



NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way



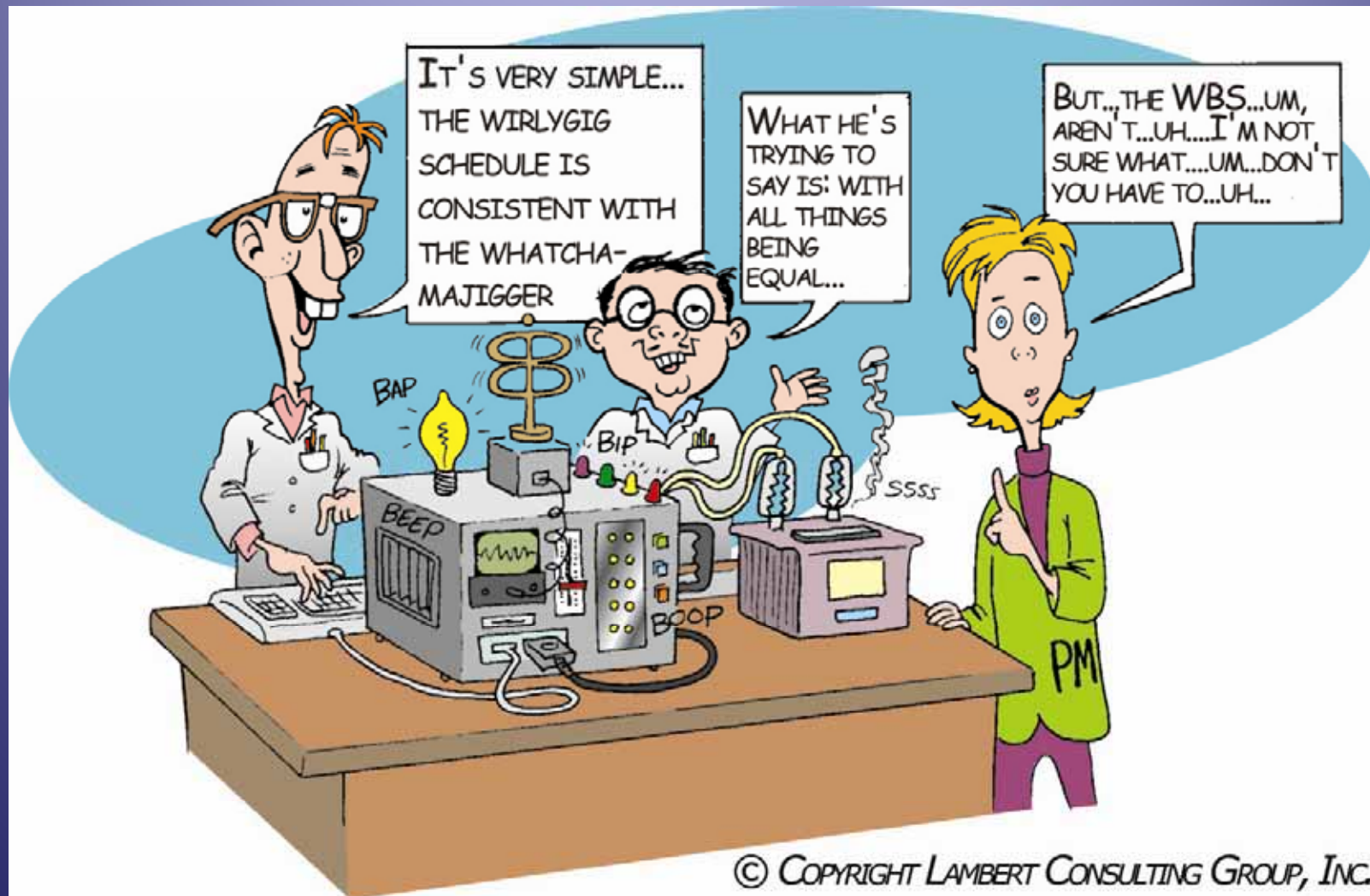
Lee Lambert, PMP

Sunday August 30 @ 10:00am – 12:15pm



NJ Chapter
Seminar at Sea 2009

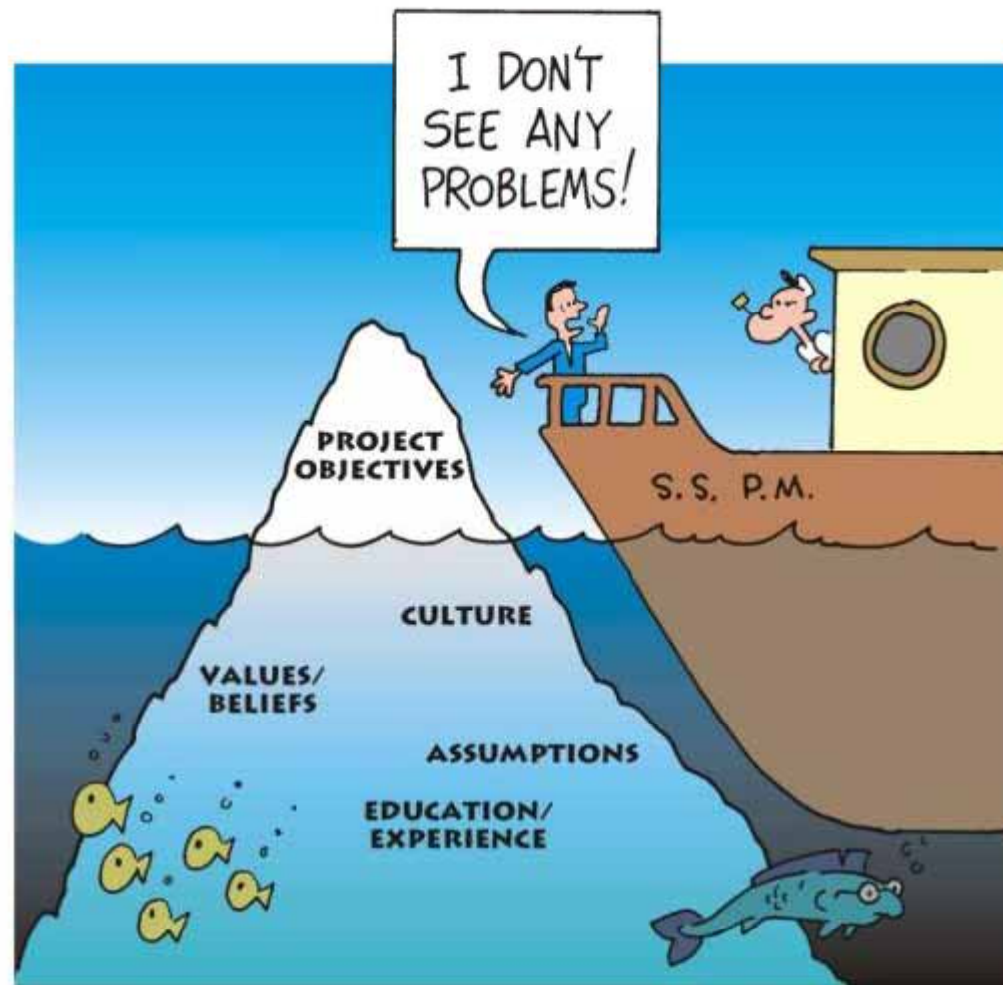
How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

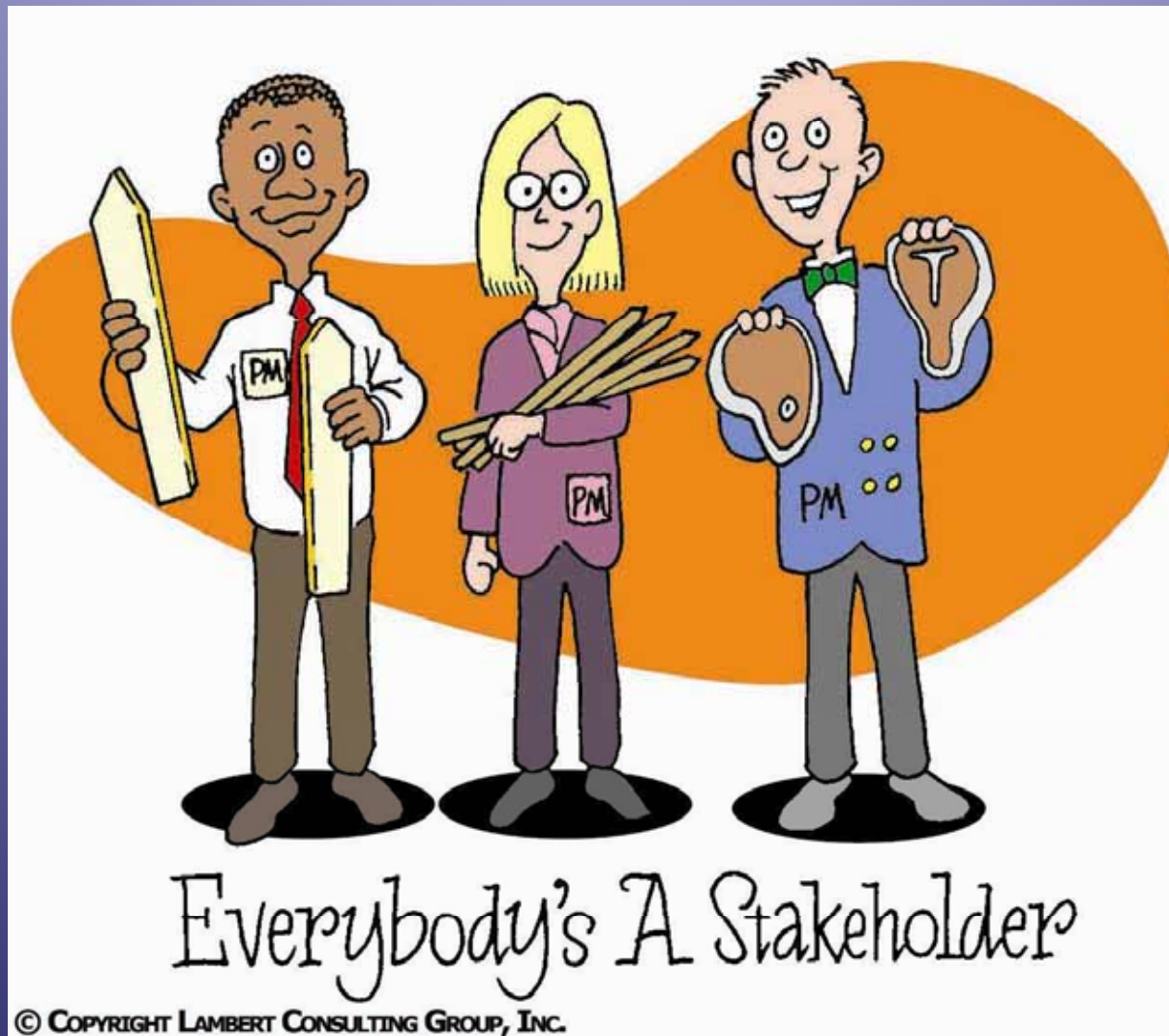
How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

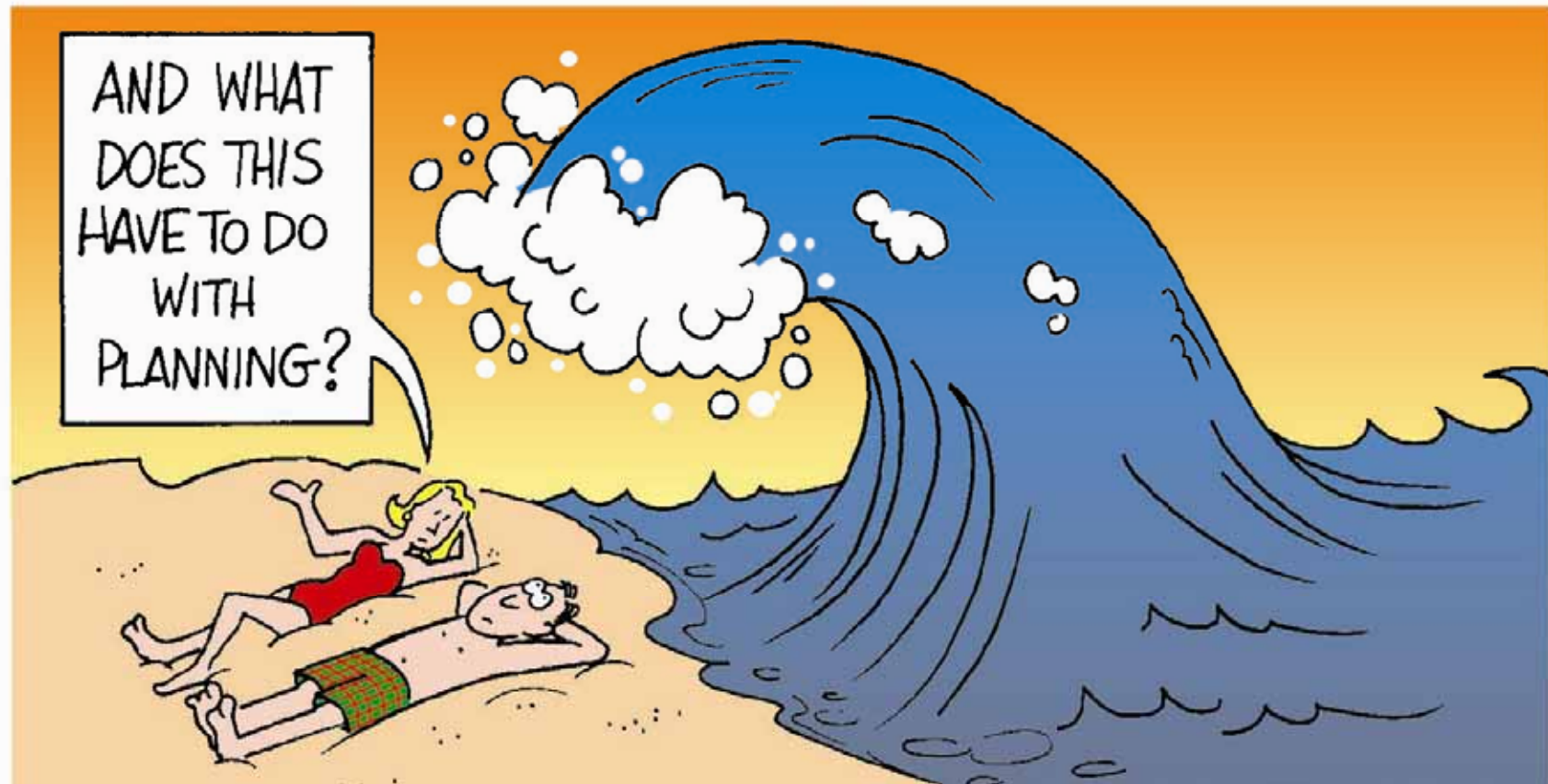
How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

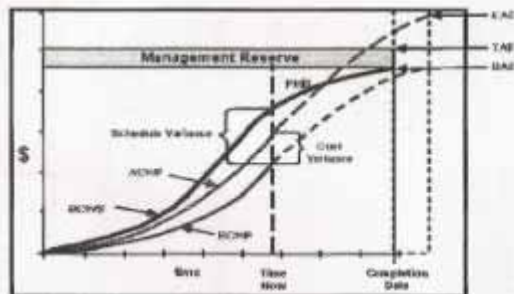
How to Determine and Deliver Bad News in a Good Way



APPENDIX A DOE EVMS GOLD CARD



Department of Energy
Earned Value Management
Gold Card®



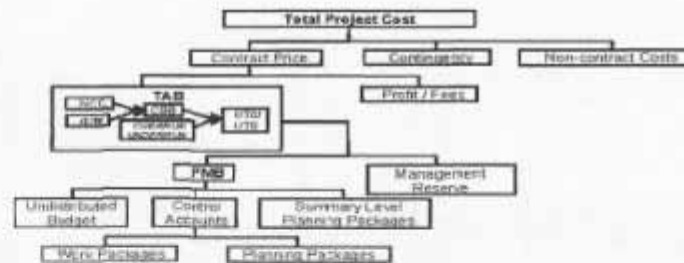
VARIANCES Favorable is Positive, Unfavorable is Negative
 Cost Variance $CV = BCWP - ACWP$ $CV \% = (CV / BCWP) \cdot 100$
 Schedule Variance $SV = BCWP - BCWS$ $SV \% = (SV / BCWS) \cdot 100$
 Variance at Completion $VAC = BAC - EAC$

PERFORMANCE INDICES Favorable is > 1.0 , Unfavorable is < 1.0
 Cost Efficiency $CPI = BCWP / ACWP$
 Schedule Efficiency $SPI = BCWP / BCWS$

OVERALL STATUS
 $\% \text{ Schedule} = (BCWS_{\text{now}} / BAC) \cdot 100$
 $\% \text{ Complete} = (BCWP_{\text{now}} / BAC) \cdot 100$
 $\% \text{ Spent} = (ACWP_{\text{now}} / BAC) \cdot 100$

ESTIMATE AT COMPLETION
 $EAC = \text{Actual to Date} + (\text{Remaining Work} / \text{Efficiency Factor})$
 $EAC_{\text{cost}} = ACWP_{\text{now}} + [(BAC - BCWP_{\text{now}}) / CPI_{\text{now}}] = BAC / CPI_{\text{now}}$
 $EAC_{\text{schedule}} = ACWP_{\text{now}} + [(BAC - BCWP_{\text{now}}) / (CPI_{\text{now}} \cdot SPI_{\text{now}})]$

TO COMPLETE PERFORMANCE INDEX (TCPI)
 $TCPI_{\text{cost}} = \text{Work Remaining} / \text{Cost Remaining} = (BAC - BCWP_{\text{now}}) / (EAC - ACWP_{\text{now}})$



TERMINOLOGY

TPC	Total Project Cost	Total budget authorized for the project, the sum of all budgets
CR	Contingency	Amount withheld by the government for management control purposes
BCC	Unallocated Contract Cost	Contract price less profit / fees
AUW	Authorized Unplanned Work	Work contractually approved, but not yet regulated / defined
CBS	Contract Budget Base	Sum of BCC and AUW
GTBUB	Over Target Baseline	Sum of CBS and recognized overruns/underruns
TAB	Total Allocated Budget	Sum of all budgets for work on contract = BCC, CBS, or GTB
BAC	Budget At Completion	Total budget for total contract thru any given level
PMS	Performance Measurement Baseline	Contract time-phased budget plan
MR	Management Reserve	Budget withheld by the PM for unknowns / risk management
UB	Unallocated Budget	Grossly defined activities not yet distributed to CAs
CA	Control Account	Lowest CWBS element assigned to a single focal point to plan & control scope / schedule / budget
WP	Work Package	Near-term, detail-planned activities within a CA
PP	Planning Package	Far-term CA activities not yet defined into WPs
SLPP	Summary Level Planning Package	Far-term activities not yet defined into CAs
BCWS	Budgeted Cost for Work Scheduled	Value of work planned to be accomplished = PLANNED VALUE
BCWP	Budgeted Cost for Work Performed	Value of work accomplished = EARNED COST (EC)
ACWP	Actual Cost of Work Performed	Cost of work accomplished = ACTUAL COST
EAC	Estimate At Completion	Estimate of total cost for total contract thru any given level may be computed by K1, M2, or M3 = $EAC_{\text{cost}} / \text{TCPI}_{\text{cost}}$
LRE	Latest Revised Estimate	K1's EAC or EAC _{cost}
TCPI	To Complete Performance Index	Efficiency number from "time now" to achieve an EAC

PERFORMANCE REPORTING OF CONTRACTOR EVM INFORMATION

Format 1 - Work Breakdown Structure normally at Level 3 of the Contract Work Breakdown Structure (CWBS)
Format 2 - Organizational Breakdown Structure at Control Account level reflecting contractor's internal organization
Format 3 - Baseline changes from project inception
Format 4 - Shifting forecast
Format 5 - Analysis of variances

* Format 1, 2, 5 are routinely used for most projects
 * Adoption of the Defense Acquisition University Gold Card

DOE G 413.3-10
DRAFT XX-XX-08

Appendix A
A-1 (and A-2)



NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way



DOE G 413.3-10
DRAFT XX-XX-08

Appendix B
B-1

APPENDIX B—CONTRACT PERFORMANCE REPORTS (CPR) AND QUICK LOOK CHECKLIST

Although not required by DOE, OMB has approved the following CPR Formats 1-5 to provide critical information required from contractors about their performance in an organized, easy to understand, format. CPRs are used to confirm, quantify and track known or emerging contract problems; to determine the contractor's ability to achieve the PMB objectives, and assist in decision-making.

CPRs are provided monthly unless otherwise stated in the contract. Also unless otherwise provided in the contract, data reported in the CPR will pertain to all authorized contract work, including both priced and unpriced efforts.

1. **APPLICABLE FORMS:** Fillable DD Forms listed below and included at the end of this Appendix are available online and can be used to submit required data.

Format 1	Work Breakdown Structure	DD Form 2734/1
Format 2	Organizational Categories	DD Form 2734/2
Format 3	Baseline	DD Form 2734/3
Format 4	Staffing	DD Form 2734/4
Format 5	Explanations and Problem Analyses	DD Form 2734/5

- a. The five formats containing data for measuring contractors' cost and schedule performance on contracts have the following attributes:
 - Format 1 provides data to measure cost and schedule performance by product-oriented work breakdown structure (WBS) elements, the hardware, software, and services the Government is buying.
 - Format 2 provides the same data by the contractor's organization [functional or integrated product team (IPT) structure].
 - Format 3 provides the budget baseline plan against which performance is measured.
 - Format 4 provides staffing forecasts for correlation with the budget plan and cost estimates.
 - Format 5 is a narrative report used to explain significant cost and schedule variances and other identified contract problems and topics.
- b. The CPR data should be used to:
 - (1) Integrate cost and schedule performance data with technical performance measures.



NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way



FORMAT 1																
12-Jan-08										Page 1						
S. M. Stoller Corporation U.S. Department of Energy 2597 B3/4 Road Grand Junction, CO 81503						Contract Number: DE-AC01-02GJ79491 Task Order Name/Number: LTS&M Energy Supply and Conservation STD-01				Report Period: 11/26/2007 To 12/30/2007		Signature: Clay Carpenter Title: Task Manager Date: 12-Jan-08				
Quantity 1									Task Order Budget Baseline \$5,060,382	Task Order Ceiling \$3,874,788		Estimated Ceiling / EAC \$4,457,646				
WBS Title		Current Period					Cumulative To Date					At Completion				
		BCWS	BCWP	ACWP	SV	CV	BCWS	BCWP	ACWP	SV	SV%	CV	CV%	BAC	EAC	VAC
1.01.1.0	LTS&M ES Program/T	\$80,335	\$80,335	\$117,000	(\$2)	(\$26,673)	\$256,996	\$226,928	\$280,755	(\$3)	0%	(\$33,820)	-1%	\$143,879	\$380,000	(\$236,121)
1.01.1.1	UMTRCA Title I Sites	\$308,337	\$367,731	\$406,891	(\$626)	(\$99,099)	\$887,695	\$972,789	\$1,128,097	(\$14,976)	-2%	(\$153,279)	-10%	\$1,622,396	\$1,642,349	(\$19,973)
1.01.1.1.122	Title City AZ Depost	\$127,599	\$132,102	\$257,139	\$4,333	(\$125,087)	\$398,154	\$346,280	\$436,379	\$120	0%	(\$88,280)	-2%	\$982,641	\$926,000	(\$56,641)
1.01.1.2	UMTRCA Title II Sites	\$95,446	\$73,670	\$67,151	(\$19,770)	\$6,321	\$244,943	\$200,090	\$151,040	(\$43,952)	-18%	\$49,991	20%	\$371,219	\$231,962	\$139,277
1.01.1.3	D&D Sites	\$21,406	\$21,114	\$14,772	(\$4,291)	\$6,543	\$64,798	\$53,889	\$41,273	(\$10,909)	-17%	\$12,614	20%	\$107,798	\$107,798	\$0
1.01.1.4	FUSRAP Sites	\$15,293	\$12,658	\$9,818	(\$2,635)	\$2,820	\$38,631	\$34,261	\$26,718	(\$4,370)	-11%	\$7,543	22%	\$64,119	\$50,588	\$13,531
1.01.1.5	CERCLA/RCRA Sites	\$636,152	\$650,579	\$489,964	\$70,428	\$241,915	\$1,478,461	\$1,454,625	\$1,302,624	(\$20,096)	-1%	\$151,808	20%	\$1,990,350	\$2,496,297	\$454,093
1.01.1.5.501	LEHR, CA Site	\$261,848	\$262,059	\$135,173	\$141	\$130,666	\$759,124	\$570,214	\$488,280	(\$10)	0%	\$180,934	18%	\$759,124	\$600,000	\$159,124
1.01.1.5.502	Monticello, UT Site	\$106,973	\$121,230	\$80,000	\$12,147	\$60,919	\$293,574	\$293,565	\$145,716	\$1	0%	\$145,808	51%	\$493,048	\$215,000	\$278,048
1.01.1.5.503	Weldon Spring, MO Site	\$256,131	\$267,764	\$258,991	\$8,643	\$10,302	\$597,825	\$480,404	\$470,528	(\$17,401)	-3%	\$119,905	19%	\$763,002	\$675,000	\$88,002
1.01.1.6	Other Sites	\$11,090	\$4,996	\$14,840	(\$27,002)	(\$9,844)	\$84,573	\$71,309	\$27,806	(\$13,014)	-39%	\$23,563	40%	\$133,646	\$99,000	\$34,646
1.01.1.7	Other LTS&M Activities	\$267,030	\$267,003	\$68,601	-\$3	\$296,465	\$367,281	\$367,279	\$266,748	(\$2)	0%	\$100,533	27%	\$486,995	\$450,000	\$36,995
Total Task Order:		\$1,574,896	\$1,490,598	\$1,180,982	(\$11,600)	\$320,535	\$5,483,090	\$3,300,690	\$3,063,082	(\$1,777,380)	-4%	\$216,798	11%	\$1,985,361	\$4,457,646	\$402,135

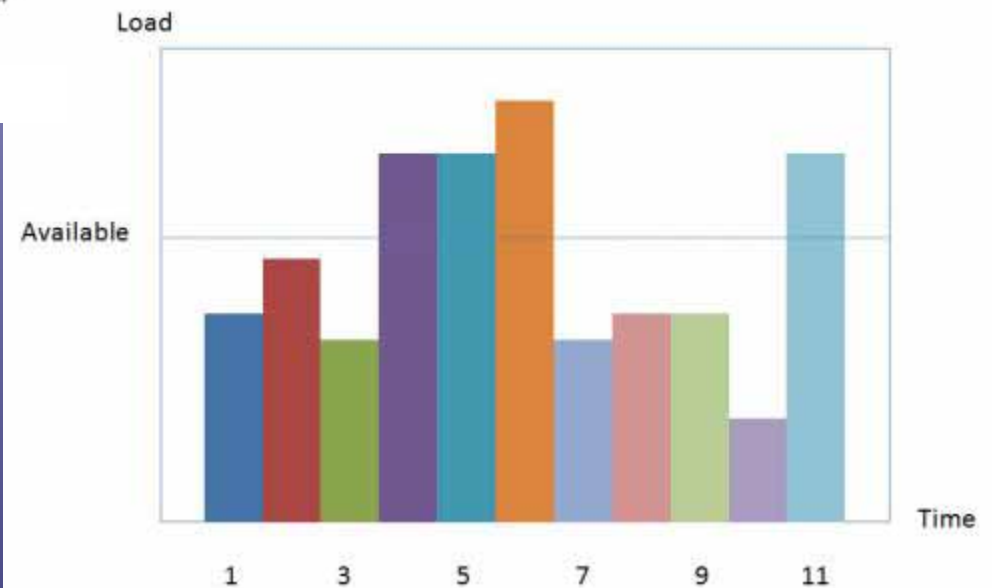
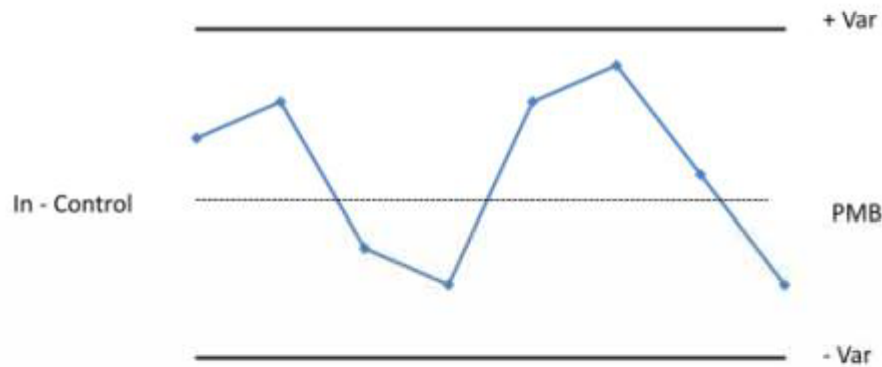


NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way



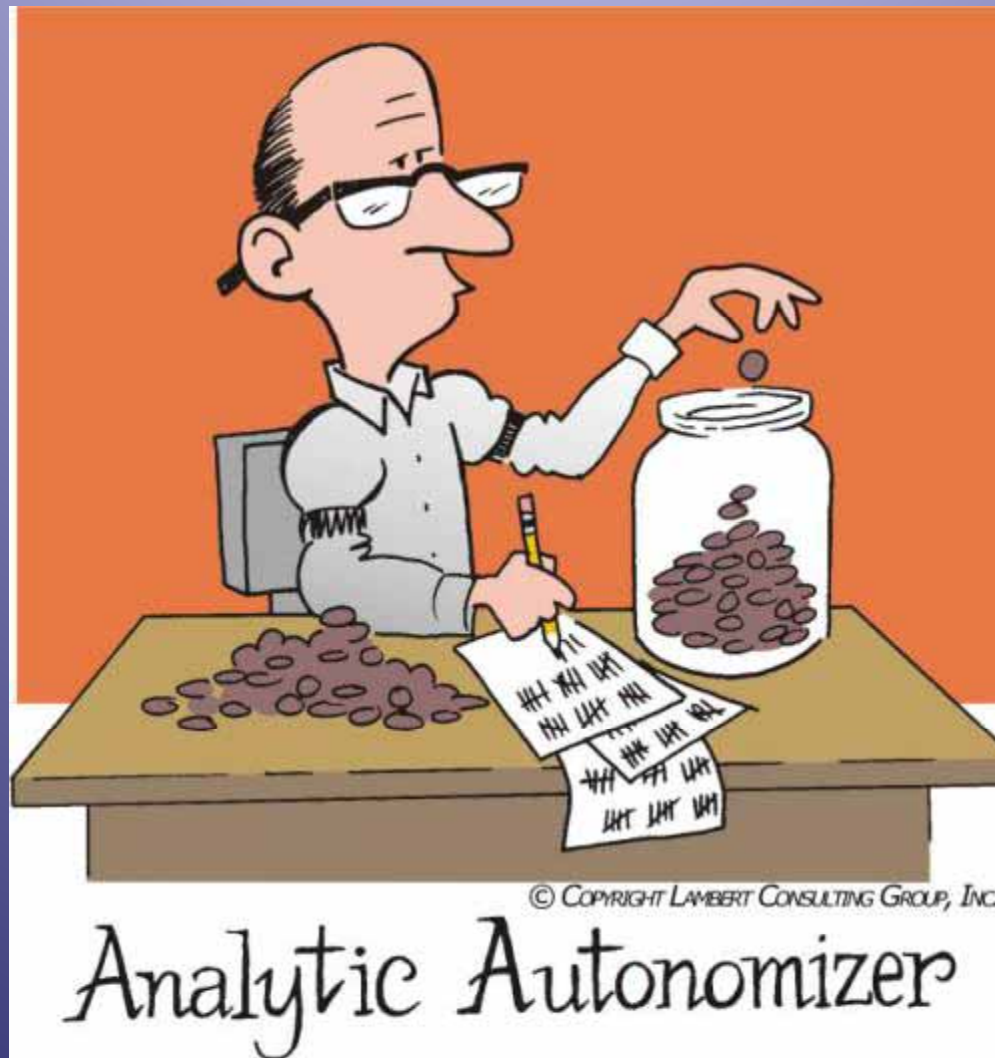
All you Need – What Level?





NJ Chapter
Seminar at Sea 2009

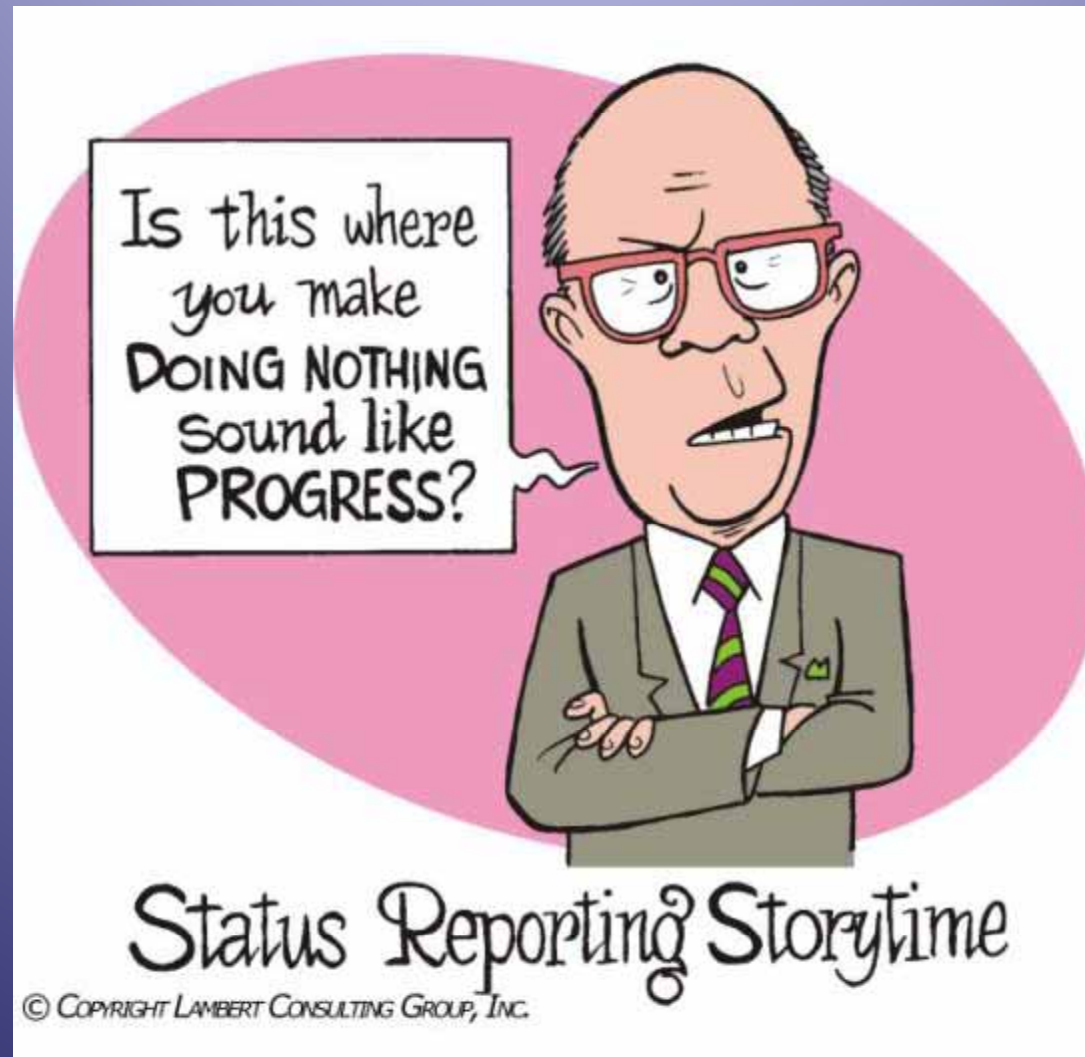
How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

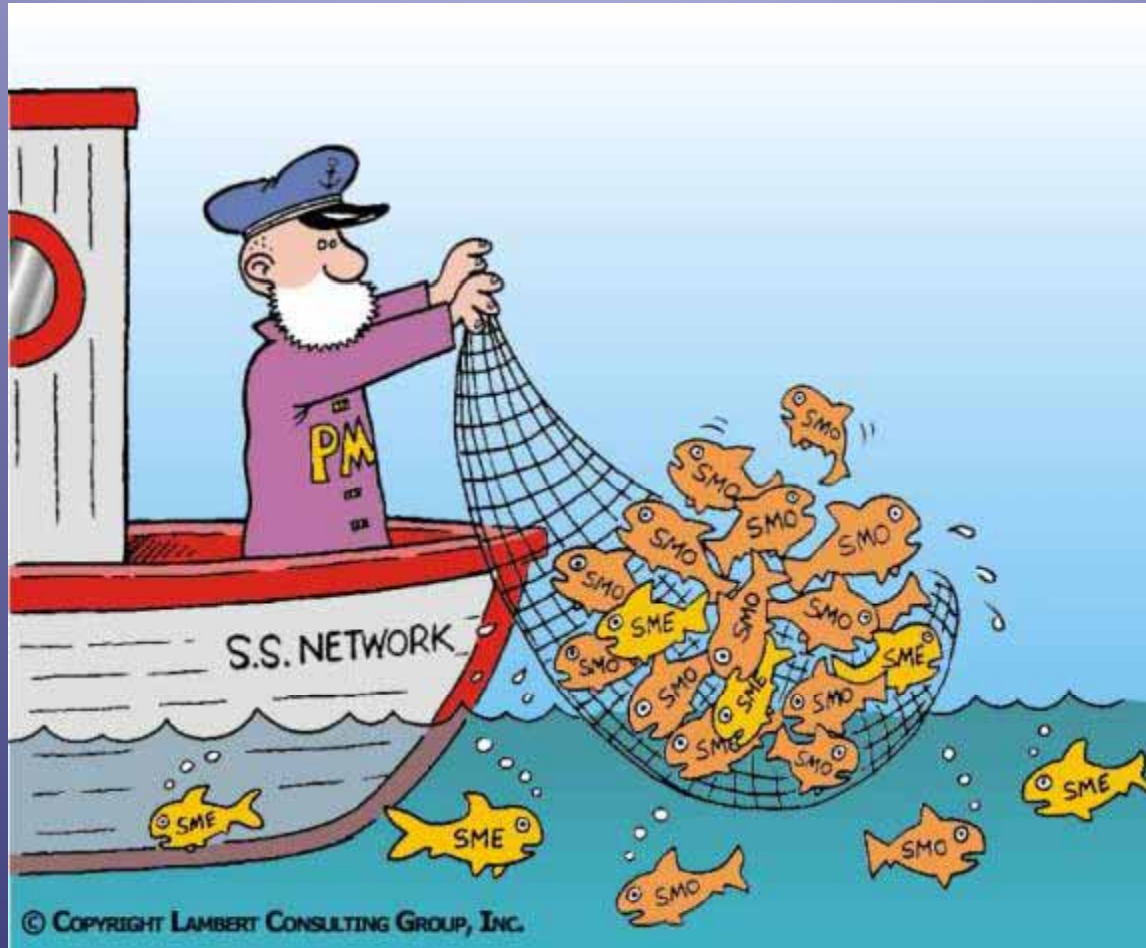
How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way



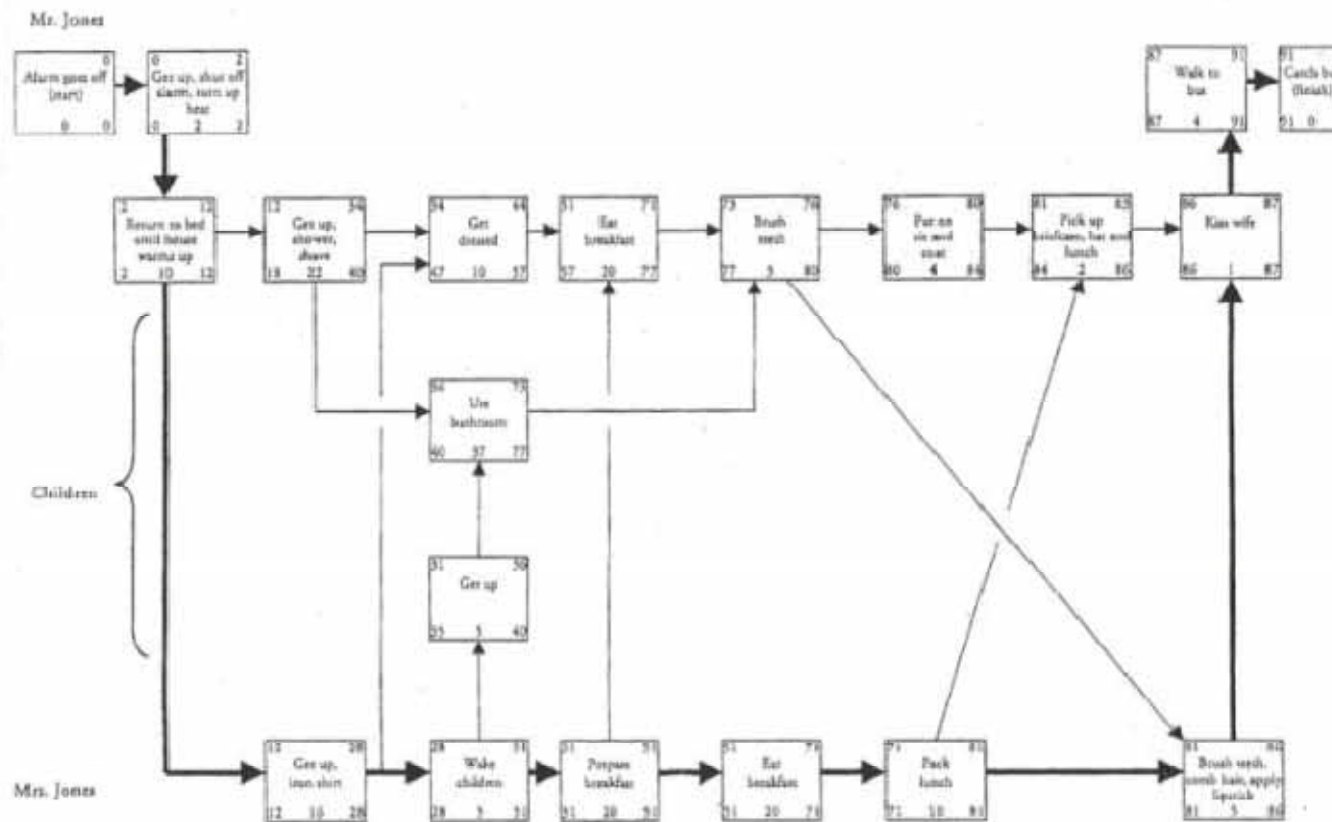


NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way



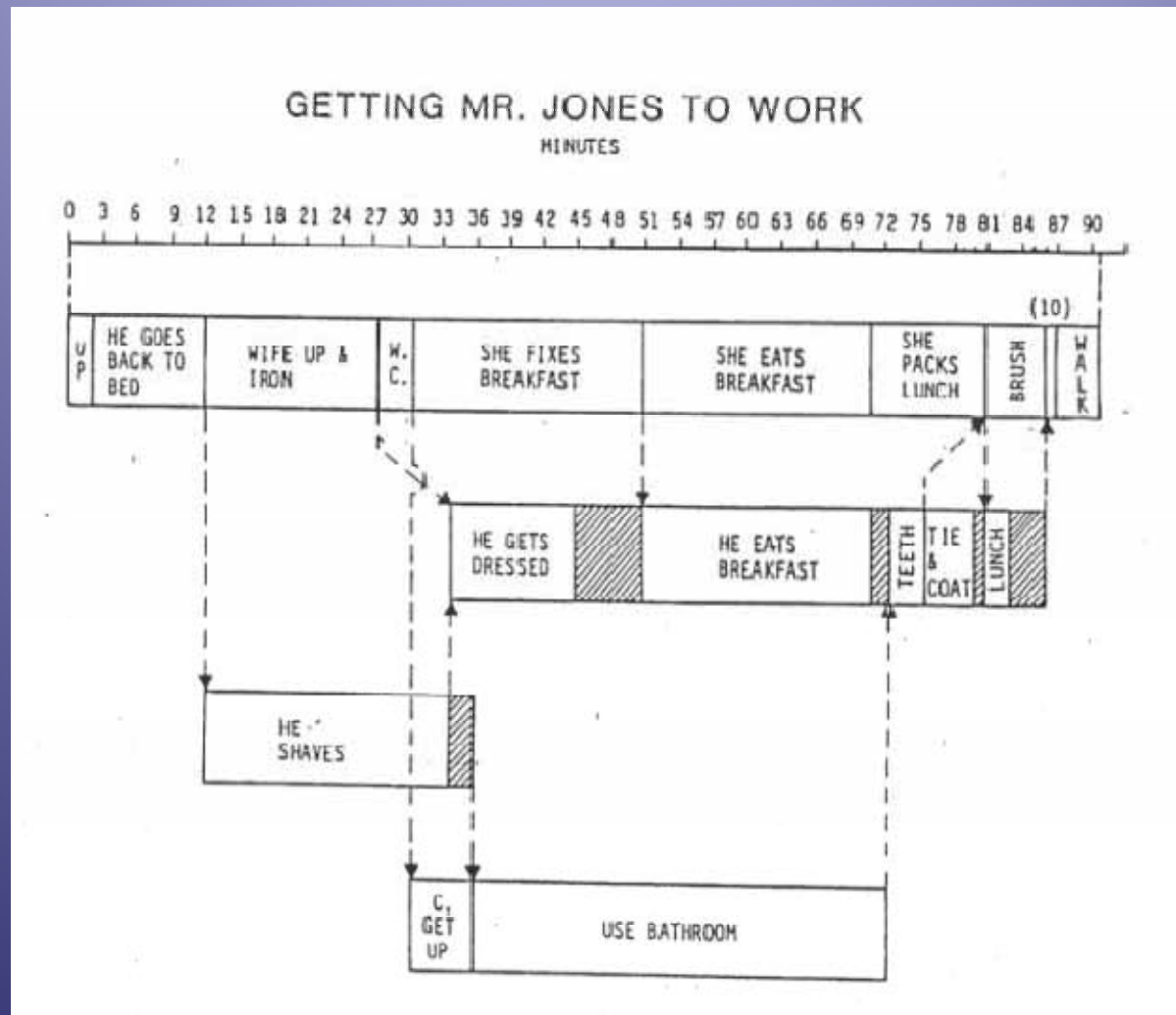
Getting Mr. Jones to Work





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way

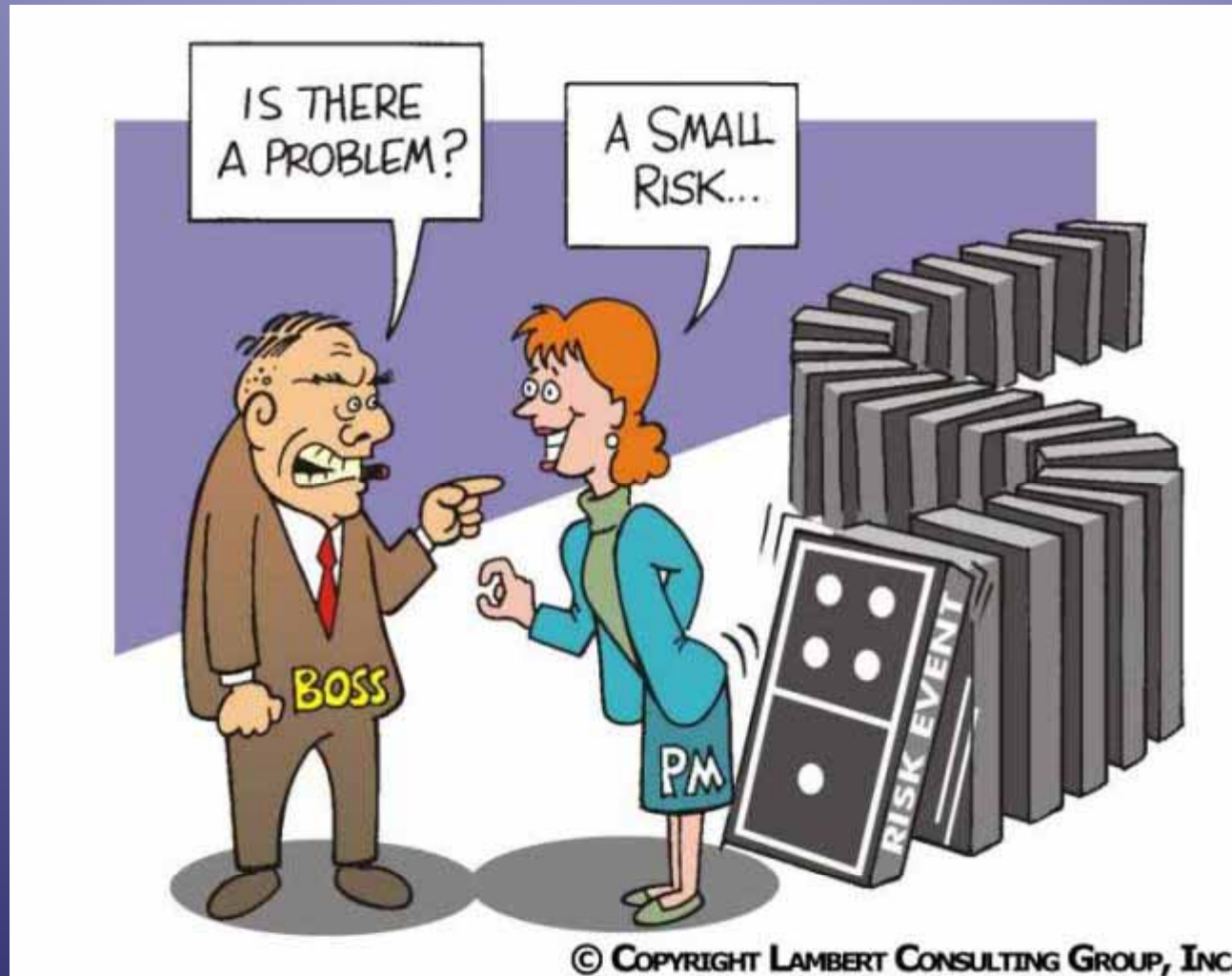


- Separate “critical” from non-critical
- Determine difference between “effort” and duration
- Don’t overlook “impacts” on shared resource projects
- Be prepared to address the “domino” effect



NJ Chapter
Seminar at Sea 2009

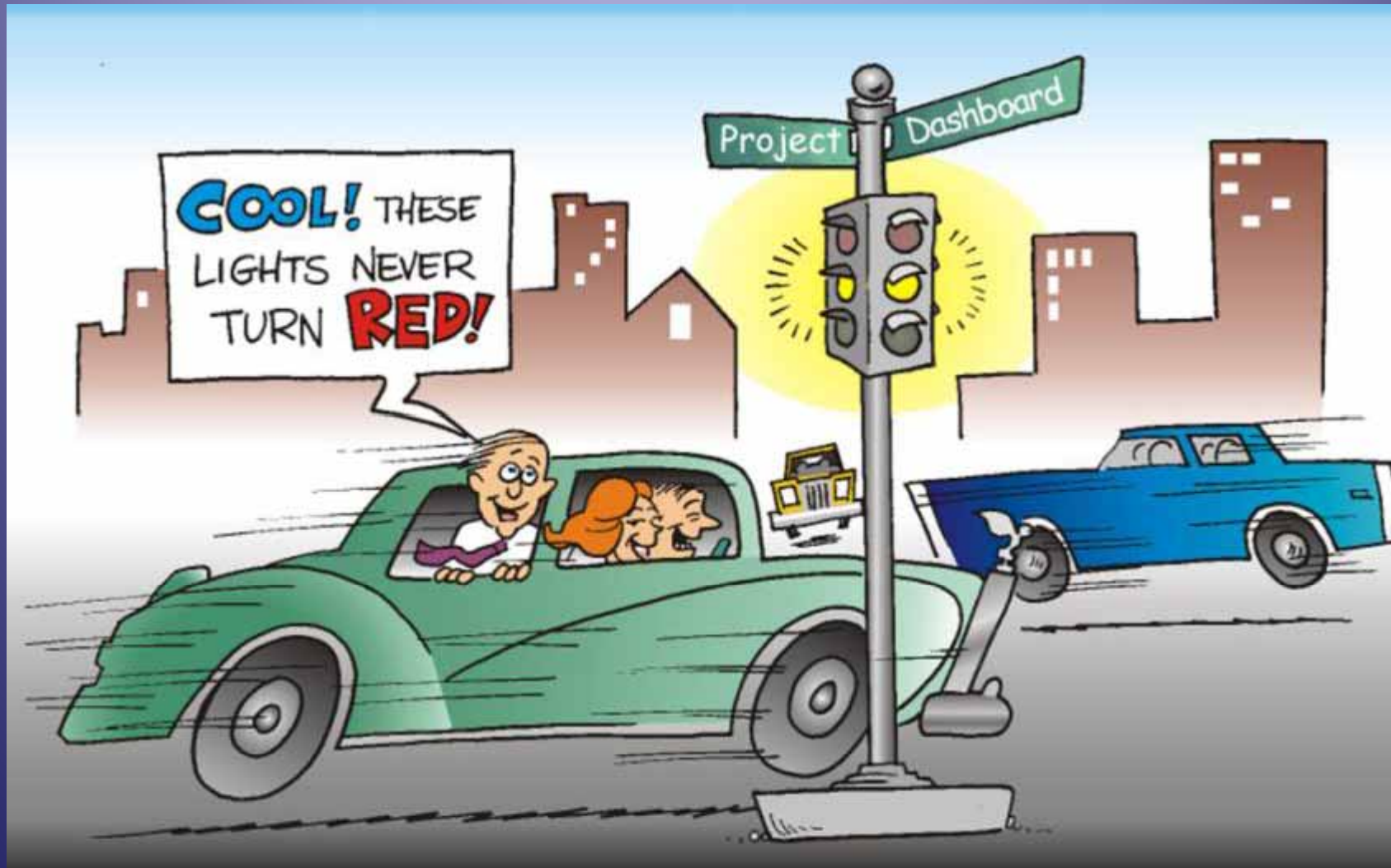
How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way





NJ Chapter
Seminar at Sea 2009

How to Determine and Deliver Bad News in a Good Way

