

# memorandum

DATE: May 26, 2011

REPLY TO

ATTN OF: EM-92:Dziedzic

SUBJECT: **EM PROCEDURE EM-1.9, REVISION 0, "EARNED VALUE MANAGEMENT SYSTEM SURVEILLANCE" - APPROVED**

TO: Environmental Management Staff, EM-90

The attached procedure is issued for your use. Please read and familiarize yourself with it. It will be placed onto the Office of Environmental Management's Office Policies and Procedures Webpage, see <http://www.oakridge.doe.gov/External/Default.aspx?tabid=120>, as soon as possible and will be available there for future reference.

If you have any questions or if we can be of any further assistance, please contact me at 576-1831 or Ken Dziedzic at 576-7700.



Arthur G. Haugh  
Planning and Baseline  
Management

Attachment

**U.S. Department of Energy  
Oak Ridge Office  
Office of Environmental Management**

**EARNED VALUE MANAGEMENT SYSTEM  
SURVEILLANCE**

**EM-1.9  
Revision 0**

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5-13-2011  
Date

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## ACRONYMS

ANSI	American National Standards Institute
BCP	Baseline Change Proposal
CPI	Cost Performance Index
DOE	U.S. Department of Energy
EAC	Estimate at Completion
EM	Office of Environmental Management
EVMS	Earned Value Management System
GAO	General Accountability Office
HQ EM	Headquarters Environmental Management
IPT	Integrated Project Team
MR	Management Reserve
OECM	Office of Engineering and Construction Management (DOE HQ)
OBS	Organizational Breakdown Structure
OMB	Office of Management and Budget
ORO	Oak Ridge Office
PBS	Performance Baseline Summary
PBMD	Planning and Baseline Management Division
PFPD	Portfolio Federal Project Director
PMCP	Project Management Cost Processor
SPI	Schedule Performance Index
SV	Schedule Variance
WBS	Work Breakdown Structure

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## 1.0 PURPOSE

This procedure defines the responsibilities, requirements, reference documents, and general instructions for conducting Oak Ridge Office (ORO) Office of Environmental Management (EM) Earned Value Management System (EVMS) surveillance of contractor management control systems in accordance with DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets.

This procedure is also responsive to Office of Management and Budget, General Accountability Office, DOE HQ, and Federal Acquisition Regulations regarding the implementation and maintenance of program/project and contractor management control systems in accordance with ANSI Standard 748, Earned Value Management Systems.

## 2.0 SCOPE

EVMS surveillance consists of reviewing a contractor's project management control system as it is applied to one or more contracts or projects. ORO EM surveillance is directed toward assuring that (1) contractor project management policies, procedures and practices are compliant with contract requirements as reflected in ANSI Standard 748, Earned Value Management Systems; (2) contractor internal and external reports are valid and reflective of project status against a recognized baseline.

This procedure applies to the conduct of EVMS surveillance by ORO EM staff in accordance with the listed Reference documents.

## 3.0 REFERENCES

- DOE Guide 413.3-10, *Earned Value Management System (EVMS)*, Washington, D.C. May 2008
- DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, November 29, 2010
- Government Electronics and Information Technology (GEIA) Standard ANSI/EIA-748B, *Earned Value Management System*, September 10, 2007

- National Defense Industrial Association (NDIA) Program Management Systems Committee (PMSC), *Surveillance Guide, Revision 1*, February 1, 2011
- ORO EM, Earned Value Management System Surveillance Plan, Oak Ridge, TN, October 2007
- National Defense Industrial Association (NDIA), Program Management Systems Committee (PMSC), *Earned Value Management System Intent Guide*, June 2009
- GAO 09-3SP, Cost Assessment, Best Practices for Estimating and Managing Program Costs, March 2009
- OMB Circular A-11 Part 7, Planning, Budgeting, Acquisition and Management of Capital Assets, August 2009

## **4.0 RESPONSIBILITIES**

### **4.1 Director, DOE-EM Planning and Baseline Management Division (PBMD)**

- 4.1.1 Coordinates and approves an annual EVMS surveillance plan for ORO EM contractors and Project Baseline Summary (PBS) projects; approves changes to the annual plan to accommodate specific ad hoc requests of ORO EM management, HQ EM, or contractor management.
- 4.1.2 Designates a Lead Analyst for specific PBS projects and contracts
- 4.1.3 Approves formal EVMS surveillance reports and forwards significant findings to contractors for corrective action as needed.

### **4.2 Lead PBMD EVMS Surveillance Monitor**

- 4.2.1 Coordinates and develops an ORO EM annual EVMS surveillance plan in conjunction with PBMD Lead Analysts for individual PBS projects and contracts.
- 4.2.2 Provides expert assistance and advice to Lead Analysts in interpretation of EVMS requirements and related status reports.
- 4.2.3 Assist Lead Analysts in the selection of projects, and contractors for detailed review and evaluation of EVMS requirements.

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- 4.2.4 Reviews all draft EVMS surveillance report findings, recommendation, and observations prior to finalizing report and submission to PBMD Director for approval.

### **4.3 PBMD Lead Analysts for Project Baseline Summary Projects**

- 4.3.1 Knowledgeable of contractor project management control systems.
- 4.3.2 Reviews and analyzes PBS project and contractor reports, focusing on variances from approved baselines, variance explanations, changes to previous month's data, and forecasts at completion of cost, schedule, and technical end states as compared to approved baselines.
- 4.3.3 Attends contractor project status meetings, as well as contractor and government Integrated Project Team meetings, to observe and evaluate how EVMS information is used by both groups, and how usage might be improved.
- 4.3.3 Develops a risk based approach for recommending and selecting which contractor management processes, systems, reports, and organizations should be candidates for surveillance activity.
- 4.3.5 Identifies and coordinate assignment of surveillance team members from ORO EM staff, FPD IPTs, and contractor staff as needed.
- 4.3.6 Coordinates ahead of time with contractors regarding all logistics, timing, location, information needed for conduct of the surveillance activity, and availability of contractor staff.
- 4.3.7 Documents and communicates the results and observations of the surveillance activity both during and after the activity.
- 4.3.8 Documents the results of interviews with contractor staff using the template of Attachment 2 as needed.
- 4.3.9 Documents the EVMS/ANSI 748 criteria addressed using the checklist in the Attachment 1.
- 4.3.10 Documents the Surveillance using the Report format in Attachment 3.

### **4.4 Portfolio Federal Project Directors**

- 4.4.1 Coordinates with the PBMD Lead Analyst for their Project Baseline Summary project and contractor to develop priorities for the annual surveillance plan for their projects.
- 4.4.2 Requests specific ad hoc EVMS surveillance reviews.
- 4.4.3 Reviews surveillance results and recommendation.

## **5.0 PROCEDURE**

The type, scope and depth of each surveillance will vary for each contractor and project. Therefore, no step by step procedure can be applied to each surveillance.. All the EVMS guidance documents cited in the Reference section of this procedure must be tailored to a specific contractor and project. The following subject areas are provided as a framework for performing each surveillance.

### **5.1 Subject Areas**

The Surveillance should address the following six subject areas: (1) Analysis of monthly Cost Performance Report information contained in PBS and the contract status reports. (2) Reconciliation of Cost Performance Report schedule variances with the underlying network baseline and forecast schedules dates, and relevant critical path calculations. (3) Reconciliation of Cost Performance Report Estimates at Completion (EAC) to relevant funding forecasts. (4) Briefing the FPD monthly, or as required, on observations from the analyses, and recommending areas for further in- depth evaluation to confirm validity of data and contractor management processes. (5) Planning for and conduct of on-site contractor reviews and (6) Documenting the results of monthly report analyses and contractor on-site reviews.

## **6.0 RECORDS**

EVMS surveillance reports are QA documents/records and will be entered into ORION.

## **7.0 ATTACHMENTS**

Attachment 1 ANSI/EIA-748 Standard for EVMS Intent Guide (Matrix Template)

Attachment 2 Criteria Interview Form

Attachment 3 Surveillance Report Format

**ATTACHMENT 1**

**ANSI/EIA-748 STANDARD FOR EARNED VALUE MANAGEMENT SYSTEMS INTENT GUIDE (Matrix Template)**

**Project:** \_\_\_\_\_

**Control Account Manager:** \_\_\_\_\_

**Project Control Engineer:** \_\_\_\_\_

**Date / Time:** \_\_\_\_\_

**Guide**  
**Line**

**Documents**

Organization	<b><i>ANSI/EIA-748 EVMS Guidelines</i></b>	Yes	No	
<b>1</b>	<b>Define the authorized work elements for the program. A work breakdown structure (WBS), tailored for effective internal management control, is commonly used in this process.</b>			
a	One WBS per project (contract) that is product oriented.			
b	All Contract Line Items and End Items in CWBS			
c	WBS elements for reporting; WBS dictionary			
d	Down to Control Account (minimum)			
e	Include major Subcontractors			
f	Definition of Work Scope			
g	Evolves with program requirements			
<b>2</b>	<b>Identify the program organizational structure including the major subcontractors responsible for accomplishing the authorized work, and define the organizational elements in which work will be planned and controlled.</b>			
a	Organizational Breakdown Structure			

b	All work assigned (subcontractors identified)			
<b>3</b>	<b>Provide for the integration of the company's planning, scheduling, budgeting, work authorization and cost accumulation processes with each other, and as appropriate, the program work breakdown structure and the program organizational structure.</b>			
a	Schedules - Master, Intermediate and detail			
b	Manufacturing Requirements Planning (MRP) or Enterprise Requirements Planning (ERP) schedule			
c	Control Account Plans (work packages and EV method identified)			
d	Performance reports by WBS and OBS			
e	Responsibility Assignment Matrix (RAM) - dollarized			
f	Statement of Work			
g	Work Authorization			
h	WBS and OBS			
<b>4</b>	<b>Identify the company organization or function responsible for controlling overhead (indirect costs).</b>			
a	Organizational assignment/Authority (Org Chart)			
b	Overhead Process - resources assigned, budgets established, expense controlled, EAC developed and incorporated.			
c	Chart of Accounts			
<b>5</b>	<b>Provide for the integration of the program work breakdown structure and the program organizational structure in a manner that permits cost and schedule performance measurement by elements of either or both structures as needed.</b>			
a	RAM - Control account is the intersection of the WBS & OBS			
b	Performance elements (BCWS, BCWP, ACWP) for WBS & OBS			

**Planning, Scheduling and Budgeting**

**6 Schedule the authorized work in a manner which describes the sequence of work and identifies significant task interdependencies required to meet the requirements of the program.**

a	Program Master Schedule (one)			
b	Expected logical sequence of work, relationships and interdependencies			
c	Clear definition of start and completion of task (discrete work)			
d	Can be summarized by either WBS or OBS from detail tasks			
e	Traceable to the WBS and Statement of Work (SOW)			
f	Includes critical target dates, milestones, contractual events, accomplishment criteria, and project decision points			
g	Task durations are meaningful (usually short - 60 days or less)			
h	Basis for measuring performance (one method per work package)			
i	Provides current status and forecasts of completion dates			
j	Supports development of critical path			

**7 Identify physical products, milestones, technical performance goals, or other indicators that will be used to measure progress.**

a	Objective completion criteria to measure progress			
b	Meaningful interim milestones and lower tier tasks to measure progress against schedule			
c	Control Account Plans - current with latest contractual changes, replanning and reprogramming.			

**8 Establish and maintain a time-phased budget baseline, at the control account level, against which program performance can be measured.**

a	Performance Measurement Baseline (PMB) - within 90 days of contract award			
b	Time phased (by month)			

c	Priced in appropriate, escalated dollars. (Funding #27)			
d	PMB should be able to segregate rate performance vs. hourly performance.			
e	Compares work accomplished (performed) with work scheduled and actual cost at the control account level			
f	BCWP vs. BCWS vs. ACWP			
g	Planning packages			
h	Summary level planning packages			
i	Over-target Baseline (OTB)			
j	Undistributed Budget			
k	Management Reserve			
l	Contingency			
m	Indirect Budget			

**9 Establish budgets for authorized work with identification of significant cost elements (labor, material, etc.) as needed for internal management and for control of subcontractors.**

a	Control Account Plans (CAP) and Work Package Plans include appropriate direct cost elements			
b	Labor - Hours and Dollars			
c	Subcontract Labor - Hours and Dollars			
d	Material			
e	Travel			
f	Depreciation for equipment, facilities unique to this program/project.			
g	Other Direct Costs			
h	Natural flow of work (don't front load - headcount profile)			
i	Related to contract events that will be supported by completion of this effort			
j	Bill of Materials (BOM)			

k	Work Authorization Documentation			
l	Authorization to proceed			
m	Subdivides contractual effort and responsibilities within functional organizations			

**10 To the extent it is practicable to identify the authorized work in discrete work packages in hours, dollars and/or other measurable units.**

a	Uniquely defined Work packages - who, what, when and where the work is performed			
b	Detailed work packages planned as far in advance as practicable - no Planning Packages in current time frame.			
c	Detailed work packages assigned to a single organizational element or IP Team aligned with functional disciplines			
d	Scheduled start and completion dates; with interim milestones where possible			
e	Duration - reasonable (as short as possible with objective performance indicators)			
f	Where standards are used to spread budget, are they the same standards used to estimate the project.			
g	Each work package has a unique description			

**11 Provide that the sum of all work package budgets plus planning package budgets with a control account equals the control account budget.**

a	Control account plan total budget			
b	Work package budget			
c	Planning package budget			
d	Budget Log (see #29)	tie to control account plan total		

**12 Identify and control level of effort activity by time-phased budgets established for this purpose. Only that effort which is unmeasurable or for which measurement is impracticable may be classified as level of effort.**

a	Held to lowest practical level (10-20% max) - no deliverables			
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b	When level of effort is mixed within a discrete control account, ensure visibility of both.			
c	Properly identify Discrete, Apportioned and LOE work			

**13 Establish overhead budgets for each significant organizational component of the company for expenses which will become indirect costs. Reflect in the program budgets, at the appropriate level, the amounts in overhead pools that are planned to be allocated to the program as indirect costs.**

a	Organization chart - identify organization(s) maintaining and managing indirect costs			
b	Overhead policies and procedures are traceable, rational; tie to the disclosure statement			
c	Overhead budgets are established at least annually (hours, dollars, material, subcontractors, etc.) by site or general location			
d	Chart of accounts, Overhead Pools			
e	Burden (Corporate Allocations - management, computing, etc.)			
f	Usage and Occupancy (buildings and land)			
g	General and Administrative Expense			
h	Overhead policies and procedures are traceable, rational			
i	Allocation of Overhead to various programs - consistent and sensible			
j	Overhead Adjustments made in conjunction with Direct Budget Adjustments			
k	Consistent and proper accounting (Cost Accounting Standards Board (CASB) - allocations to programs			

**14 Identify management reserves and undistributed budget.**

a	Program Control Log (sometimes called a Budget Log)			
b	Show monthly changes identifying contract mods, current value and changes to management reserve and undistributed budget			
c	Cost Performance Reports (CPRs) with undistributed budget annotated.			

**15 Provide that the program target cost goal is reconciled with the sum of all internal program budgets and management reserves.**

a	Program Control Log (sometimes called a Budget Log)			
b	Contract Budget Base (total Contract Value less Fee) - rolls up and ties.			
c	Program Management Reserve (demonstrate usage)			
d	Undistributed Budget			
e	Planning Packages			
f	Performance Measurement Baseline (Direct Costs, Indirect Costs)			
g	Functional Management Reserve (not recommended)			

**Accounting Considerations**

**16 Record direct costs in a manner consistent with the budgets in a formal system controlled by the general books of account.**

a	For each control account and each cost element within the control account there should be a unique charge line. (minimum - labor, material, etc.)			
b	Actuals and budgets should be accumulated within control accounts consistently with no allocation of lower level cost elements to more that two higher level CWBS elements.			

**17 When a work breakdown structure is used, summarize direct costs from control accounts into work breakdown structure without allocation of a single control account to two or more work breakdown structure elements.**

a	WBS Structure (roll-up scheme) showing hierarchy of WBS elements, control accounts and work packages.			
b	Monthly CPR Report - roll up from work packages to control account to contract level.			

**18 Summarize Direct Costs from the control accounts into the contractor's organization elements without allocation of a single control account to two or more organizational elements.**

a	Organization chart; OBS structure (roll-up scheme)			
b	Program established charging structure that matches to OBS and WBS			
c	An EVMS system should be able to roll costs in various ways - by WBS, by control account, by cost element; by cost element by control account; by Subcontractor by control account, by WBS; by functional organization by control account, by cost element; and any other way you can think of - flexibility.			

**19 Record all indirect costs which will be allocated to the project.**

a	Documented policies and procedures for indirect cost collection, budgeting, earned value, and EAC development.			
b	Cost collection account structure - identifies chargeable items to cost centers; actuals and budget structure the same.			
c	Cost collection mapping should equal the budget structure.			
d	Indirect costs should roll-up into the contract total.			
e	Indirect costs allocated by various contracts should total to indirect organizational totals.			
f	Segregate rate variances from base over/under variances.			

**20 Identify unit costs, equivalent unit costs, or lot costs when needed.**

a	Primarily used for manufacturing - MRP and ERP systems (explain if applicable)			
b	Differentiate between recurring and non-recurring costs.			

**21 For EVMS, the material accounting system will provide for:**

a	<b>1) Accurate cost accumulation and assignment of costs to control accounts in a manner consistent with the budgets using recognized, acceptable costing techniques.</b>			
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b	Usage accountability - accepted costing techniques.			
c	Identify price variance vs. quantity variance			
d	<b>2) Cost performance measurement at the point in time most suitable for the category of material involved, but no earlier than the time of progress payments or actual receipt of material - ACWP and BCWP recognized in the same accounting period.</b>			
e	<b>3) Full accountability of all material purchased for the project including the residual inventory.</b>			

### Analysis and Management Reports

**22 At least on a monthly basis, generate the following information at the control account and other levels as necessary for management control using actual cost data from, or reconcilable with, the accounting system.**

a	<b>1) Comparison of the amount of planned budget and the amount of budget earned for work accomplished. This comparison provides the schedule variance.</b>			
b	<b>2) Comparison of the amount of the budget earned and the actual direct costs for the same work. This comparison provides the cost variance.</b>			
c	Cost Performance Report for every control account including major sub-contractors.			
d	BCWS, BCWP, ACWP, Schedule Variance, Cost Variance, Variance at Completion, Variance Analysis Report (VAR) at lowest level of measurement.			
e	Variance thresholds to establish reporting criteria for VARs.			
f	<b>3) Reconcile CPR data with accounting data.</b>			

**23 Identify, at least monthly, the significant difference between both planned and actual schedule performance and planned and actual cost performance, and provide the reasons for the variances in the detail needed by program management.**

a	Variance Analysis Report (VAR)			
b	Reason, Action, Impact Statements (Root Causes, Action Plans)			
c	Update EAC if necessary			
d	Analyze Schedule impact of control account on whole program			
e	Document thresholds			

**24 Identify budgeted and applied (or actual) indirect costs at the level and frequency needed by management for effective control, along with the reasons for any significant variance.**

a	Indirect Cost Performance Report			
b	Indirect Variance Analyses (VAR)			
c	Thresholds			
d	Reason, Action, Impact Statements (Root Causes, Action Plans by pool)			
e	Update EAC if necessary			
f	Identify base driven variances. (work around plans, performance)			
g	Identify indirect/ overhead driven variances.			

**25 Summarize the data elements and associated variance through the program organization and/or work breakdown structure to support management needs and any customer reporting specified in the project.**

a	Use the same data, information and variance explanations for internal and external reporting.			
b	BCWS, BCWP and ACWP are summarized from the detail levels for internal and external reporting.			
c	By WBS			
d	By OBS			
e	Data Elements (labor categories (Engineering, QA, etc.); data elements (labor, material, subcontractors, etc); recurring or non-recurring)			

**26 Implement managerial action taken as the result of earned value information.**

a	Accurate cost and schedule performance measurement and analysis provided on time			
b	Follow-up of action plans to verify implementation.			
c	Risk management data and metrics.			
d	Management action plans and review briefings.			
e	To complete performance index (TCPI)			

**27 Develop revised estimates of cost at completion based on performance to date, commitment values for material, and estimates of future conditions. Compare this information with the performance measurement baseline to identify variances at completion important to company management and any applicable customer reporting requirements including statements of funding requirements.**

a	Evaluate performance to date efficiency achieved by performing organizations for complete work and comparing it to remaining budget.			
a	Performance to date (actuals)			
b	Operational Metrics (performance indices, history, improvements)			
c	Basis of estimates			
d	Risk Management Plans (identification, mitigation, and opportunities)			
e	Earned Value Metrics (reasonableness, sanity checks)			
f	EACs (grassroots)			
g	Material and subcontractor performance data			
h	Number of EAC's per year and timing.			

**Revisions and Data Maintenance**

**28 Incorporate authorized changes in a timely manner, recording the effects of such changes in the budgets and schedules. In the directed effort prior to negotiation of a change, base such revisions on the amount estimated and budgeted to the program organizations.**

a	Contractual change documents.			
b	Change control logs (management reserve, undistributed budget, performance measurement baseline, and contract budget base)			
c	Control Account/work package/planning packages			
d	Master schedules, intermediate schedules, detailed schedules			
e	Statement of Work (SOW), WBS, and WBS dictionary.			
f	Work authorization documents			
g	CPRs and applicable management reports			
h	Time to incorporate change from change concurrence			

**29 Reconcile current budgets to prior budgets in terms of changes to the authorized work and internal replanning in the detail needed by management for effective control.**

a	Contractual change documents. (See #11)			
b	Change control logs (management reserve, undistributed budget, performance measurement baseline, and contract budget base)			
c	Control Account/work package/planning packages			
d	Master schedules, intermediate schedules, detailed schedules			
e	Statement of Work (SOW), WBS, and WBS dictionary.			
f	Work authorization documents			
g	CPRs and applicable management reports			

**30 Control retroactive changes to records pertaining to work performed that would change previously reported amounts for actual costs, earned value, or budgets. Adjustments should be made only for correction of errors, routine accounting adjustments, effects of customer or management directed changes, or to improve the baseline integrity and accuracy of performance measurement data.**

a	Retroactive change control process including approval of internal management and external customer.			
b	All retroactive changes for BCWS, BCWP and Actuals are <b>prohibited</b> except for correction of errors and normal accounting adjustments (Direct and Indirect)			
c	Clearly documented in budget log.			
d	Changes are prohibited once the control account has opened (work started)			

**31 Prevent revisions to the program budget except for authorized changes.**

a	Procedures clearly document revision changes.			
b	Training documents policy			
c	CAM's fully aware of how to make authorized changes.			

**32 Document changes to the performance measurement baseline.**

a	Change control logs (management reserve, undistributed budget, performance measurement baseline, and contract budget base)			
b	Contractual			
c	Formal reprogramming			
d	internal replanning			
e	application of distributed budget,			
f	Management Reserve			
g	Properly documented			
h	Incorporated into CPR			

## ATTACHMENT 2

### Criteria Interview Form

<b>1. Area:</b> Planning, Scheduling & Budgeting	<b>2. Key Guidelines:</b> 6, 7, 8, 9, 10, 11, 12, 13, 14,15	<b>3. Relevant Processes</b> Organizing; W/ Budget Authorization	<b>4. Guideline #:</b> <p style="text-align: center;">9</p>	<b>5. Standard Ref:</b> 2.2.d
<b>6. Guideline Statement:</b>  Establish budgets for authorized work with identification of significant cost elements (labor, material, etc.) as needed for internal management and for control of subcontractors.				
<b>7. System Description or Supplier EVM Procedure Ref:</b>  				
<b>8. Documents Reviewed:</b> RL-30 BL 07; RL-30 Groundwater Remediation FY7 and 8; RL-30 Soil and Water Remediation – GW/Vadose Zone schedules.				
<b>9. Personnel Contacted:</b>  				
<b>10. Findings:</b>  Drilling is subcontracted. Performance is measured by lineal feet drilled so it is discrete. EVMS is not flowed down to subs nor is it necessary in this type contract.				
<b>11. Compliant?</b> <p style="text-align: center;"> <input checked="" type="checkbox"/> X <input type="checkbox"/> Yes                      <input type="checkbox"/> <input type="checkbox"/> No         </p>				
<b>CAR Control Number (if issued):</b>	<b>Subject Area:</b>	<b>Major/Minor</b>		
<b>CAR Control Number (if issued):</b>	<b>Subject Area:</b>	<b>Major/Minor</b>		
<b>CAR Control Number (if issued):</b>	<b>Subject Area:</b>	<b>Major/Minor</b>		
<b>12. CIOs (if issued):</b>  				
<b>13. Notes:</b>  				

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## **ATTACHMENT 3**

### **SURVEILLANCE REPORT FORMAT**

#### **COVER PAGE**

(Format per DOE EM guidelines)

NOTE: All pages and sections should usually be included. This may not be necessary for simple policy statements

#### **TABLE OF CONTENTS PAGE**

A full page should usually be dedicated to this.

**TEXT PAGES** (should include the following sections)

#### **1.0 INTRODUCTION**

This section provides a background of DOE EM requirements for an EVMS Surveillance Plan, and ORO guidance.

#### **2.0 EVMS SURVEILLANCE**

The dates covered by the surveillance are Reported, and statement relating to EVMS standards given. Principal concerns to be surveilled are identified, and appropriate NDIA Intent Guidelines are listed.

#### **3.0 RESULTS**

In the first paragraph, it is stated whether or not the contractor complied with EVMS requirements for the time period covered. The approach to the interviews and information gathering is briefly sketched, and any attachments are mentioned. Depending on the issues of each contract or PBS, this section may vary its content, subsections and format.

#### **4.0 CONCLUSION**

A general statement of findings for the EVMS Surveillance is made. The statement contains a reference to the contractor, to the EVMS tools being utilized, and to their effectiveness with reference to the criteria set forth in ANSI/EIA 748-A Guidelines.

#### **5.0 ATTACHMENTS**

List exhibits, illustrations, forms, etc., referred to in the document text and attached to it.