

Thoughts on Earned Value Assessments

The background features a dark space scene with the Earth, Moon, and Mars aligned in a diagonal line from the bottom left towards the top right. A bright sun is visible in the upper right corner, casting a red glow and lens flare. A thick red arrow originates from the Earth and points towards the sun.

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CONSTELLATION

- **Constellation requires Earned Value reporting at the Program and Project levels**
 - EVM used to status and manage both the contracts and the civil service (NASA) workforce
 - Project EVM is a measure of contractor cost and schedule performance
 - Good tool to measure progress toward project completion and milestones
 - EVM measurement of civil service performance is less meaningful since we are mostly Level of Effort tasking (stable number of workers performing whatever tasks are required)
 - Program EVM is only somewhat useful in measuring contractor performance because many program level tasks are Level of Effort (support contracts)

CONSTELLATION

- **Reporting of Actual contract costs is inconsistent**
 - Government reporting periods do not match contractor reporting cycles
 - Apparent lag in contractor reporting
 - Occasional use of wrong charge codes in reporting
 - Contractor data reported via many different financial systems across the various centers with no shared data system
- **Spending plans not updated frequently enough during the year**
 - Current spending compared to old plan
 - Artificially drives discrepancies since plan is out of sync with reality
- **Too much time is spent analyzing EVM discrepancies**
 - Most discrepancies are a product of bad data rather than a true discrepancy between work expected to be performed and work actually performed
 - True discrepancies often masked by bad data

- Cx SRQA does not use EVM data specifically to assess the Program's ability to achieve mission success
- CxP uses the Risk Management process (in conjunction with other SRQA and CxP processes) to identify and document cost and schedule risks to mission success
- Additionally, each Project and the Program conducts an Integrated Baseline Review (IBR)
 - Assesses the adequacy and risk of the technical, cost, and schedule baselines for the Project/Program with respect to achieving Project/Program goals
 - Heavily based on EVM-type data (plans, costs, schedules)
 - Led by the Program Planning and Control Office (Business Office)



CONSTELLATION