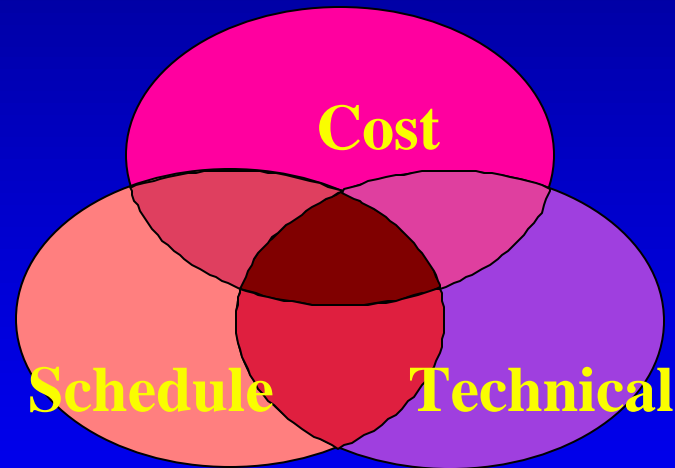


Implementing the Earned Value MANAGEMENT Paradigm

13th Annual PMA International Conference

Newport Beach, CA. April 13-16, 1997.



Maj Gen Robert W. Drewes, USAF

Commander, Defense Contract Management Command

REPORT DOCUMENTATION PAGE

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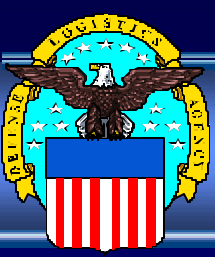
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14. ABSTRACT See report.

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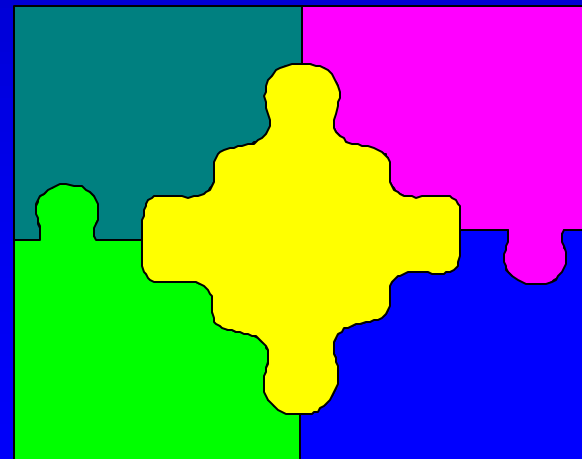
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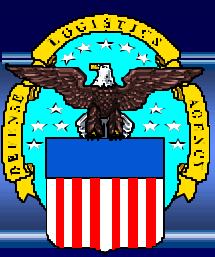
			19b. TELEPHONE NUMBER International Area Code Area Code Telephone Number 703767-9007 DSN 427-9007
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Outline

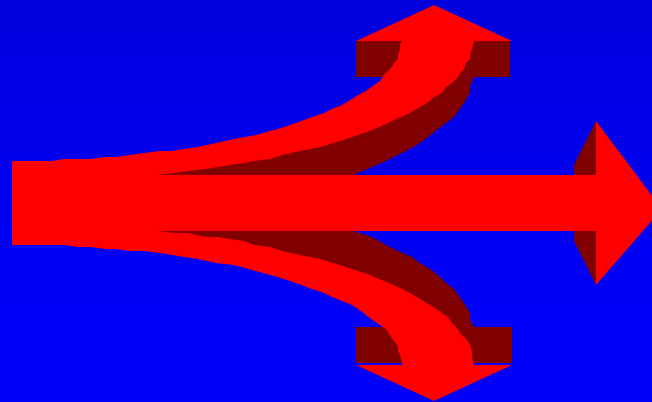
- **Introduction**
- **What has changed in the new paradigm?**
- **Implementation actions & accomplishments**
- **The road ahead**

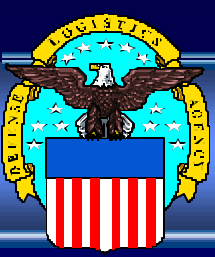




Introduction

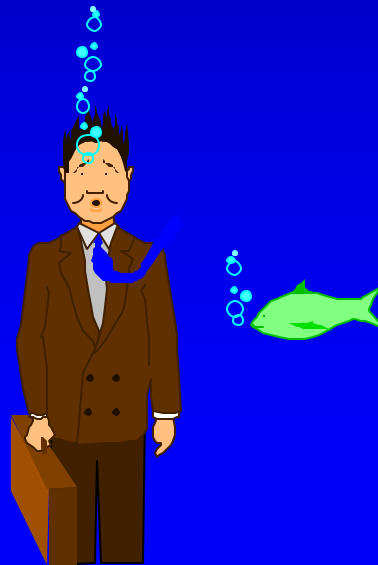
- **Moving from policy change to implementing new practices**
- **DCMC commitment to EVM and partnering**
- **Implementation is a challenge!**

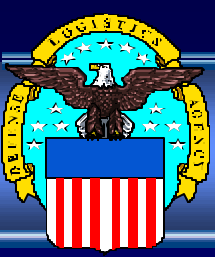




DoD Challenges

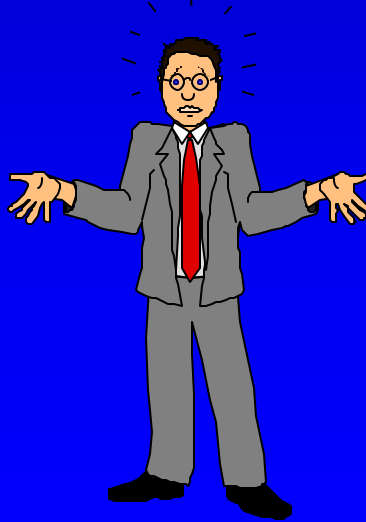
- **Adopt the new paradigm**
- **Reorientation from oversight to insight**
- **Reorientation from compliance to management value**





Industry Challenges

- **Opportunity for reinventing EVMS**
- **Responsible ownership is the key**
- **System improvements**
 - **redress any imposed madness**
 - **brush away cobwebs, update & streamline**
 - **move from Reporting to Management**



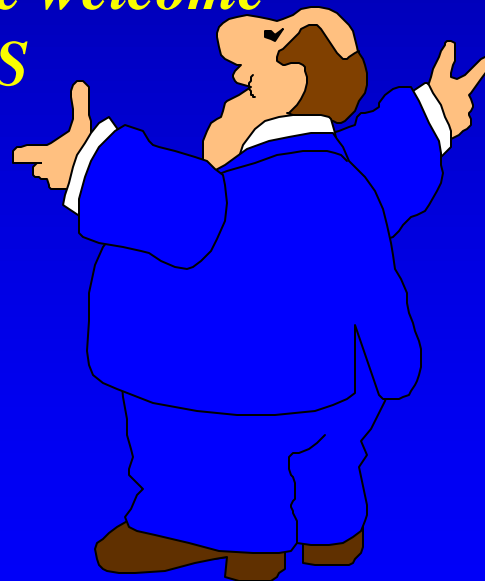


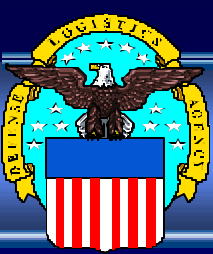
Earned Value Management From C/SCSC to EVMS

Earned Value Management Systems (EVMS) has replaced DoD Cost/Schedule Control Systems Criteria (C/SCSC)



*Please welcome
EVMS*





DoD Earned Value Management Results/Performance vs. Compliance Focus

What's In

Contractor Ownership

Advance Agreements

- Use System
- Joint surveillance

Effective System Changes

- Streamlining Encouraged
- SPI Opportunity

Results & Performance

- Risk/Program Mgmt. Tool

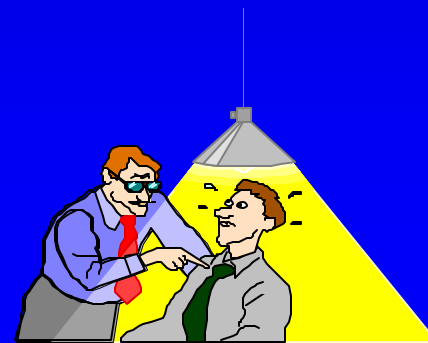


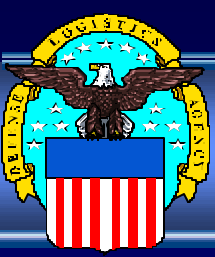
What's Out

Regular Government

Reviews

- ESARs & SARs
- Paper systems
- Checklists



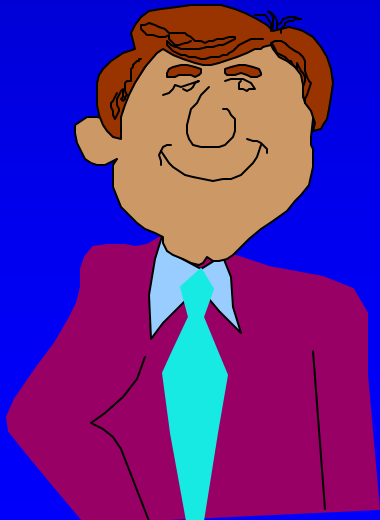


DoD Earned Value Management Project Management Ownership vs. Financial

What's In

Project Management Ownership

- Using earned value to inform project management process
- More real time & forward looking
- Project Control groups support PM & CAMs



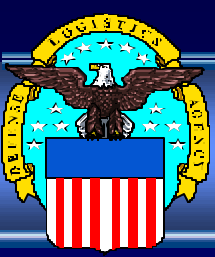
What's Out

Financial Management

Ownership

- Emphasis on reporting
- Project Management spectators

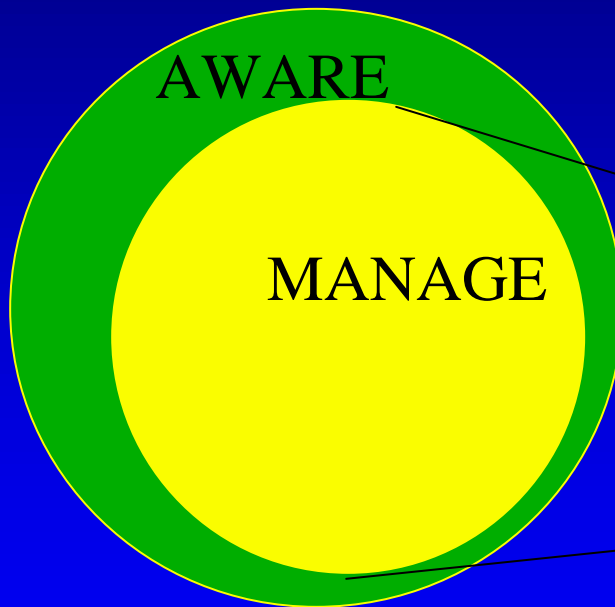




Earned Value Management Acquisition Considerations

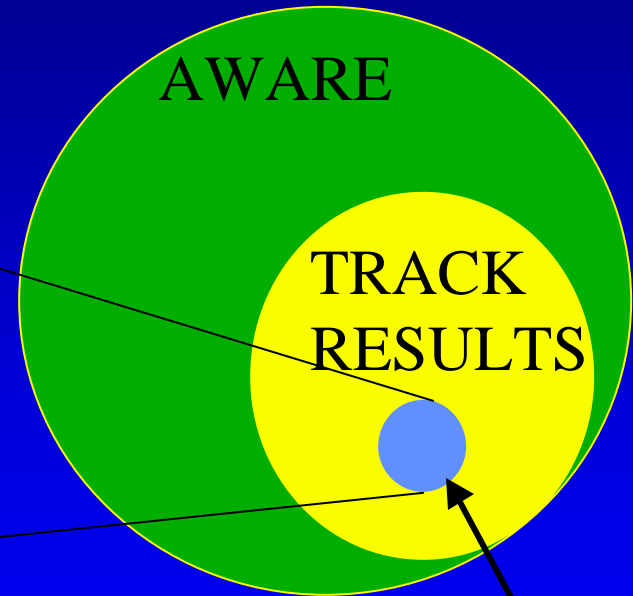
From Oversight to Insight

WHERE WE'VE BEEN:



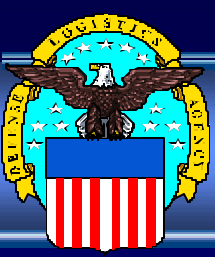
Earned Value
Report Generator

WHERE WE'RE GOING:



Management
Tool

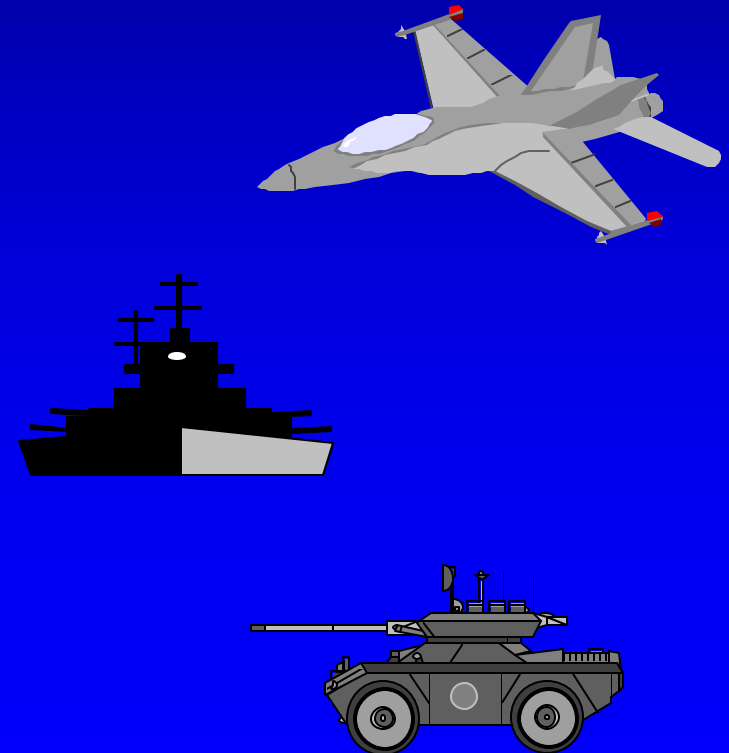
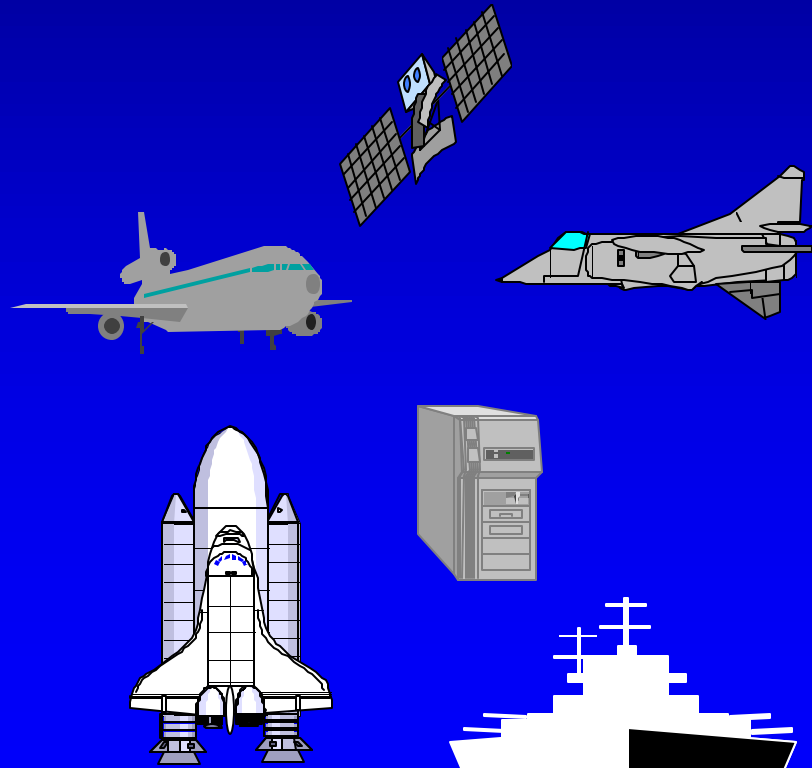
MANAGE

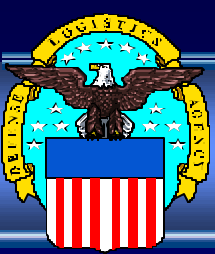


DoD Earned Value Management Management Systems Requirements

What's In
Government Wide &
Commercial Acceptance

What's Out
DoD Unique Requirements

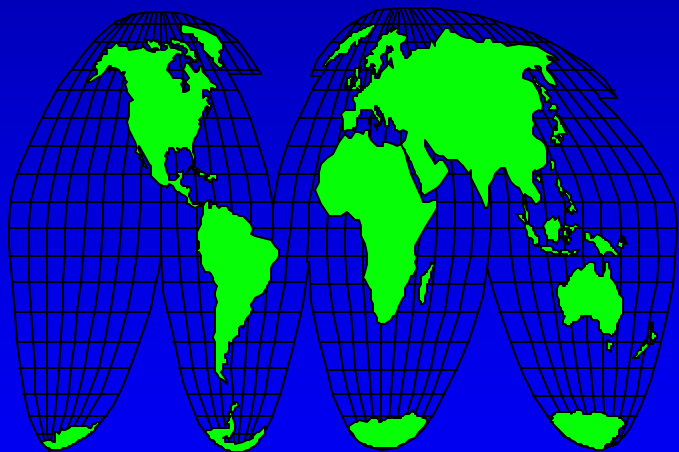




DoD Earned Value Management International Acceptance

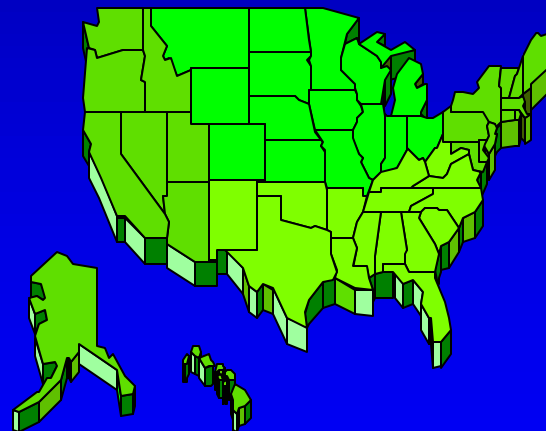
What's In

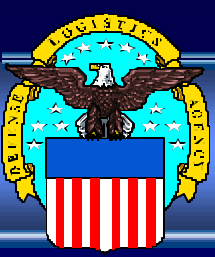
Common International Project
Mgmt. Practices



What's Out

US unique Requirements





DoD Earned Value Management Electronic Reporting

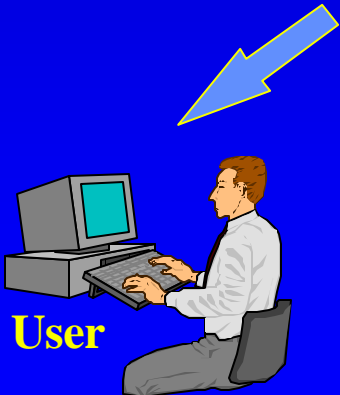
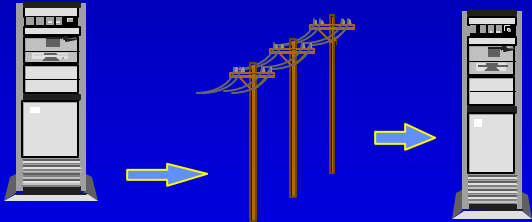
What's In

Electronic Data

Access/Submissions

Contractor

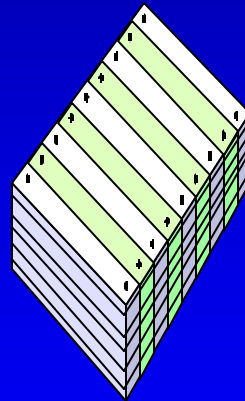
Customer



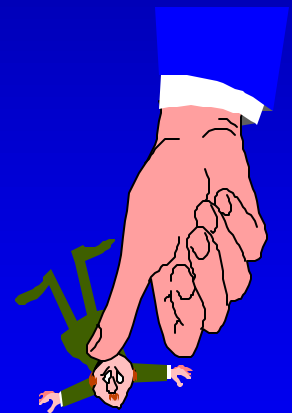
What's Out

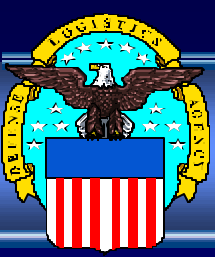
Untimely/Non-automated Paper

Data Submissions



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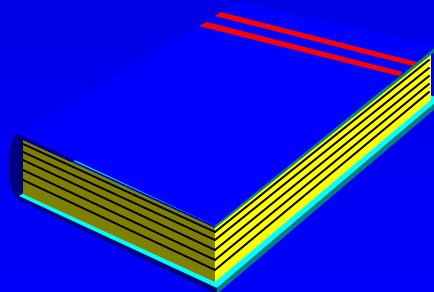


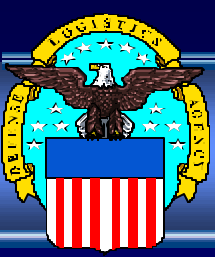


Action & Accomplishments

POLICY & PROCEDURES

- **New DoD 5000.2-R Policy on EVMS: Completed ...Dec 96**
- **Revised Joint Implementation Guide: Completed ... Dec 96**
- **New DFARS Clauses on EVMS: Interim Rule Published ... Mar 97**

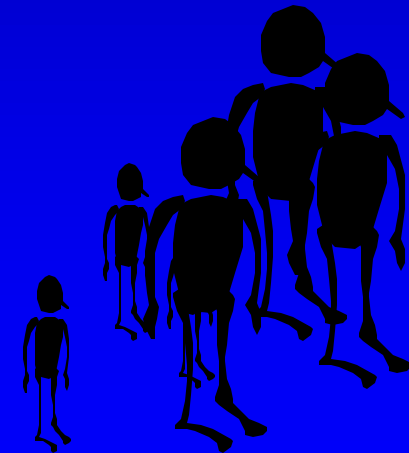
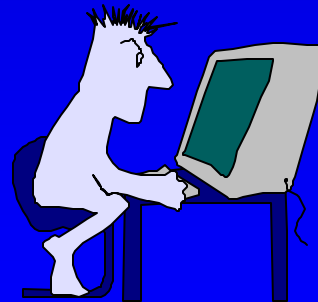
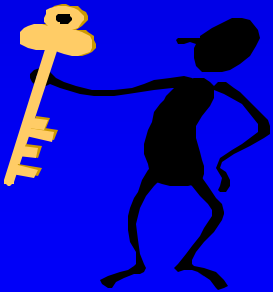


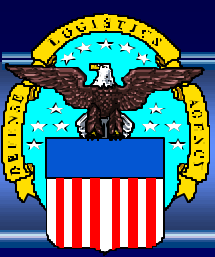


Action & Accomplishments (2)

EQUIPPING FOR THE MISSION

- **DCMC Earned Value Management Center to be established**
- **Earned Value Management Mini-Conferences**
- **Development of Earned Value Management Metrics**
- **Analysis Tools and Training**





Accomplishments (3)

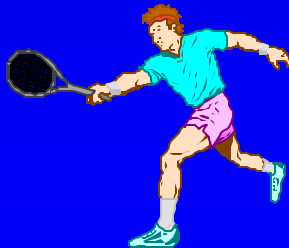
Industry Initiatives

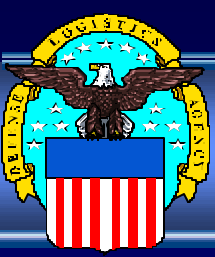
EVMS Guidelines and ANSI/ISO

Contractors streamlining & upgrading their EVMS

- LM E&M, Orlando FL
- LM Information Systems Orlando FL
- Raytheon Electronic Systems, Bedford MA
- LM Tactical Aircraft Systems Ft Worth TX
- Raytheon-Texas Instruments Dallas TX

You are all invited to play - lets hear from a whole lot more of you through the Management Councils.

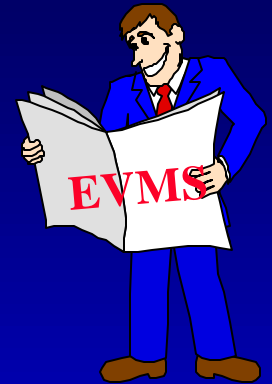




The Road Ahead!!

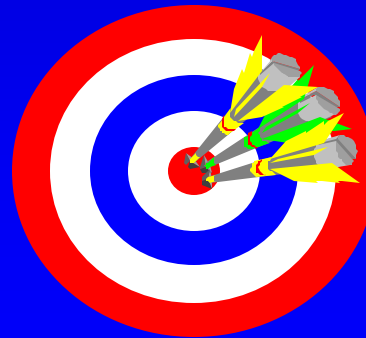
Industry Ownership

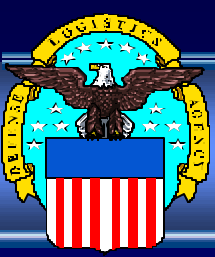
- Use systems as management tools
- Further progress towards “Real Industry Standard”



Effective Process-Based Surveillance

- Industry defines processes IAW how they plan to manage programs
- Industry/DCMC jointly determine how to measure processes
- Corrective actions & process improvements





The Road Ahead!! (2)

Earned Value effectively integrated with:

- Risk Management Practices
- Software Development/Management Processes
- Systems Engineering Processes

Net Result: DCMC is **RIGHT organization to ensure success of Earned Value Management**

