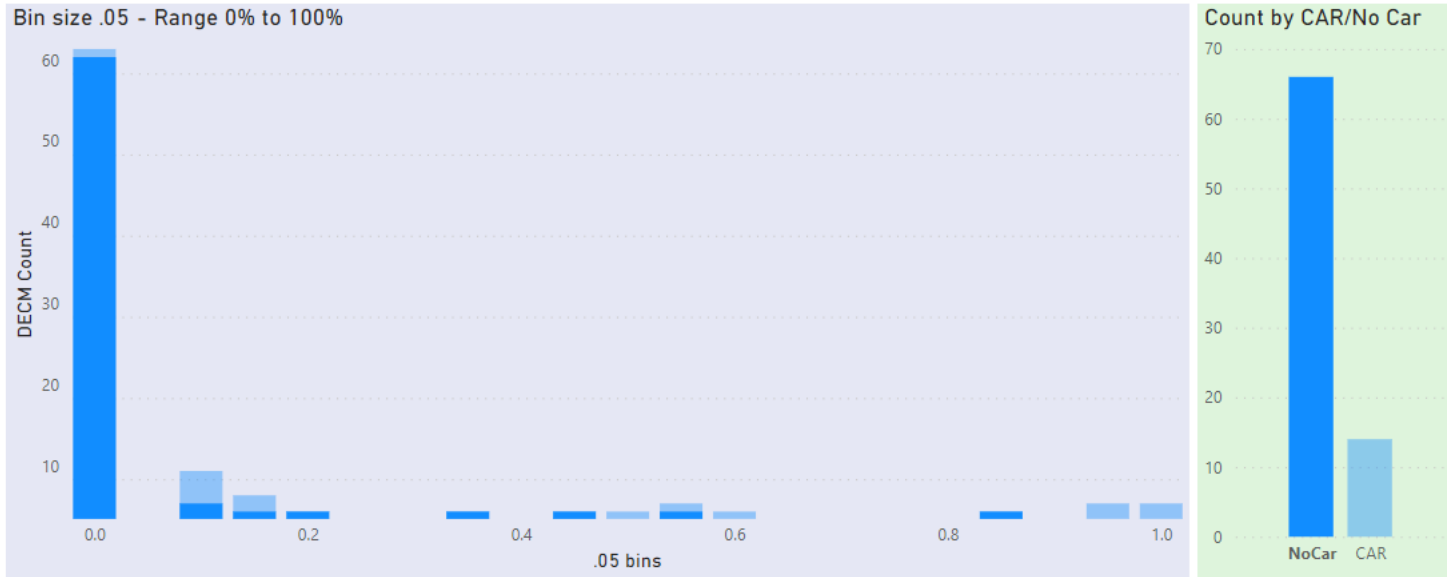
Across all DECMs, the ratioOOTCAR average is 2.67 OOT per CAR.

Threshold Comparison by Distribution



DECM	Count	Threshold	XY_min	XY_Q1	XY_Q2	XY_Q3	XY_Max	XY_mean	XY_var	OOT	NoOOT	pctOOT	CAR	pctCAR	ratioOOTCAR
23A101a	80	X/Y ≤ 2%	0.000	0.00	0.00	0.11	1.000	0.118	0.067	22	58	0.28	14	0.18	1.57

- DECM
- 01A101b
- 01A201a
- 02A101a
- 02A102a
- 03A101a
- 03A101c
- 03A101e
- 03A101f
- 03A101g
- 03A101h
- 03A101i
- 03A102a
- 03A103a
- 03A103b



DECMs with thresholds $X/Y \leq 1\%$ or $X/Y \leq 2\%$ typically yield many small values below 2% which is intuitively what you'd expect.

In this case there are only 2 DECMs between 0% and 10% and a wide dispersion of higher X/Y values.

Since this is a count of Control Accounts, it would take very specific case (numerator 1 , denominator 50+) for the 2% threshold to come into play.

Metric
23A101a

Threshold
X/Y ≤ 2%

Definition	Are required VARs being generated for control accounts and SLPPs that exceed established internal thresholds?
X-value	X = Count of incomplete control accounts and SLPPs missing VARs where required
Y-value	Y = Total count of incomplete control accounts and SLPPs requiring VARs

EVMSC CAR Trend Update

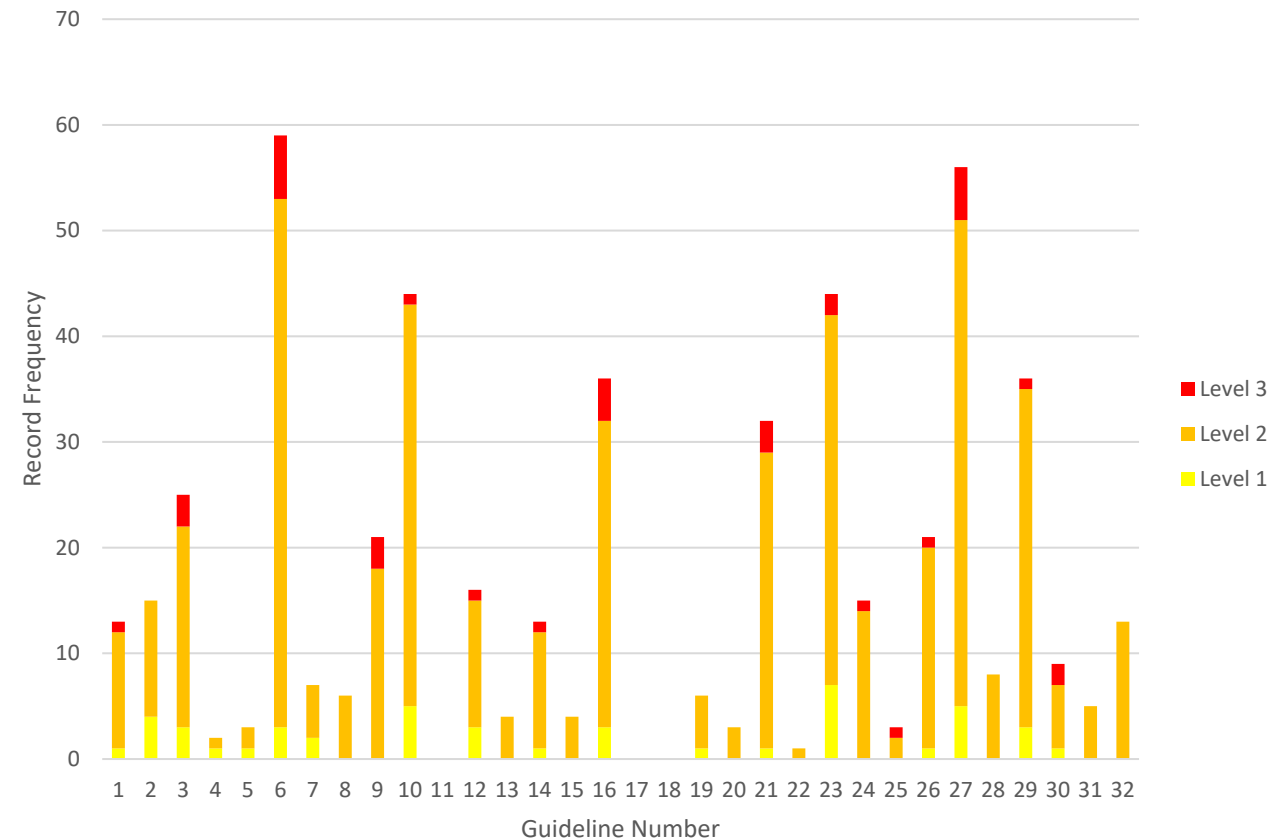




- Use Case (data as of 29 August 2023)
 - DCMA CAR database (PDREP*) - 520 EVMS records (46 Level I, 438 Level II, and 36 Level III)
 - **GLs 6, 10, 23, and 27** represent **39%** of all records
 - 48 out of 142 Metrics focus on GLs 6, 10, 23, and 27
 - At least 30 out of 48 are fully/partially automatable

*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 \(NAVSO P-3683 PDF\)](#)

EVMS CAR Database Records

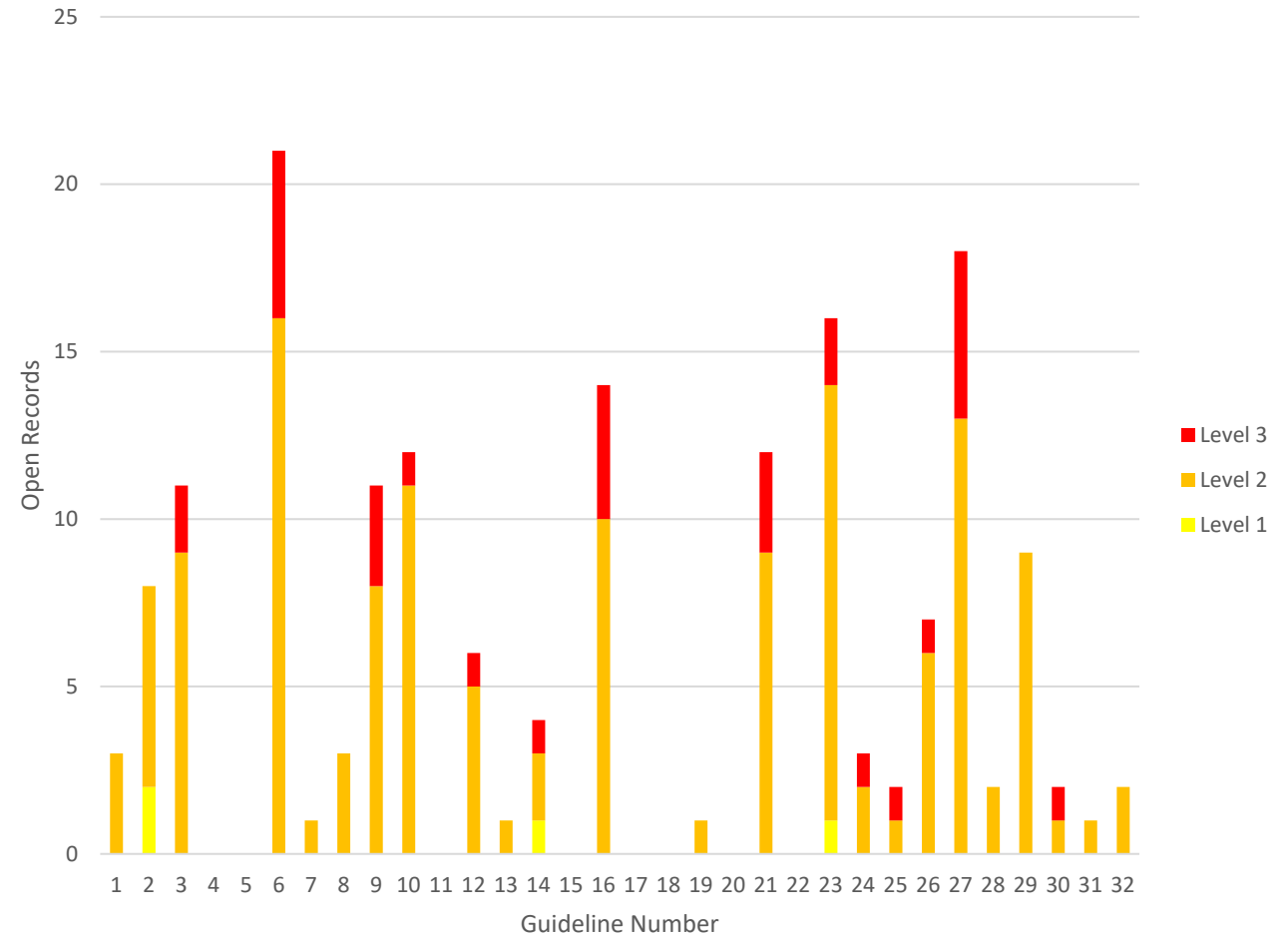




- 170 Open CAR Records
 - 4 Level 1
 - 135 Level 2
 - 31 Level 3
- Level 1 & 2 typically 1 GL per CAR
- Level 3 may have more GLs per CAR
 - 31 Open Records are from 6 Open Level 3 CARs
- 35 Systems have open EVMS CARs

*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 \(NAVSO P-3683 PDF\)](#)

EVMS CAR Database Records





Public EVMS Site

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

An official website of the United States government [Here's how you know](#) ▾

ACQUISITION INSIGHT GLOBAL ENGAGEMENT

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HOT TOPICS

November 2022: EVMS Compliance Procedures updated

March 2022: Artificial Datasets revised to re-add Primavera schedule files and results

February 2021: EVMS Business Practices & Attachments updated

December 2021: EVMS Compliance Metrics (v5.0), Metric Tracker, and Artificial data set updated

DCMA Earned Value Management Systems 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.

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



- **BCWP: Budgeted Cost for Work Performed**
- **CAP: Corrective Action Plan**
- **CAR: Corrective Action Request**
- **CCB: Configuration Control Board**
- **CR: Compliance Review**
- **DECM: DCMA EVMS Compliance Metrics**
- **DFARS: Defense Federal Acquisition Regulation Supplement**
- **EAC: Estimate at Complete**
- **EBRT: Event Based Risk Tool**
- **EVMS: Earned Value Management System**
- **EVMSC: Earned Value Management System Center**
- **EVMSIG: Earned Value Management System Interpretation Guide**
- **EVT: Earned Value Technique**
- **GL: Guidelines**
- **IBR: Integrated Baseline Review**
- **IPMDAR: Integrated Program Management Data and Analysis Report**
- **IPT: Integrated Product Team**
- **IV: Initial Visit**
- **LOE: Level of Effort**
- **OUSD(A&S) ADA : Office of the Under Secretary of Defense, Acquisition & Sustainment, Acquisition Data and Analytics**
- **PDREP: Product Data Reporting and Evaluation Program**
- **PM&BI: Portfolio Management and Business Integration**
- **PERT: Program Evaluation and Review Technique**
- **SD: System Description**
- **WP: Work Package**