



# EARNED VALUE MANAGEMENT (EVM)

## 1. PURPOSE

The purpose of this document is to convey Team SPAWAR's policies and procedures for implementation of Earned Value Management in its solicitations and contracts, and its use as an important contract management tool. The reader is encouraged to utilize the document and/or links provided in the ToolBox and/or contact the SPAWAR 1.6.1.3 EVM Branch to obtain more detailed instructions and guidance. Toolbox reference numbers are displayed as the documents are mentioned herein as (#). A Toolbox table is provided at the end of this document listing all references contained herein.

Earned Value Management (EVM) is a program management tool that integrates the technical, cost, and schedule parameters of a contract. During the planning phase, an integrated baseline is developed by time phasing budget resources for defined work. As work is performed and measured against the baseline, the corresponding budget value is "earned". From this earned value metric, cost and schedule variances can be determined and analyzed. From these basic variance measurements, the program manager (PM) can identify significant drivers, forecast future cost and schedule performance, and construct corrective action plans to get the program back on track. EVM therefore encompasses both performance measurement (i.e., what is the program status) and performance management (i.e., what we can do about it).

### ➤ EVM and MANAGEMENT NEEDS

A fundamental requirement for managing any acquisition program is insight into the contractors' performance, specifically the program management and control. Proper EVM application of the guidelines and contractor implementation ensures that the PM is provided contractor performance data that:

- Relates time-phased budgets to specific contract tasks and/or statements of work (SOW)
- Objectively measures work progress
- Properly relates cost, schedule, and technical accomplishment
- Allows for informed decision making and corrective action
- Is valid, timely, and able to be audited
- Allows for statistical estimation of future costs
- Supplies managers at all levels with status information at the appropriate level, and
- Is derived from the same EVM system and business rhythm used by the contractor to manage the contract.

## ➤ **EARNED VALUE MANAGEMENT SYSTEM - Defined**

Most of the basic principles of an EVMS are already inherent in good business practices, general accounting rules, and program management; however, there are some unique EVM guidelines which require a more intensive approach to the integration of management systems.

An EVMS can be defined as an integrated management system and its related sub-systems, which allow for:

- Planning all work scope for the program to completion,
- Assignment of authority and responsibility at the work performance level,
- Integration of the cost, schedule, and technical aspects of the work into a detailed baseline plan,
- Objective measurement of progress (earned value) at the work performance level,
- Accumulation and assignment of actual costs,
- Analysis of variances from plans,
- Summarization and reporting of performance data to higher levels of management for action,
- Forecast of achievement of milestones and completion of contract events,
- Forecast of final contract costs, and
- Disciplined baseline maintenance and incorporation of baseline revisions in a timely manner.

## ➤ **EVMS Standard**

The current version of the EVMS guidelines are published as an American National Standards Institute/Electronic Industries Alliance standard [ANSI/EIA-748B, Earned Value Management Systems in September 2007 \(19\)](#) for application on defense acquisition programs. The [National Defense Industrial Association \(NDIA\) published its Earned Value Management Systems Intent Guide \(37\)](#) which was recognized as an important reference for interpreting the intent of the guidelines by the Under Secretary of Defense in 2007.

## ➤ **EVMS Guidelines Concept**

EVM has been based on the premise that the government cannot impose a single solution for an integrated management system for all contractors. As a result, the guidelines approach was developed. This approach recognizes that no single EVMS can meet every management need for all companies. Due to variations in organizations, products, and working relationships, it is not feasible to prescribe a universal system. The guidelines approach, on the other hand, establishes a framework within which an adequate integrated cost/schedule/technical management system fits. The 32 EVMS guidelines are not prescriptive in nature, but simply describe the desired outcomes of integrated performance management across five broad categories of activity.

These five categories are:

- Organization;
- Planning, scheduling, and budgeting;
- Accounting;

- Analysis and management reports; and
- Revisions and data maintenance.

The guidelines are broad enough to allow for common sense application, but are specific enough to assure the contracting activity of reliable performance data. Neither do they purport to address all of a contractor's needs for day-to-day or week-to-week internal control, such as informal communications, internal status reports, reviews, and similar management tools. These management tools are important and should augment the EVMS as an effective element of program management. Data from the EVMS should be the source for these management tools. A matrix showing the processes and guidelines interplay is provided in the [EVMIG \(34\)](#), page 5, Figure 2-1..

## 2. POLICY

### EARNED VALUE MANAGEMENT SYSTEM

This policy applies to all SPAWAR supported PEOs and JPEOs, as well as any other procurement determined appropriate for EVM implementation. Please note there have been substantial changes in the requirements in 2012. For instance, the Contract Performance Report and the Integrated Master Schedule Data Item Descriptions were rescinded in June 2012 and replaced with an [Integrated Program Management Report \(IPMR\) \(8\)](#). DCARC has also updated application and delivery requirements on [Cost and Software Data Reporting System \(CSDR\) reporting \(2 & 3\)](#). While CSDR reporting is not an EVMS, it is related in that both systems use the same Contract Work Breakdown Structure and worth mentioning in this document.

#### Policy Resource Documents:

- [SPAWAR Instruction 5000.19D, 7 November 2013, Earned Value Management \(32\)](#)
- [Managing with Earned Value at SPAWAR Systems Centers \(SSC\), 5000 SER 1.6/514, 28 Nov 2007 \(33\)](#)
- [DoN, EVM Contract Requirements Checklist, 9 July 2012 \(31\)](#)
- [IPMR Implementation Guide, 24 January 2013 \(21\)](#)
- [Defense Acquisition Guidebook \(35\)](#)
- [DoD Earned Value Management Implementation Guide, October 2006 \(34\)](#)
- [DFARS Case 2005-D006 \(Final Rule\) \(16\)](#)
- [Office of the Secretary of Defense Central Repository for EVM Data, 12 March 2008 \(36\)](#)
- [USD AT&L Memorandum: Use of Earned Value Management \(EVM\) in the Department of Defense \(DoD EVM Roles and Responsibilities\), 3 Jul 2007 \(4\)](#)
- [USD AT&L Memorandum: Earned Value Management Requirements and Reporting, 27 Aug 2008 \(5\)](#)
- [USD AT&L Memorandum: Standardization of Work Breakdown Structures to Support Acquisition Program Management, 9 Jan 2009 \(6\)](#)

EVM shall be utilized on all SPAWAR cost or incentive contracts, with an expected contract price valued at or greater than \$20 million (\$5M or greater at SSCs for intra-government work), including

the expected value of planned options at the time of contract award. The term “contracts” includes subcontracts, intra-government work agreements and projects, and other agreements; and also applies to contracts for highly classified, foreign, and in-house programs. EVM is not recommended for contracts less than 12 months in duration. EVM may not be appropriate for non-schedule based contract efforts, e.g. level of effort. [\(32 & 33\)](#)

**Firm-Fixed-Price contracts and subcontracts of any dollar value:**

- 1) Only the Milestone Decision Authority (MDA) can grant a waiver allowing application of EVM to an FFP contract ([DoDI 5000.02, Enclosure 4, Table 5](#)). [\(1\)](#)
- 2) Once granted, only the minimal EVM requirements necessary to provide the Government team with the desired visibility into program performance should be applied.
- 3) No waiver is required for application of Format 6 (IMS) without the DFARS 252.234.7002 requirement. [\(20 & 21\)](#)
- 4) Follow the procedures at [DFARS PGI 234.201\(1\)\(iv\)](#) [\(15\)](#) for obtaining a waiver before applying earned value management.
- 5) Reference DI-MGMT-81861 and the IPMR Implementation Guide, January 2013 for tailoring provisions for the various formats in the IPMR on an FFP contract. [\(20 & 21\)](#).

**Indefinite Delivery, Indefinite Quantity (IDIQ) contract types.** [\(35\)](#) EVM is applicable to IDIQ contracts as follows:

- 1) The application of EVM based on dollar threshold is assessed at each separate delivery or task order.
  - a) The EVM clauses may be integrated into the total contract and applied to the individual delivery or task order; or
  - b) The EVM clauses may be applied to the individual delivery or task order, as appropriate.
- 2) However, if anticipated delivery or task orders are developmental in nature and integrally related, the delivery or task orders should be added together to discern EVM applicability.

**Cost Incentive Contracts:**

Use the following guidance to determine EVM requirements, based on the contract value (including all options):

**Greater than or equal to \$50M** [\(21\)](#)

- 1) Must use ANSI/EIA-748 compliant and DCMA-validated EVM System
- 2) Shall use Integrated Program Management Report (IPMR) CDRL, per DI-MGMT-81861(20 June 2012). All Formats are mandatory.
  - a) **Format 1:** Work Breakdown Structure
  - b) **Format 2:** Organizational Breakdown Structure
  - c) **Format 3:** Baseline
  - d) **Format 4:** Staffing
  - e) **Format 5:** Variance Analysis
  - f) **Format 6:** Integrated Master Schedule (IMS)
  - g) **Format 7:** History and Forecast File
- 3) Requires Schedule Risk Assessment at defined intervals
- 4) Requires an Integrated Baseline Review (IBR) with the Prime Contractor within 180 of contract award

- 5) ACAT 1 programs are required to have the vendors submit IPMR and CFSR CDRL deliveries to the EVMS Repository ([Reference Office of the Secretary of Defense Central Repository \(CR\) for Earned Value Management \(EVM\) Data, 12 March 2008](#)) **(36)**
- 6) Requires a [Contract Work Breakdown Structure \(CWBS\) CDRL per DI-MGMT-81334D \(17\)](#) and [MIL-STD-881C, 3 October 2011](#) (or latest version) **(18)**
- 7) Requires a [Contract Funds Status Report, DI-MGMT-81468\\*\\*\\*](#) **(22)**

**Less than \$50M but greater than or equal to \$20M (21)**

- 1) Shall comply with ANSI/EIA-748, but EVM System does not require DCMA validation;
- 2) Shall use Integrated Program Management Report (IPMR) CDRL, per [DI-MGMT-81861](#). **(20)** Some tailoring is permissible:
  - a) **Format 1:** Work Breakdown Structure (Mandatory)
  - b) **Format 2:** Organizational Breakdown Structure (Optional, recommended for development or with significant subcontractor/outsourcing effort)
  - c) **Format 3:** Baseline (Optional, recommended for development)
  - d) **Format 4:** Staffing (Optional, recommended for development)
  - e) **Format 5:** Variance Analysis (Mandatory)
  - f) **Format 6:** Integrated Master Schedule (IMS) (Mandatory)
  - g) **Format 7:** History and Forecast File (Mandatory)
- 3) Requires a Schedule Risk Assessment
- 4) Requires an Integrated Baseline Review
- 5) Requires a [Contract Work Breakdown Structure \(CWBS\) CDRL per DI-MGMT-81334D \(17\)](#) and [MIL-STD-881C, 3 October 2011](#) (or latest version) **(18)**
- 6) Requires a [Contract Funds Status Report, DI-MGMT-81468\\*\\*\\*](#) **(22)**

Tailoring guidelines can be found in the [IPMR Implementation Guide, January 2013 \(21\)](#) as well as [DI-MGMT-81861 \(20\)](#), Integrated Program Management Report.

**Less than \$20M (21)**

- 1) EVM is optional and is a risk-based decision
- 2) CPR Formats 1, 5, and 6 are recommended for development work.
- 3) Not recommended for contracts less than 12 months in duration.
- 4) May not be appropriate for non-schedule based contract efforts, e.g. level of effort.
- 5) Decision to apply EVM shall be documented in the contract file; and
- 6) For conducting a cost-benefit analysis, follow the procedures at DFARS PGI 234.201(1)(iii) **(15)**
- 7) Integrated Master Schedule is optional, but highly recommended.\*\* **(20 & 21)**
- 8) Requires a [Contract Funds Status Report, DI-MGMT-81468\\*\\*\\*](#) **(22)**

**The IMS may be applied and/or required when EVM is not required:**

- 1) An [IMS \(8\)](#) is required on Firm-Fixed Price developments, major modifications, or Low-Rate Production contracts, regardless of EVM applicability.
- 2) It is recommended on any contract where a Deviation from the application of DFARS 252.234-7002 has been approved by DASN AP
- 3) When requiring an IMS without EVM, the CDRL should specify, DI-MGMT-81861, Format 6, Integrated Master Schedule. **(20 & 21)**

**EVMS Applicable Regulations:**

- 1) [DoDI 5000.02, Table 5 EVM Implementation Policy, 26 November 2013 \(1\)](#)
- 2) [DFARS 252.234.7001, Notice of Earned Value Management System, Revised May 2011 \(9\)](#)
- 3) [DFARS 252.234.7002, Earned Value Management System, May 2011 \(10\)](#)
- 4) [DFARS 252.234.7005, Contractor Business Systems, May 2011 \(11\)](#)

**\*\*\*Contractor Funds Status Report (CFSR) (22)**

The CFSR is applicable on all incrementally funded contracts over six months in duration and in excess of \$1.5M in then-year dollars. Application on FFP contracts is discouraged, unless funding circumstances require special visibility and/or analysis. The CFSR is the ONLY CDRL deliverable which is to be applied to request funding information.

An updated [DoN EVM Contract Requirements checklist 9 July 2012 \(31\)](#) is provided in Toolbox Item.

**The Subject Matter Experts in the Earned Value Management (EVM) System reside in SPAWAR 1.6.1.3**

**COST & SOFTWARE DATA REPORTING (CSDR) SYSTEM**

The Cost & Software Data Reporting System applies to ACAT 1 programs only. Although not EVMS, it mentioned here because it is related by the fact that both reporting systems use the same WBS for the organization of the program and reporting to the Government. Both EVM and the family of CSDR CDRL's require submittals to the Defense Cost & Resource Center (DCARC). It is important for Contracts professionals to understand that application of the CSDR system requires early planning and coordination with OSD's Cost Assessment Program Evaluation (CAPE), Defense Cost & Resource Center (DCARC) office well before the release of an RFP. The program CWBS Plan requires approval by CAPE's DCARC before RFP release. It is suggested that the Cost and Software Data Reporting Plan (DD Form 2794) be coordinated with the CAPE at least 60 days in advance of RFP Release to meet the review and validation requirements. The CSDR System comprises two families of reports: Cost Data Summary Reports (CDSR) and Software Resource Data Reports (SRDR). Request for Proposal language for the SOW and example CDRLS can be found on the DCARC website: <http://dcarc.cape.osd.mil/CSDR/Default.aspx>. The reports apply to ACAT 1 programs as follows:

<b>Program Type</b>	<b>Cost Data Summary Report (CDSR)</b>	<b>Software Resource Data Report (SRDR)</b>
ACAT 1A, 1C, 1D contracts and subcontracts, regardless of contract type	X	X
<ul style="list-style-type: none"> <li>• All contracts &gt;\$50M or high risk or high interest contracts between \$20-50M</li> </ul>	X	
<ul style="list-style-type: none"> <li>• Contracts developing/producing software elements with project effort &gt;\$20M.</li> </ul>	X	X

**Applicable Regulations:**

- 1) [DoDI 5000.02, Operation of the Defense Acquisition System, Table 4, Regulatory Contract Reporting Requirements \(2\)](#)
- 2) [DoD 5000.04-M-1, Cost and Software Data Reporting \(CSDR\) Manual” 18 April 2007 \(3\)](#)
- 3) [DFARS 252.234.7003, Notice of Cost and Software Data Reporting System, 26 November 2010 \(12\)](#)
- 4) [DFARS 252.234-7004, Cost and Software Data Reporting System, 26 November 2010 \(13\)](#)
- 5) [DFARS Subpart 242.5, Post Award Orientation, 24 November 2010 \(14\)](#)

**Applicable CDRL's**

- 1) [Contract WBS Dictionary and Index, DI-MGMT-81334D, 18 May 2011, DID contains example form \(17\)](#)
- 2) [Cost Data Summary Report, DI-FNCL-81565C, 18 May 2011, DD Form 1921 \(23\)](#)
- 3) [Functional Cost-Hour Data Report, DI-FNCL-81566C, 18 May 2011, DD Form 1921-1 \(24\)](#)
- 4) [Progress Curve Report, DI-FNCL 81557C, 18 May 2011, DD Form 1921-2 \(25\)](#)
- 5) [Contractor Business Data Report, DI-FNCL-81765B, 18 May 2011, DD Form 1921-3 \(26\)](#)
- 6) [Initial Software Developer Report, DI-MGMT-81740A, 18 May 2011 \(27\)](#)
- 7) [Final Software Development Report, DI-MGMT-81740A, 18 May 2011 \(28\)](#)
- 8) [Contractor Sustainment Report, DI-FNCL-81831, 10 May 2012 \(29\)](#)

More in-depth information on the application of the CSDR System and the CWBS Plan validation process is available at <http://dcarc.cape.osd.mil>

The subject matter experts in the Cost & Software Data Reporting (CSDR) System reside in SPAWAR 1.6.1.1

## 3. RESPONSIBILITIES & PROCEDURES

a. **Procuring Contracting Officer/Negotiator** shall take EVMS requirements for DoD and SPAWAR into consideration in their procurement. If EVMS and/or CSDR are appropriate, these steps should be followed during RFP development:

Solicitation Section H/I - Special Provisions/General Provisions:

(1) Ensure that the required clauses and provisions are included in the solicitation/contract (full text versions are provided as follows

**A. Earned Value Management (EVM):**

- a) [DFARS 252.234-7001 Notice of Earned Value Management System, April, 2008 \(9\)](#)
- b) [DFARS 252.234-7002 Earned Value Management System, May 2011 \(10\)](#)

**B. Cost & Software Data Reporting (CSDR):**

- a) [DFARS 252.234.7003, Notice of Cost and Software Data Reporting System, 26 November 2010 \(12\)](#)
- b) [DFARS 252.234-7004, Cost and Software Data Reporting System, 26 November 2010 \(13\)](#)

**C. Business Systems:**

a) [DFARS 252.234.7005, Contractor Business Systems, May 2011 \(11\)](#)

(2) A Clear statement of any Special Contract Requirements not included in Section I:

- Was certification/validation addressed?
- Will major subcontractors, planned for criteria application, be identified?

Solicitation Section L – Instructions to Offerors

- Areas to consider:
  - Guidance to bidders for the assembly of their proposals
  - Description of how EVM will be implemented in accordance with ANSI/EIA-748, current version, and how it will be used to successfully control cost, schedule and technical deviations, including subcontracting efforts
  - Submission of an Integrated Master Plan (IMP) that is structured as an event-based plan.
  - Submission of an Integrated Master Schedule (IMS) that delineates the offeror's planned schedule for all activities, events, milestones and critical paths associated with all program efforts in accordance with DI-MGMT-81861, Format 6, submitted in a Microsoft Project version that is compatible with source selection team software.
  - Provide product-oriented CWBS through level 3 requesting offeror to expand to level 5 as a minimum.
  - [Award Fee Plan \(38\)](#)
  - Subcontracting Plan
  - Risk Management Plan
  - Methodology for Oral Presentations
  - Management Volume

Solicitation Section M – Evaluation Factors for Award

- Evaluation of the proposed EVMS is normally undertaken as part of the proposal evaluation process to determine the probability of the system meeting the guidelines.
  - The Government will evaluate the extent to which the offeror proposes an effective management system , applying the ANSI/EIA-748, current version, guidelines to provide the Government with cost, schedule, technical performance information..
  - Offeror must demonstrate an integrated management approach that logically flows down requirements through broad-level tasking within an event driven Integrated Master Plan (IMP)
  - Offeror's ability to successfully provide a comprehensive, integrated IMS that meets the requirements of the solicitation and the DCMA 14-point tripwire
  - Offeror's ability to provide an executable schedule that is traceable to the SOW or SOO
  - Oral presentations

(3) Ensure that EVM information is added to the related procurement in PD<sup>2</sup>. This information may be added prior to, or after “release”\* of the document. [See detailed instructions provided as Tool Box Item \(39\)](#)

\* In PD2 jargon

b. **Program Manager /Technical Originators** shall take DoD's EVMS requirements into consideration in their procurement. If application of EVMS is required, these steps should be followed during planning:

**Acquisition Plans (APs):**

If opting for a Pre-Award IBR [FAR 7.105(b)(4)] -

- State how the pre award IBR will be considered in the source selection decision
- State how it will be conducted in the source selection process
- State whether the offerors will be directly compensated for the cost of participation in the IBR

Management Information Requirements [FAR 7.105(b)(11)] -

- Discuss the methodology the government will employ to analyze and use the earned value data to assess and monitor contract performance
- Discuss how the contractor's EVMS will be verified for compliance
- Discuss the timing of the IBR (prior to or after award)

**Solicitation Section C – Development of Description/Specs/Work Statement or Statement of Objectives:**

- Address EVM in the SOW/SOO, describing tasks that -
  - Provides for development of a Contract Work Breakdown Structure (CWBS) at a level adequate for management and contract control.
  - Contain requirements for a contractor to perform the effort using a guidelines-compliant EVMS that correlates cost and schedule performance with technical progress.
  - Reference EVMS data items as part of Integrated Program Management Reporting.
  - Include earned value as an integral part of periodic contractor/customer reviews
  - Designate critical subcontractors by name for EVM compliance and flow down of EVMS compliance to subcontractors.
  - Establish the requirement and process for an initial IBR within 6 months of contract award and incremental IBRs as needed
  - Call out specific data items (i.e. IPMR, CFSR, CWBS)

Additional notes:

(1) The contract SOW should include the requirement for the contractor to manage using (among other things) earned value. The SOW should also reflect the requirement for periodic (usually monthly) contractor/PMO reviews to include discussion of technical and schedule problems in their earned value context. The use of a SOO instead of a SOW continues to grow. Examples of a SOO input relative to EVM might be: "The contractor shall provide an integrated program management process at the lowest level management level." In response to this, one might expect an explanation of how technical requirements, network scheduling, and resource planning would be tied together to produce an integrated plan and performance evaluation.

(2) The SOW shall not contain guidance or direction that conflicts with, removes, or adds work scope to the contractor's validated EVMS or the requirements of the Data Item Descriptions which govern the preparation of the deliverable reports.

**Solicitation Section J - Exhibits/Attachments:** Program managers/Technical Requirements Originators should consider the appropriateness of the following data deliverables:

Contract Data Requirements List (CDRL) --

- [Integrated Program Management Report - DI-MGMT-81861 \(20\)](#)
- [Contract Work Breakdown Structure \(CWBS\) – DI-MGMT-81334 \(17\)](#)
- A program CWBS is to be provided with the RFP.
- Do not force a structure below the reporting level as contractually defined
- Require reporting at a level as necessary to assure success
- [Contract Funds Status Report \(CFSR\) – DI-MGMT-81468 \(22\)](#)
- [Contract WBS Dictionary and Index – DI-MGMT-81334D \(17\)](#)
- [Cost Data Summary Report \(DD Form 1921\), DI-FNCL-81565C \(23\)](#)
- [Functional Cost-Hour Report \(DD Form 1921-1\), DI-FNCL-81566C \(24\)](#)
- [Progress Curve Report \(DD Form 1921-2\), DI-FNCL-81567C \(25\)](#)
- [Contractor Business Data Report, DI-FNCL-81765B \(26\)](#)
- [Software Resources Data Reporting , Initial Developer Report and Data Dictionary, DI-MGMT-81739B \(27\)](#)
- [Software Resources Data Reporting: Final Developer Report and Data Dictionary, DI-MGMT-81740A \(28\)](#)
- [Contractor Sustainment Report, DI-FNCL-81831 \(29\)](#)

## 4. APPROVALS

As previously stated.

REF	DOCUMENT TYPE	DATE	DESCRIPTION/TITLE	SOURCE/LOCATION
<b>DoD INSTRUCTIONS</b>				
(1)	DoDi 5000.02	26 Nov 2013	Table 5 EVM Implementation Policy	<a href="http://www.acq.osd.mil/docs/DSD%205000.02_Memo+Doc.pdf">http://www.acq.osd.mil/docs/DSD%205000.02_Memo+Doc.pdf</a>
(2)	DoDi 5000.02	26 Nov 2013	Table 4, Regulatory Contract Reporting Requirements	<a href="http://www.acq.osd.mil/docs/DSD%205000.02_Memo+Doc.pdf">http://www.acq.osd.mil/docs/DSD%205000.02_Memo+Doc.pdf</a>
(3)	DoDI 5000.04-M-1	4 Nov 2011	Cost and Software Data Reporting (CSDR) Manual	<a href="http://dcarc.cape.osd.mil/Files/Policy/500004m1.pdf">http://dcarc.cape.osd.mil/Files/Policy/500004m1.pdf</a>
<b>USD AT&amp;L POLICY</b>				
(4)	USD AT&L Memo	3 Jul 2007 10 Aug 2011	Use of Earned Value Management (EVM) in the Department of Defense (DoD) EVM Roles and Responsibilities Earned Value Management (EVM) Systems, Performance, Oversight and Governance	<a href="http://www.acq.osd.mil/evm/docs/PARCA_Authorities_Memo.pdf">http://www.acq.osd.mil/evm/docs/PARCA_Authorities_Memo.pdf</a>  (Both documents on this one link.)
(5)	USD AT&L Memo DASN (ALM)	27 Aug 2008 30 Sep 2008	Earned Value Management Requirements and Reporting	<a href="http://acquisition.navy.mil/rda/content/download/5670/25910/version/1/file/EVM+memo30SEP2008.pdf">http://acquisition.navy.mil/rda/content/download/5670/25910/version/1/file/EVM+memo30SEP2008.pdf</a>
(6)	USD AT&L Memo	9 Jan 2009	Standardization of Work Breakdown Structures to support Acquisition Program Management	<a href="https://acc.dau.mil/adl/en-US/258968/file/40491/wbs_memo_signed_9jan09.pdf">https://acc.dau.mil/adl/en-US/258968/file/40491/wbs_memo_signed_9jan09.pdf</a>
(7)	USD AT&L Memo	7 Mar 2005	Revision to DoD EVM Policy (documents EVM thresholds)	<a href="http://www.acq.osd.mil/evm/docs/EVM-Policy-letter-3-7-05.pdf">http://www.acq.osd.mil/evm/docs/EVM-Policy-letter-3-7-05.pdf</a>
(8)	USD AT&L Memo	19 Jun 2012	Integrated Program Management report (IPMR) (documents rescission of CPR and IMS CDRL's, replaced with IPMR)	<a href="http://www.acq.osd.mil/evm/docs/IPMR-DID-memo.pdf">http://www.acq.osd.mil/evm/docs/IPMR-DID-memo.pdf</a>
<b>DFARS CLAUSES</b>				
(9)	252.234.7001	May 2011	Notice of Earned Value Management System	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7001">http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7001</a>
(10)	252.234.7002	May 2011	Earned Value Management System	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7002">http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7002</a>
(11)	252.234.7005	May 2011	Contractor Business Systems	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/252242.htm#252.242-7005">http://www.acq.osd.mil/dpap/dars/dfars/html/current/252242.htm#252.242-7005</a>
(12)	252.234.7003	Nov 2010	Notice of Cost and Software Data Reporting	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/cu">http://www.acq.osd.mil/dpap/dars/dfars/html/cu</a>

			System	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7003">rrent/252234.htm#252.234-7003</a>
(13)	252.234.7004	Nov 2010	Cost and Software Data Reporting System	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7004">http://www.acq.osd.mil/dpap/dars/dfars/html/current/252234.htm#252.234-7004</a>
(14)	Subpart 242.5	Nov 2010	Post Award Orientation	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/242_5.htm">http://www.acq.osd.mil/dpap/dars/dfars/html/current/242_5.htm</a>
(15)	DFARS PGI 234.201(1)(iv)	18 May 2011	Earned Value Management System Policy	<a href="http://www.acq.osd.mil/dpap/dars/dfars/html/current/234_2.htm">http://www.acq.osd.mil/dpap/dars/dfars/html/current/234_2.htm</a>
(16)	DFARS Case	23 Apr 2008	2005-D006 (Final rule)	<a href="http://www.gpo.gov/fdsys/pkg/FR-2008-04-23/pdf/E8-8706.pdf">http://www.gpo.gov/fdsys/pkg/FR-2008-04-23/pdf/E8-8706.pdf</a>
<b>APPLICABLE CDRL'S/DATA ITEM DESCRIPTIONS/STANDARDS/GUIDES</b>				
<i>Note: DIDs can only be tailored down; Maximum data items per DD 1423 is four, DD 1423-2 is limited to two, and DD 1423-1 allows one data item.</i>				
<b>Work Breakdown Structure</b>				
(17)	DI-MGMT-81334D	May 2011	Contract Work Breakdown Structure, Dictionary, Index (CWBS)	<a href="http://assistdocs.com/search/document_details.cfm?ident_number=205360">http://assistdocs.com/search/document_details.cfm?ident_number=205360</a>
(18)	MIL-STD-881C	Oct 2011	WBS for Defense Materiel Items	<a href="http://assistdocs.com/search/document_details.cfm?ident_number=36026&amp;StartRow=1&amp;PaginatorPageNumber=1&amp;doc%5Fid=881C&amp;status%5Fall=ON&amp;search%5Fmethod=BASIC">http://assistdocs.com/search/document_details.cfm?ident_number=36026&amp;StartRow=1&amp;PaginatorPageNumber=1&amp;doc%5Fid=881C&amp;status%5Fall=ON&amp;search%5Fmethod=BASIC</a>
<b>Earned Value Management System</b>				
(19)	ANSI/EIA-748B	Sept 2007	Earned Value Management Systems	<a href="http://www.fnal.gov/directorate/OPMO/Shared/Requirement%20Docs/ANSI_EIA-748-B.pdf">http://www.fnal.gov/directorate/OPMO/Shared/Requirement%20Docs/ANSI_EIA-748-B.pdf</a>
(20)	DI-MGMT-81861	20 Jun 2012	Integrated Program Management Report (IPMR)	<a href="http://quicksearch.dla.mil/basic_profile.cfm?ident_number=278901&amp;method=basic">http://quicksearch.dla.mil/basic_profile.cfm?ident_number=278901&amp;method=basic</a>
(21)	OUSD AT&L (PARCA)	Jan 2013	IPMR Implementation Guide	<a href="http://www.acq.osd.mil/evm/docs/IPMR%20Implementation%20Guide.pdf">http://www.acq.osd.mil/evm/docs/IPMR%20Implementation%20Guide.pdf</a>
(22)	DI-MGMT-81468	Oct 1995	Contract Funds Status Report (CFSR)	<a href="http://assistdocs.com/search/document_details.cfm?ident_number=205536">http://assistdocs.com/search/document_details.cfm?ident_number=205536</a>
<b>Cost &amp; Software Data Reporting System</b>				
(23)	DI-FNCL-81565C	May 2011	Cost Data Summary Report (CDSR), DD Form 1921	<a href="http://dcarc.cape.osd.mil/Files/Policy/2011-1921.pdf">http://dcarc.cape.osd.mil/Files/Policy/2011-1921.pdf</a>
(24)	DI-FNCL-81566C	May 2011	Functional Cost-Hour Data Report, Form 1921-1	<a href="http://dcarc.cape.osd.mil/Files/Policy/2011-1921-1.pdf">http://dcarc.cape.osd.mil/Files/Policy/2011-1921-1.pdf</a>
(25)	DI-FNCL-81557C	May 2011	Progress Curve Report, Form 1921-2	<a href="http://dcarc.cape.osd.mil/Files/Policy/2011-1921-2.pdf">http://dcarc.cape.osd.mil/Files/Policy/2011-1921-2.pdf</a>
(26)	DI-FNCL-81765B	May 2011	Contractor Business Data Report, Form 1921-3	<a href="http://dcarc.cape.osd.mil/Files/Policy/2011-">http://dcarc.cape.osd.mil/Files/Policy/2011-</a>

				<a href="#">1921-3.pdf</a>
(27)	DI-MGMT-81739B	May 2011	Initial Software Developer Report	<a href="http://dcarc.cape.osd.mil/Files/Policy/2011-SRDRInitial.pdf">http://dcarc.cape.osd.mil/Files/Policy/2011-SRDRInitial.pdf</a>
(28)	DI-MGMT-81740A	May 2011	Final Software Development Report	<a href="http://dcarc.cape.osd.mil/Files/Policy/2011-SRDRFinal.pdf">http://dcarc.cape.osd.mil/Files/Policy/2011-SRDRFinal.pdf</a>
(29)	DI-FNCL-81831	May 2012	Contractor Sustainment Report	<a href="http://dcarc.cape.osd.mil/Files/Policy/2012-1921-4.pdf">http://dcarc.cape.osd.mil/Files/Policy/2012-1921-4.pdf</a>
<b>DoN POLICY</b>				
(30)	ASN RDO Memo	April 2007	Center of Excellence, EVM	<a href="http://acquisition.navy.mil/home/acquisition_on_e_source/cevm/evm_policy_guidance/navy_policy">http://acquisition.navy.mil/home/acquisition_on_e_source/cevm/evm_policy_guidance/navy_policy</a>
(31)	DoN Checklist	9 July 2012	Earned Value Management Contract Requirements Checklist	<a href="http://acquisition.navy.mil/content/download/8532/39459/file/don%2520evm%2520requirements%2520checklist-20120709.docx">http://acquisition.navy.mil/content/download/8532/39459/file/don%2520evm%2520requirements%2520checklist-20120709.docx</a>
<b>SPAWAR POLICY</b>				
(32)	Instruction 5000.19D	Nov 2013	Earned Value Management	<a href="https://wiki.spawar.navy.mil/confluence/download/attachments/17466190/SPAWARINST+5000+19D+508+Compliant.pdf">https://wiki.spawar.navy.mil/confluence/download/attachments/17466190/SPAWARINST+5000+19D+508+Compliant.pdf</a>
(33)	Memo	Nov 2007	Managing with Earned Value at SPAWAR Systems Centers (SSC) 5000 SER 1.6/514	<a href="https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/5000%201.6%20Managing%20with%20Earned%20Value%20of%2028%20Nov%202007.pdf">https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/5000%201.6%20Managing%20with%20Earned%20Value%20of%2028%20Nov%202007.pdf</a>
<b>OTHER REFERENCES</b>				
(34)	DCMA	Oct 2006	DoD Earned Value Management Implementation Guide (EVMIG)	<a href="http://guidebook.dcmamil/79/EVMIG.doc">http://guidebook.dcmamil/79/EVMIG.doc</a>
(35)	DoD		Defense Acquisition Guidebook (DAG)	<a href="https://dag.dau.mil/Pages/Default.aspx">https://dag.dau.mil/Pages/Default.aspx</a>
(36)	DCARC	12 Mar 2008	Central Repository for Earned Value Management Data	<a href="http://dcarc.pae.osd.mil/Files/EVMCR/CR_Manual.pdf">http://dcarc.pae.osd.mil/Files/EVMCR/CR_Manual.pdf</a>
(37)	NDIA	Nov 2006	National Defense Industry Association (NDIA) EVMS Intent Guide	<a href="https://acc.dau.mil/adl/en-US/19533/file/1015/NDIA_PMSC_EVMS_IntentGuide_Nov%202006%20Released%20Version.pdf">https://acc.dau.mil/adl/en-US/19533/file/1015/NDIA_PMSC_EVMS_IntentGuide_Nov%202006%20Released%20Version.pdf</a>
(38)	SPAWAR 2.0		Award Fee Plan	<a href="https://e-">https://e-</a>

				<a href="https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/1F7071ED378CE26488256A2400772BC6/\$file/SAMPLE%20AWARD%20FEE%20CRITERIA.doc">commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/1F7071ED378CE26488256A2400772BC6/\$file/SAMPLE%20AWARD%20FEE%20CRITERIA.doc</a>
(39)	SPAWAR 2.0		PD <sup>2</sup>	<a href="https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/SPAWAR%20EVMS%20to%20PD2.pdf">https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/SPAWAR%20EVMS%20to%20PD2.pdf</a>
(40)	1.6.1.3	May 2013	EVMS Training Package	<a href="https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/EVMvsFunds_Management_rev5.pptx">https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/EVMvsFunds_Management_rev5.pptx</a>
(41)	1.6.1.3	May 2013	EVMS Glossary of Terms	<a href="https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/EVMS_GLOSSARY_OF_TERMS.docx">https://e-commerce.sscno.nmci.navy.mil/Command/02/ACQ/navgenint.nsf/policydocs/C538D1FF8082C83786257AAD007B72E1/\$file/EVMS_GLOSSARY_OF_TERMS.docx</a>