



**U.S. Environmental Protection Agency**

**EARNED VALUE MANAGEMENT (EVM)  
INTERIM PROCEDURES**

**ADDENDUM TO CPIC PROCEDURES**



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## EPA's Earned Value Management Interim Procedures (EVMIP)

### Revision History:

Revision Date	Comments
June 25, 2004	This version supercedes all previous versions

### OVERVIEW

Earned Value Management (EVM) is the value of completed work in terms of the budget assigned to the work. EVM provides a standard means of objectively measuring work accomplished by integrating cost, schedule and technical performance into one set of metrics so that effective comparisons can be made. It helps in planning schedule, resources, deliverable dates, effort, and the estimated cost. EVM also helps evaluate and control project risk by measuring project progress in monetary terms.

Mandated by Clinger-Cohen Act (CCA) of 1996 and Office of Management and Budget (OMB) Circular A-11 (June 2002) projects (investments) must institute performance measures and management processes that monitor and compare actual performance to planned results. Agencies must use a performance-based acquisition management system, based on the American National Standards Institute/Electronic Industries Association (ANSI/EIA) Standard 748, to obtain timely information regarding the progress of investments.

All projects with any resources allocated to the Preliminary Design phase (synonymous with OMB's "Planning" phase) or the Development phase (synonymous with OMB's "Acquisition" phase) in EPA's Budget Automation System (BAS) for FY 2004 and beyond are required to perform EVM. Projects in the preliminary design (planning) phase must have an established baseline with the appropriate work breakdown structure and use EVM when prototyping and testing to select the alternative.

### PURPOSE

This document will be used as EPA's initial draft of a Control Review process and will be updated as the EVM process matures.

EPA's Earned Value Management Interim Procedures (EVMIP) illustrates EPA's guidelines and procedures for collecting and reporting EVM on Information Technology (IT) investments. The EVMIP explains how EPA Program Offices are to receive, organize, analyze, and report cost, schedule, and performance of their projects in an Earned Value (EV) environment. Additional Agency policies, procedures, methodologies, training and project management best practices are used in conjunction with the EVMIP for the effective planning and management of projects.

This document is intended to assist Project Managers and/or Subject Matter Experts (SME) in completing the EVM Data Submission Template for each of their major investments. Office of Environmental Information's (OEI) Capital Planning and Investment Control (CPIC) Team will analyze and format the data submissions from the Program Offices into an Agency-wide Report Summary for presentation and briefing to the Information Investment Sub-committee (IIS), Chief Information Officer (CIO), and senior management.

EVM data is reported to the IIS on a quarterly basis and to the Office of Management and Budget (OMB) annually with the Exhibit 300.

As an initial EVM submission and response to the data call for Q3 of EPA's e-Gov Scorecard, EPA provided data to OMB in June 2004. All lessons learned from the data call conducted for FY 2004 have been incorporated into the process, and this guidance document, for the FY 2006 CPIC processing cycle.

Period of Assessment:

The EVM Data Submission process is designed to assess the performance of an investment through the end of the previous quarter reporting cumulative data for each month of the quarter. For example, if the review, itself, is being conducted in the second quarter of a fiscal year, the performance data that Program Offices provide for the investment should reflect performance through the end of the first quarter. This allows Program Offices to collect and report on a period of performance that has been completed as opposed to a period that is still in progress.

EPA E-Government Scorecard:

The investment data that is assessed during the June EVM Data Submission process will also be used to determine the Agency scores on the EPA e-Government Scorecard. While the EVM Data Submission process is focused on the performance of IT investments, the E-Government Scorecard assesses the performance of the Agency's IT portfolios. Therefore, the scorecard will reflect the performance of all major IT investments within a portfolio. Furthermore, the data collected will be used to assess portfolio performance in two areas on the scorecard:

1. Project Management Qualification
2. Cost, Schedule and Performance

**A. EVM Data Collection Requirement:**

The EPA Directive 2100, the Information Resources Management Manual Chapter 17, and 2100.4, Interim Agency System Life Cycle Management Policy, require contractors to provide Project Managers with monthly EVM data documenting the cost, schedule and performance of their projects. It is the responsibility of the Project Managers to review the reports provided and make adjustments to the projects cost and schedule accordingly.

Section 1.3 of the Interim Policy cites the Legislative and Executive Authority for that policy, including the Clinger Cohen Act of 1996 and OMB Circular A-11. OMB Circular A-11, Section 300, outlines the requirements for the use of EVM.

**B. Reporting Process**

**1) Initial Data Call:**

The quarterly EVM Data Submission process is initiated by a data call sent to the appropriate EPA's CPIC IT Investment Project Managers and Senior IRM Officials (SIRMO) by the OEI CPIC Team. The data call will contain specific guidance and requirements directed by OMB for

the data submission, an electronic version of the EVM Data Submission Template, the Qualification Statement, and the “Corrective Action” Plan Template. These documents will be used by the Program Offices when submitting quarterly EVM data for their major investments.

## 2) Project Management Qualification:

A statement verifying the Project Manager for the investment is qualified to the level of the investment is required. Project Managers must sign and date the statement on the bottom of the EVM Data Submission Template, *Figure 1*, indicating the date he/she were or plan to be qualified to the level of the investment.

*Figure 1 Project Manager's Certification*

### **Project Management Qualification :**

**Enter the name of the Project Manager and the completion or planned completion date when the Project Manager was or will be qualified at the level of the investment.**

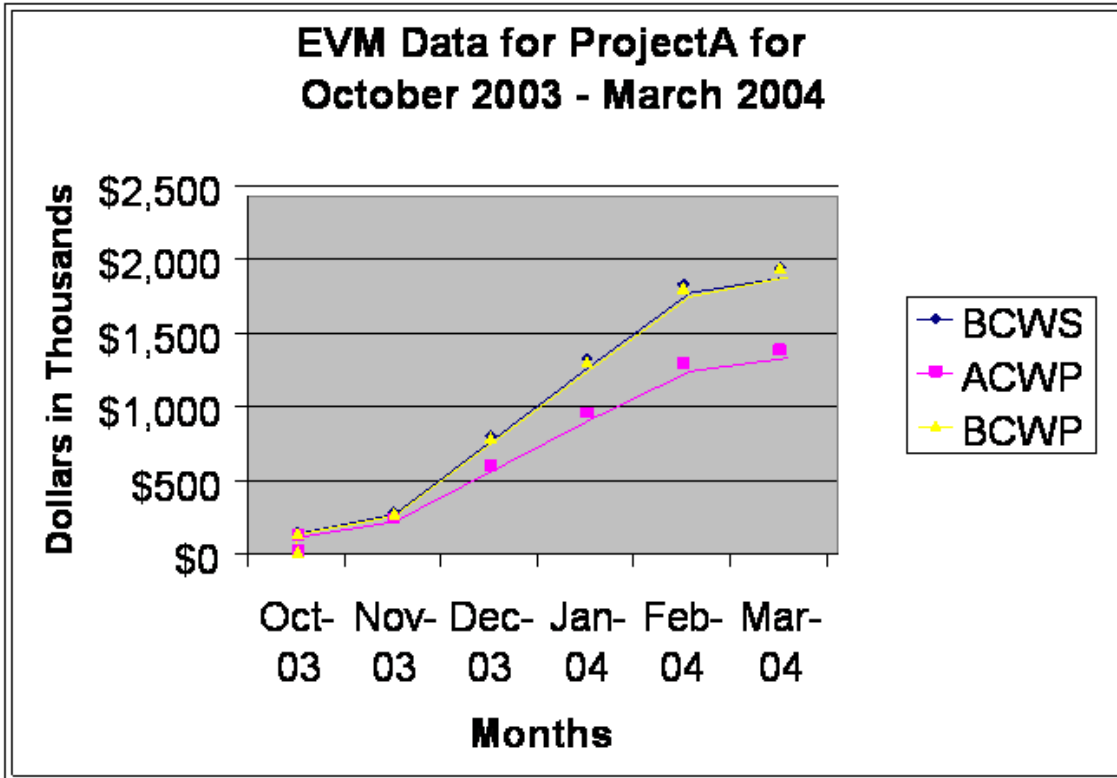
**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## 3) Completing the EVM Data Submission Template:

To capture performance information for all major investments, a Microsoft Excel template has been developed. This template corresponds to Section 300 of OMB Circular A-11, Tables I.H.4.A – I.H.4.F with additional modifications to allow for more accurate calculation and analysis of the data. The template is derived of worksheets for each section of the I.H.4 tables to include a worksheet for the Project Performance Measurement Graph (commonly referred to as the S, P, A or S Curve Graph) as illustrated in *Figure 2*. Each section is designed to capture the most current performance and status information for the investment.

Figure 2 EVM Performance Measurement Graph



It is the responsibility of the Program Offices to complete all sections of the template for each of their major IT investments regardless of whether they are funded directly or indirectly. A separate EVM Data Submission Template will be submitted for each month of the quarter reported. The data will be cumulative for each milestone from the start of the project up to the last month of the quarter.

After completing Section I.H.4.A, Project Managers will review Section I.H.4.B for any month with a negative 10 percent in the cost, schedule, or performance. If any of the cost, schedule or performance variances are a negative 10 percent or more, a complete analysis of the reasons for the variances, the corrective actions that will be taken, and the most likely estimate at completion (EAC) must be provided in Section I.H.4.C – I.H.4.F of the template, *Figure 3*. Calculations for obtaining percentages are built into the template.

Figure 3 Explanation of Cost, Schedule or Performance Variance

<b>C. If cost and/or schedule variance are a negative 10 percent or more at the time of this report or EAC is projected to be 10 percent or more, explain the reason(s) for the variance(s).</b>									

<p><b>D. Provide performance variance. Explain based on work accomplished to date, whether or not you still expect to achieve your performance goals. If not, explain the reasons for the variance. For steady state projects, in addition to a discussion on whether or not the system is meeting the program objectives, discuss whether the needs of the owners and users are still being met.</b></p>							
<p><b>E. For investments using EVMS, discuss the contractor, government, and at least the two EAC index formulas in I.H.4.B, current estimates at completion. Explain the differences and the IPT's selected EAC for budgeting purposes. This paragraph is not applicable to operations/steady state investments.</b></p>							
<p><b>F. Discuss the corrective actions that will be taken to correct the variances, the risk associated with the actions, and how close the planned actions will bring the investment to the original baseline. Define proposed baseline changes, if necessary.</b></p>							

Once all required sections of the template are complete, Project Managers will score the investments as explained in #4: Project Management Scoring of Investment” below.

Figure 4 is an illustration of the EVM Data Submission Template followed by a brief explanation of each section the Program Offices are to complete for each of their major IT Investments.

*The contents of the EVM Data Submission Template are subject to change in future reviews based on changing requirements from OMB and the IIS.*

Figure 4 EVM Data Submission Template

Milestone Number and Description	Planned						Actual				EV (BCWP)
	Schedule		Duration Days	Planned Cost Total Year (BCWS)	Monthly Planned Cost (BCWS)	Funding Agency	Actual		% Complete	Actual Cost (ACWP)	
	Start	End					Start	End			
						EPA					\$0
						EPA					\$0
						EPA					\$0
1	2	3	4	5		EPA	6	7	8		9
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
						EPA					\$0
Totals				\$0	\$0					\$0	\$0

10

**Project Management Qualification:** Enter the name of the Project Manager and the completion or planned completion date when the Project Manager was or will be qualified at the level of the investment.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

- Milestone Number and Description = Project milestones (also referred to as Work Breakdown Schedule (WBS)) as defined on most recent submission of Exhibit 300
- Schedule Start/End Dates = Start and End dates for each milestone
- Duration Days
- Planned Cost Total Year (BCWS) = cum to date planned dollars for each month, all milestones
- Monthly Planned Cost (BCWS) = cum to date planned dollars for each month, all milestones
- Actual Start/End Dates = Dates for which the work on the each milestone was begun and ended. If task started but not yet complete, End Date remains blank.
- Percent Complete = cumulative % complete for all milestones, for each month. Try to use objective criteria for determining percent complete to extent possible - e.g., % of deliverables completed vs. total # of deliverables scheduled for FY under a milestone, % of total defects planned to be fixed, % of total milestones completed.
- Actual Cost (ACWP) = cum to date actual dollars for each month, all milestones
- Earned Value (BCWP) = cum to date earned value (% complete \* total BCWS), for all milestones, each month
- Totals = Template will calculate totals for columns identified.



**4) Project Management Scoring of Investments:**

After completing the Template, the Project Manager will also be given an opportunity to assess the performance of their investment. In order to calculate a score, project managers should use EPA’s EVM Quarterly Review Scoring Criteria (Appendix A) to score their investment. In conjunction with this assessment, they will be able to provide explanations or insight on issues that are impacting the performance of their investment, as well as any actions they already instituted to correct problems that exist.

*The scoring criteria are subject to change based as the quarterly review process matures. If the scoring criteria changes, Program Offices and Subject Matter Experts will be notified by the OEI CPIC Team.*

**5) Submitting the EVM Data Submission Template:**

All Templates should be submitted to OEI, CPIC Team via E-Mail for review and analysis prior to submission to the Information Investment Subcommittee (IIS).

Once the completed Template has been received by OEI an e-mail confirmation will be sent notifying the Project Manager of the analyst assigned to review their submission and coordinate request for additional information and/or clarification required for finalization.

**C. Analysis Process**

**Analyzing the EVM Data Submission Templates:**

After Program Offices submit the EVM Data Submission Templates, it is the responsibility of the OEI CPIC Team to perform an analysis on each investment by reviewing the templates submitted by the Program Offices. This analysis will identify any performance issues that may exist as well as provide a preliminary score for the investment.

To obtain the best analysis of the projects use of earned value, valid accounts of the projects “Total Planned Cost”, “Monthly Planned Cost (BCWS)”, “Actual Percent Complete” and “Actual Cost Spent (ACWP)” are required. Various calculations performed on these totals will provide the projects “Budgeted Cost of Work Performed (BCWP)”, “Budget At Completion (BAC)”, Estimate At Completion (EAC)”, “Cost/Schedule Variance (CV/SV)”, “Cost/Schedule Performance Index (CPI/SPI)”, “Performance Factors (PF)”, “Variance at Completion (VAC)” and Estimates to Completion (EAC)”. *Figure 5* defines the calculations used in analyzing the data provided.

*Figure 5 Earned Value Calculations*

ACWP	= cum to date actual dollars for each month, all milestones
BCWP	= cum to date earned value (% complete * total BCWS), for all milestones, each month
BAC	= total budget for all Development milestones from Ex. 300 (or rebaselined amount) for FY 04 (or budget for all milestones if doing EVM on O&M & Planning milestones too). Same number needs to be entered for each month - doesn't change monthly.

% Comp.	= cumulative % complete for all milestones, for each month. Try to use objective criteria for determining percent complete to extent possible - e.g., % of deliverables completed vs. total # of deliverables scheduled for FY under a milestone, % of total defects planned to be fixed, % of total milestones completed.
CV	Cost Variance = (BCWP-ACWP)
CV %	Cost Variance % = (CV/BCWP) x 100%
CPI	Cost Performance Index (CPI) = (BCWP/ACWP)
SV	Schedule Variance = (BCWP-BCWS)
SV %	Schedule Variance % = (SV/BCWS) x 100%
SPI	Schedule Performance Index (SPI) = (BCWP/BCWS)
ETC	Estimated Cost to Complete (ETC)= BAC-BCWP
PF1	Performance Factor 1 = ACWP/BCWP or 1/CPI
PF2	Performance Factor 2 = 1/(CPI*SPI)
IEAC1	ACWP <sub>c</sub> + (PF1 * ETC)
IEAC2	ACWP <sub>c</sub> + (PF2 * ETC)
VAC - IEAC 1	Variance at Completion (VAC) =
VAC - IEAC 2	(BAC minus EAC) for both EACs above
VAC % - IEAC 1	Variance at Completion % =
VAC % - IEAC 2	(VAC/BAC) x 100% for both EACs above

**D. Review, Evaluation, and Scoring Process**

**Note: As the EVM Quarterly Review process matures, OEI will be utilizing wInSight as the Agency’s data analysis tool.**

**1) Automating the EVM Quarterly Review Process:**

For the FY 2006 CPIC reporting cycle, the OEI will continue using the Microsoft Excel version of the EVM Data Submission Template to collect investment data while the quarterly review process continues to mature.

OEI is continuing to research and determine a more advanced automation process for the completing and submitting the EVM Data Submission Template.

**2) Developing the EVM Quarterly Review Portfolio Report:**

Once all the investments have been analyzed and a preliminary score has been assessed, the OEI is responsible for creating the EVM Quarterly Review Portfolio Summary Report. This report

will document the findings of the OEI CPIC Team’s analysis on all the major IT investments within EPA. This summary report, along with the individual Performance Reports for the investments, will be provided to the IIS and the CIO. A diagram of the EVM Quarterly Review Portfolio Summary Report with an explanation of calculations used to obtain totals is displayed in *Figure 6* below.

Figure 6 EVM Quarterly Review Portfolio Summary Report

Investment Title	FY04 Acquisition Budget <sup>1</sup>	Planned Cost (BCWS) <sup>1</sup>	Earned Value (BCWP) <sup>1</sup>	Cost Variance % (CV%) <sup>1</sup>	Schedule Variance % (SV%) <sup>1</sup>	Independent Estimate at Complete 1 (IEAC1) <sup>1</sup>	Independent Estimate at Complete 2 (IEAC2) <sup>1</sup>	Variance at Complete (VAC) <sup>1</sup> - Using IEAC	Variance at Complete (VAC) <sup>1</sup> - Using IEAC 2
	1		3		5		7		9
		2		4		6		8	
PORTFOLIO TOTAL	\$0	\$0	\$0	NO INFO	NO INFO	\$0	\$0		

NOTE: Dollars are in Thousands

<sup>1</sup>IEAC and VAC calculation methods were determined by each individual investment, and in many cases are based on BAC values for FY 2004 DME dollars only, not on total investment BAC projections. All EACs and VACs will be based on total project BAC project

1. Fiscal Year Acquisition Budget
2. Planned Cost (BCWS)
3. Earned Value (BCWP)
4. Cost Variance % (CV%)
5. Schedule Variance % (SV%)
6. Independent Estimate at Completion 1 / 2 (IEAC1/IEAC2)
7. Variance at Completion Using IEAC1/IEAC2

### 3) OEI Evaluation and Scoring Process:

#### Evaluation:

In order to evaluate projects performance, the OEI CPIC Team will analyze how an investment performed with respect to the following four areas:

1. Project Management Qualification
2. Cost Variance
3. Schedule Variance
4. Performance Goals

This process evaluates whether investments are performing within + or -10% of the cost and schedule baseline goals as defined in their business cases, meeting at least 90% of their performance goals, and the project manager is qualified at the level of the investment.

#### Scoring:

Scoring of the EVM Data Submissions and EVM Quarterly Review Portfolio Summary Report will be the responsibility of the OEI CPIC Team. The Team will use the same scoring criteria as outlined for the Project Managers in the “Project Management Scoring” section of this document and **may require individual Program Offices to provide additional justification regarding projects performance**. Each section will be scored independently against specific criteria. Once all the individual sections are scored, an overall score will be assessed for the investment.

### 4) Developing a “Corrective Action” Plan:

Developing a “Corrective Action” Plan is the responsibility of the Program Offices/Project Managers. Major investments that have a variance of + or -10% or more are required to develop a “Corrective Action” Plan. It is at the discretion of the IIS and CIO as to whether or not Program Offices/Project Managers will need to draft a “Corrective Action” Plan for those investments receiving a variance of + or -10% or more.

“Corrective Action” Plans are documents that allow Program Offices to define the strategy that will be employed to improve the performance of their investment(s). The “Corrective Action” Plan, itself, is a template that Program Offices can complete as necessary. The template requires Program Offices to provide a brief description of the strategies they will implement in order to correct existing problems; the specific, actionable tasks associated with each strategy; points of contact for each task; and, start and end dates for executing them. Project Managers may be required to provide a status on the execution of “Corrective Action” Plans in future Quarterly Reviews. A sample “Corrective Action” Plan template has been provided in Appendix B.

### 5) Evaluating “Corrective Action” Plans

The OEI CPIC Team will be responsible for evaluating the effectiveness of all “Corrective Action” Plans that are developed by the Program Offices. If the OEI CPIC Team does not agree with the documented corrective strategy, a meeting may be required with the responsible Program Office in order to obtain a better understanding of the challenges facing the investment.

Subsequently, the OEI CPIC Team may make recommendations for improving the “Corrective Action” Plan as well as the performance of the investment. In addition, corrective action plans will be provided to the IIS for review and determination if appropriate actions are being taken.

## Appendix A. EPA’s EVM Quarterly Review Scoring Criteria

### Revision History:

Revision Date	Comments
June 25, 2004	This version supercedes all previous versions

### Purpose:

This document defines the proposed scoring criteria to be used by the OEI CPIC Team when conducting the quarterly reviews for all Major IT investments.

### Overview of EVM Quarterly Review Scoring Process:

The EPA Quarterly Review process is designed to collect and evaluate performance for all major IT investments on a quarterly basis. Quarterly Reviews assess an investment’s ability to meet the cost, schedule, and performance baseline goals defined in its business case. Investments are also evaluated on the existence of the qualification of the project manager at the level of the investment. The OEI CPIC Team will assess and score investments based on how well they achieved their goals and satisfied the project management qualification requirements using a set of standardized scoring criteria.

Prior to the OEI CPIC Team review, each Project Manager should use the same scoring criteria to assess the performance of their own investment. If the self-scoring results in a score of YELLOW or RED, the Project Manager will need to develop corrective actions to improve the performance and update the project management qualification status of the investment. These corrective actions should be documented in the appropriate section on the EVM Data Submission Template.

### Scoring each section of the EVM Data Submission Template:

To score an EVM Data Submission Template, a “stoplight” rating scale will be utilized. Specifically, there are four areas in which investments will be evaluated. These areas were selected because they are key criteria for the PMA Scorecard, the EPA E-Government Scorecard, and the development of sound IT business cases. These areas include:

1. Project Manager Certification
2. Cost Variance
3. Schedule Variance
4. Performance Variance

The tables on the following pages provide the thresholds for the criteria. Where an investment falls within these thresholds will determine an investment’s score of Red, Yellow, or Green for each of the criteria:

<b>1. Project Management Certification</b>			
<b>Description</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>
Assessment of the investment's compliance with the EPA Project Manager Certification requirements. Project Managers for major investments are required to be certified at specific levels based on the level of the investment as determined by OMB and the OCIO	<p>Project Manager Certification section was not completed</p> <p><b>or</b></p> <p>Project Manager has not been identified for the investment</p> <p><b>or</b></p> <p>Project Manager has been identified, but is not certified at the correct level, and is not currently scheduled to take any certification courses</p>	Project Manager has been identified, and is scheduled to take, or is taking, the certification courses, but he/she will not be certified by the end of the fiscal year	<p>Project Manager is certified at the level of the investment</p> <p><b>or</b></p> <p>Project Manager is not certified at the level of the investment, but is schedule to be certified by the end of the fiscal year</p>

<b>2. Cost Variance</b>			
<b>Description</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>
Assessment of the investment's cost performance. Cost variance should not be greater than + or -10% for any investment. When an investment's cost variance exceeds this threshold a corrective plan of action should be developed by the project manager, and submitted in the quarterly reviews.	<p>Investment Cost information was not reported for the quarterly review</p> <p><b>or</b></p> <p>Investment's Cost variance is greater than + or -10%, and corrective actions are not in place, or the corrective actions are deemed insufficient to correct the variance problems</p>	Investment Cost variance is greater than + or -10%, but sufficient corrective actions are in place to correct the variance problems	Investment Cost variance is not greater than + or -10%

<b>3. Schedule Variance</b>			
<b>Description</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>
Assessment of the investment's schedule performance. The Schedule variance should not be greater than + or -10% for any investment. When an	<p>Investment Schedule information was not reported for the quarterly review</p> <p><b>or</b></p> <p>Investment's Schedule variance is</p>	Investment Schedule variance is greater than + or -10%, but sufficient corrective actions are in place to correct the variance problems	Investment Schedule variance is not greater than + or -10%

investment's schedule variance exceeds this threshold a corrective plan of action should be developed by the project manager, and submitted in the quarterly reviews.	greater than + or - 10%, and corrective actions are not in place, or the corrective actions are deemed insufficient to correct the variance problems		
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<b>4. Performance Variance</b>			
<b>Description</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>
Assessment of the investment's ability to meet its performance goals. The performance variance should not be greater than -10% for any investment. When an investment's performance variance exceeds this threshold a corrective plan of action should be developed by the project manager, and submitted in the quarterly reviews.	Investment Performance information was not reported for the quarterly review  <b>or</b> Investment is not meeting 90% of its Performance goals, and corrective actions are not in place, or the corrective actions are deemed insufficient to correct the performance issues	Investment is not meeting 90% of its Performance Goals, but sufficient corrective actions are in place to correct the performance issues	Investment is meeting 90% or more of its Performance Goals

<b>5. Security</b>			
<b>Description</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>
Assessment of the security performance for the investment. This assessment is to determine if security is monitored and maintained throughout the life of an investment.	The Security section was not completed for the quarterly review  <b>or</b> Investment has an IT system that has not been certified and accredited, and C&A is not scheduled for completion before the end of the fiscal year  <b>or</b> Investment does not have an up-to-date	Investment is not certified an accredited, but C&A is scheduled for completion before the end of the fiscal year  <b>or</b> Investment's security plan is not up-to-date, but it is scheduled to be updated before the end of the fiscal year	Investment has been certified and accredited  <b>and</b> Investment has an up-to-date security plan



	security plan and the security plan is not scheduled to be updated before the end of the fiscal year		
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**Scoring the Investment:**

Once a score has been assessed for each section of the Quarterly Review Template, an overall score will be generated for the investment. The criteria for generating an overall score are described below:

To receive a **GREEN** score for the overall performance of the investment, the following conditions must apply:

1. All of the following criteria received a green score:
  - Project Management Certification
  - Cost Variance
  - Schedule Variance
  - Performance Variance

To receive a **YELLOW** score for the overall performance of the investment, the following conditions must apply:

1. One or more of the following criteria received a yellow score, and none received a red score:
  - Project Management Certification
  - Cost Variance
  - Schedule Variance
  - Performance Variance

To receive a **RED** Score for the overall performance of the investment, the following conditions must apply:

1. One or more of the following criteria received a red score:
  - Project Management Certification
  - Cost Variance
  - Schedule Variance
  - Performance Variance

**Appendix B. The “Corrective Action” Plan Template**

**Purpose:**

This template may be used by Program Offices/Project Managers when their investment receives a variance of + or -10% or more in cost, schedule or performance or they are requested by the IIS and/or CIO to complete one. The use of this template allows the OEI CPIC Team to collect standardized information on strategies and tasks for improving the performance of an investment.

**Overview:**

“Corrective Action” Plans may be developed using a standard template. This template is designed to capture the specific tasks, dates, and responsible persons for improving the performance of investments that received a variance of + or -10% or more in cost, schedule or performance. The template also requires Project Managers to consider how their “Corrective Action” Plan may impact other areas of the investment. It is possible that a “Corrective Action” Plan may consist of multiple strategies to improve performance depending on the number of areas that are in need of improvement.

“Corrective Action” Plans may be subject to review by the IIS and CIO in order to assess the feasibility of the plan. Plans that do not sufficiently address the issue(s) identified in the quarterly IIS meeting may require the Project Manager to meet with the IIS. This meeting will serve as a forum where the Project Manager and the IIS can collaborate on approaches for improving the effectiveness of the “Corrective Action” Plan.

Below is a sample of the template that should be used for developing a “Corrective Action” plan:

<b>1. Project Management Certification</b>					
<b>Brief Description of the Issue:</b>					
<b>Brief Description of the Corrective Action Plan strategy:</b>					
<b>Task Number</b>	<b>Corrective Task</b>	<b>Point of Contact</b>	<b>Start Date</b>	<b>End Date</b>	<b>Comments</b>
1.1					
1.2					
1.3					
1.4					
1.5					
<b>Impacts to other EVM Quarterly Review Elements:</b>					

<b>2. Cost Variance</b>					
<b>Brief Description of the Issue:</b>					
<b>Brief Description of the Corrective Action Plan strategy:</b>					
<b>Task Number</b>	<b>Corrective Task</b>	<b>Point of Contact</b>	<b>Start Date</b>	<b>End Date</b>	<b>Comments</b>
2.1					
2.2					
2.3					
2.4					
2.5					
<b>Impacts to other EVM Quarterly Review Elements:</b>					

<b>3. Schedule Variance</b>					
<b>Brief Description of the Issue:</b>					
<b>Brief Description of the Corrective Action Plan strategy:</b>					
<b>Task Number</b>	<b>Corrective Task</b>	<b>Point of Contact</b>	<b>Start Date</b>	<b>End Date</b>	<b>Comments</b>
3.1					
3.2					
3.3					
3.4					
3.5					
<b>Impacts to other EVM Quarterly Review Elements:</b>					

<b>4. Performance Variance</b>					
<b>Brief Description of the Issue:</b>					
<b>Brief Description of the Corrective Action Plan strategy:</b>					
<b>Task Number</b>	<b>Corrective Task</b>	<b>Point of Contact</b>	<b>Start Date</b>	<b>End Date</b>	<b>Comments</b>
4.1					
4.2					
4.3					
4.4					
4.5					
<b>Impacts to other EVM Quarterly Review Elements:</b>					

APPROVED: \_\_\_\_\_/s/\_\_\_\_\_

DATE: June 29, 2004

Mark Day, Director  
Office of Technology Operations and Planning  
Office of Environmental Information