

National Aeronautics and Space Administration

Headquarters

Washington, DC 20546-0001



June 4, 2019

Reply to Attn of:

Office of the Chief Financial Office

To: NASA Centers, Suppliers & Partners

From: Office of the Chief Financial Officer (OCFO)

Subject: Agency Policy Guidance to Enhance Earned Value Management (EVM) and Create a Schedule Repository

At the December 2018 Agency Program Management Council (APMC), NASA senior leadership approved a collection of specific initiatives and areas of emphasis to strengthen the Agency's cutting-edge program and project management efforts across the board and improve transparency for NASA's stakeholders. These initiatives are prompted by recent challenges in cost and schedule growth experienced by several of the Agency's highest profile missions; continued inclusion of NASA's acquisition practices in the GAO's biennial High Risk Report; and NASA's steadfast commitment to good governance and stewardship of entrusted resources.

One specific area of emphasis approved for implementation is to improve and strengthen the EVM discipline, and work to foster a culture at NASA where EVM is accepted by programs and projects and embraced by managers and employees. Another area focused on the implementation of a pilot initiative to develop a repository of schedules and schedule data from NASA projects.

Working groups comprised of relevant experts from across the Agency were formed to develop corrective action plans (CAP) for each initiative. The following policies resulting from the working group efforts will assist NASA programs and projects with implementing the initiatives to enhance EVM implementation and build a schedule repository.

EVM Policies:

1. Roll out EVM Capability to remaining Centers as identified and approved by the EVM steering committee (SC).
2. Improve EVM flow-down for contracts by following the guidance in the NASA EVM Contract Requirements Checklist located at <https://www.nasa.gov/evm/regulations>.
3. Require EVM reporting at the Baseline Performance Review (BPR). At a minimum, EVM metrics should include the schedule performance index (SPI) and cost performance index (CPI) for current month, cumulative and three-, six- and twelve-month indices. In addition, independent estimates at completion (EAC) using EVM metrics should be reported.

4. Enhance in-house and contracted EVM surveillance. An annual EVM surveillance plan will be developed to assess overall compliance with the EIA-748 for total project, including in-house work. For contracts, ensure that EVMS surveillance is delegated to DCMA. All projects should perform monthly EVM data anomaly assessments. Recurring EVM data anomalies should be reported to Mission Directorates and OCFO/SID, and require corrective action plans for resolution of any material issues.

5. Use NASA resources to conduct EVM surveillance on major suppliers such as JPL, APL, SwRI, etc. where DCMA does not have an existing presence.

6. Require monthly EVM reports, integrated program management report (IPMR) or the contract performance report (CPR) submittals to a central repository to enable additional independent analysis beginning July 1, 2019. Empower is NASA's central repository for EVM data in XML format. Other formats are acceptable in the interim until Empower XML files are available and should be posted to the EVM central repository using instructions on the NASA EVM website at <https://nasa.gov/evm>.

a. Formats 1-4 shall be submitted in XML format and human readable formats such as Microsoft Word, Excel or PDF file.

b. Formats 5-7 shall be submitted in contractor or project's native format.

Schedule Repository Policies:

1. Require submission of Program/project integrated master schedules in native scheduling tool formats (e.g., MS Project .mpp files and/or Primavera P6 files), including a fully integrated IMS or summary IMS with lower-level detailed schedules beginning July 1, 2019. Responsible Programs/projects include:

a. All NPR 7120.5E projects and single project programs over Life Cycle Cost (LCC) of \$50 Million dollars shall submit quarterly.

b. All 7120.8 projects over LCC of \$50 Million dollars shall submit quarterly.

c. All projects below the \$50 million threshold are not required to submit.

2. IMS submissions are required starting after completion of System Requirements Review (SRR) through completion of Launch Readiness Review (LRD)

a. For two-step AO process, where down-selection serves as KDP-B, schedules are required after down selection.

3. NASA HQ CFO will provide resources for data archiving. Data access control will be conducted by NASA HQ CFO. Data will not be broadly accessible, without project permission, before LRD. After LRD, schedule data will be made available to larger NASA scheduling community.

4. All schedule submissions will be collected by emailing schedule native files to hq-scope@mail.nasa.gov. The Schedule Community of Practice (SCoPe) Lead will transfer data to the Schedule Repository location as collected.

NASA is committed to pursuing these policy initiatives and continues to mature program and project management policies and processes, as well as related surveillance of contractors through appropriate insight and oversight. The goal of these efforts is threefold: first, to improve the use of EVM as a tool to measure and predict total cost and accomplishment of schedule and delivery, secondly, to provide the schedule management community with access to a collection of program and project schedules for completed and current missions that will aid in advancing best practices and the planning and development of schedules for future missions, and lastly, to move the Agency toward removal from the GAO's High Risk List by enabling NASA programs and projects to identify and address issues and take corrective actions.

Senior management support is key to accomplishing the goals for the EVM and Schedule Repository CAP efforts, and I ask that you support my team as they work to implement the initiatives outlined in this policy letter.

For questions on EVM implementation described above or the general EVM CAP, please contact the NASA EVM Program Executive, Mr. Jerald Kerby at 256-544-3243 or gerald.g.kerby@nasa.gov. Additional supporting guidance can also be found on the NASA EVM website at <https://nasa.gov/evm>. For questions on the Schedule Repository implementation described above or the general Schedule Repository CAP, please contact the Agency SCoPE Lead, Ms. Michele King at 757-864-5488 or michele.t.king@nasa.gov.

Sincerely,

A handwritten signature in black ink that reads "Jeff DeWit". The signature is written in a cursive, flowing style.

Jeff DeWit,
NASA Chief Financial Officer