

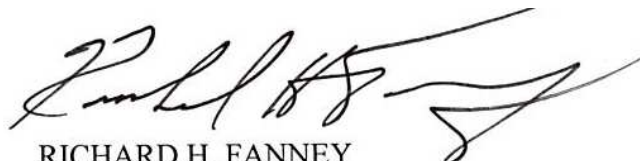
**DEPARTMENT OF DEFENSE
Defense Contract Management Agency**

**STANDARD OPERATING PROCEDURE
Sectors Program Assessment Report (PAR) Review Processes**

**Operations Directorate
OPR: DCMAO-OS**

**DCMAO-OS-130620-001
June 20, 2013**

- 1. PURPOSE.** This Standard Operating Procedure (SOP) establishes a procedure for Sectors Program Assessment Report (PAR) Review Processes for DCMA in accordance with DoD Directive (DoDD) 5105.64 (Reference (a)).
- 2. APPLICABILITY.** This SOP applies to the Operations Directorate, Sector Divisions.
- 3. PLAS CODE.** 038 = Program Integration, OPS01 = Local Program Code
- 4. EFFECTIVE DATE.** By order of the Deputy Chief Operations Officer, Operations Directorate, this SOP is effective immediately.



RICHARD H. FANNEY
Deputy Chief Operations Officer
DCMA Operations Directorate

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REFERENCES

- (a) DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," January 10, 2013
- (b) DCMA-INST 205, "Major Program Support," January 7, 2013
- (c) DCMA-INST 406, "Defense Acquisition Executive Summary," October 15, 2012

CHAPTER 1

STANDARD OPERATING PROCEDURE

1.1. OVERVIEW.

1.1.1. The Deputy Chief Operations Officer, Operations Directorate, delegates responsibility for Program Assessment Report (PAR) review processes to the Sector Lead, Operations Directorate. This SOP describes the procedures for the Sector Divisions to conduct PAR review processes in support of the Major Program Support (MPS) Instruction (Reference (b)) and the Defense Acquisition Executive Summary (DAES) Instruction (Reference (c)).

CHAPTER 2

ROLES AND RESPONSIBILITIES

2.1. DEPUTY, CHIEF OPERATIONS OFFICER (COO), OPERATIONS

DIRECTORATE. The Deputy COO shall be the approval authority for and maintain this SOP.

2.2. DIRECTOR, OPERATIONS DIRECTORATE, SECTOR DIVISION (SECTOR). The Sector Director shall ensure that PARs are reviewed for all major programs in their portfolio.

2.2.1. SECTOR INTEGRATOR (SI), SECTOR DIVISION. The SI shall conduct PAR reviews for all assigned major programs.

2.2.2. SECTOR ANALYST, SECTOR DIVISION. The Sector Analyst shall assist the SI as needed.

CHAPTER 3

DAES GROUP PAR REVIEWS

3.1. RECEIVE CMO DRAFT PAR

3.1.1. The SI should coordinate with the Contract Management Office (CMO) Program Integrator (PI) to ensure the draft PAR, for the current DAES ABC Group, is received, preferably no later than three (3) working days prior to the end of the reporting month.

3.2. CURRENT DAES GROUP?

3.2.1. The SI shall validate that the received draft PARs are for the current DAES ABC Group.

3.2.1.1 If the received draft PAR is not for the current DAES ABC Group, then proceed to paragraph 3.3.

3.2.1.2. If the received draft PAR is in the current DAES ABC Group, then proceed to paragraph 3.4.

3.3. NOTIFY CMO

3.3.1. The SI should notify the CMO PI within one (1) work day that the draft PAR will not be reviewed. This action stops the process.

3.4. REVIEW DRAFT PAR

3.4.1. The SI shall review the draft PAR Section 1 to ensure the DAES categories of Contract Performance Assessment (CPA), Management Assessment (MA), and Production Assessment (PA) adheres to the MPS Instruction (Reference (b)) and the DAES Instruction (Reference (c)).

3.4.2. The SI shall review other sections of the draft PAR to ensure adherence to the MPS Instruction (Reference (b)).

3.4.3. The SI shall review the draft PAR using the PAR Maturity Rubric (Appendix B).

3.5. DEVELOP SECTOR PRODUCT(s)

3.5.1. The SI shall document all feedback to include corrections, recommendations, and/or opportunities for improvement. The format may be in a tracked changes version of the PAR, recommendation slide(s) (Appendix C), and/or a recommendation form (Appendix D).

3.5.2. The SI shall document the PAR maturity level using the PAR Maturity Profile Part 1 (Appendix E).

3.5.2.1. The SI will use their best judgment for establishing a PAR maturity level for each of the Stated Objectives.

3.5.2.2. The maturity level is intended to focus the SI's effort in supporting improvements to the PAR where it is needed the most.

3.5.2.3. The maturity level may be shared with the CMO, Region, and/or other Operations Directorate offices, in an effort to improve the overall quality of the PARs.

3.5.2.4. The SI shall ensure that the sector product(s) support the maturity level conclusions.

3.5.2.5. The SI may use the PAR Maturity Profile as an input to the scheduled PAR review process.

3.5.3. The SI shall seek resolution of all recommended changes with the CMO PI, and if necessary with the CMO PI's supervisor and/or group chief. If agreement cannot be reached, then the SI shall provide the sector product(s) to the Sector Director for resolution.

3.5.3.1. The Sector Director shall seek resolution of all unresolved issue(s) with the CMO Commander/Director/Deputy. If agreement cannot be reached, then the Sector Director shall elevate the unresolved issue(s) and the sector product(s) to the Regional Commander/Deputy, and if necessary to the Deputy Chief Operations Officer; always seeking resolution at the lowest level.

3.6. FOLLOW-UP REVIEW?

3.6.1. The SI shall determine if a follow-up review is needed.

3.6.1.1. If the draft PAR needs a follow-up review, then proceed to paragraph 3.7.

3.6.1.2. If the draft PAR does not need a follow-up review, then proceed to paragraph 3.8.

3.7. DELIVER SECTOR DRAFT PRODUCT(s)

3.7.1. The SI shall deliver the Sector draft product(s) to the CMO PI within three (3) working days from receipt to facilitate a follow-up review; and to request a follow-up review. As deemed necessary, the SI may distribute the Sector draft product(s) to others (e.g. CMO leadership, Operations functional specialists, Regional functional specialist).

3.8. DELIVER SECTOR FINAL PRODUCT(s)

3.8.1. The SI shall deliver the Sector final product(s) to the CMO PI within three (3) working days from receipt to facilitate any revisions. As deemed necessary, the SI may distribute the Sector product(s) to others (e.g. CMO leadership, Operations functional specialists, Regional functional specialist).

3.8.2. The Sector products may be used as input for other purposes, which may include but not limited to: identifying systemic issues across product sectors, identifying best practices, and identifying improvements for policies, tools, and training. The SI may capture these key points using the PAR Maturity Profile Part 2 (Appendix E).

3.9. REPORT REPOSITORY

3.9.1. The SI or Sector Analyst shall upload the Sector final product(s) into the report repository (i.e. DCMA Operations Portal) as evidence of completing a review. This action stops the process.

CHAPTER 4

SCHEDULED PAR REVIEWS

4.1 DEVELOP PAR REVIEW SCHEDULE

4.1.1. Each Sector Director shall develop a PAR review schedule so that all major programs in their portfolio are reviewed at least once (1) per calendar year. The Sector Director should take into consideration the required reviews for DAES ABC Group, program risks, available external information, and SI workload and availability.

4.2. RETRIEVE PAR

4.2.1. Based on the review schedule, the SI shall access the PAR eTool and retrieve the major program's final PAR and other associated products (e.g. program assessment chart (PAC), electronic functional input templates (EFITs), and earned value management analysis standard slides (EASS)).

4.3. CONDUCT PAR REVIEW

4.3.1. The SI shall review the final PAR and the other associated documents (e.g. PAC, EFITs, and EASS) to ensure adherence to the MPS Instruction (Reference (b)) and the DAES Instruction (Reference (c)).

4.3.2. The SI shall review the PAR using the PAR Maturity Rubric (Appendix B).

4.4. REQUEST FUNCTIONAL ASSISTANCE

4.4.1. The SI shall determine if supplemental Operational and/or Regional functional expertise should be requested to assist in the review.

4.4.1.1. If functional assistance is not needed, then proceed to paragraph 4.5.

4.4.1.2. If functional assistance is needed, then proceed to paragraph 4.6.

4.5. DEVELOP DRAFT PRODUCT(s)

4.5.1. The SI shall develop draft product(s) to include corrections, recommendations, and/or opportunities for improvement. The format may be in a tracked changes version of the PAR, recommendation slide(s) (Appendix C), and/or a recommendation form (Appendix D).

4.5.2. The SI shall document the PAR maturity level using the PAR Maturity Profile Part 1 (Appendix E).

4.5.2.1. The SI will use their best judgment for establishing a PAR maturity level for each of the Stated Objectives. The SI may request functional specialist input.

4.5.2.2. The maturity level is intended to focus the SI's effort in supporting improvements to the PAR where it is needed the most.

4.5.2.3. The maturity level may be shared with the CMO, Region, and/or other Operations Directorate offices, in an effort to improve the overall quality of the PARs.

4.5.2.4. The SI shall ensure that the sector product(s) support the maturity level conclusions.

4.5.3. The SI shall seek resolution of all recommended changes with the CMO PI, and if necessary with the CMO PI's supervisor and/or group chief. If agreement cannot be reached, then the SI shall provide the sector product(s) to the Sector Director for resolution.

4.5.3.1. The Sector Director shall seek resolution of all unresolved issue(s) with the CMO Commander/Director/Deputy. If agreement cannot be reached, then the Sector Director shall elevate the unresolved issue(s) and the sector product(s) to the Regional Commander/Deputy, and if necessary to the Deputy Chief Operations Officer; always seeking resolution at the lowest level.

4.5.4. Once the draft product(s) are complete, then the SI shall proceed to paragraph 4.19.

4.6. LEVEL OF FUNCTIONAL REVIEW?

4.6.1. The SI shall coordinate with the Sector Director and determine the level of functional review.

4.6.1.1. If a specific functional review is needed, then the SI shall proceed to paragraph 4.7.

4.6.1.2. If a Deep Dive review is needed, then the Sector Director shall notify the Sector Lead, other Sector Directors, and the CMO and Region leadership. The SI shall proceed to paragraph 4.10.

4.7. SPECIFIC FUNCTIONAL REVIEW

4.7.1. The SI shall request a review for specific functional insight from appropriate functional reviewer(s), which may include but not limited to: Operational functional staff, Region functional staff, Software Engineering and Acquisition Management (SEAM) Center staff, and/or Earned Value Management Implementation Division (EVMID) Hub staff. For example: If the SI requires specific review of the EASS slides, then the appropriate EVMID staff and/or Region staff should be contacted.

4.7.2. The SI shall ensure the functional reviewer(s) have access to the specific PAR data product(s). The SI may provide the functional reviewer(s) with a recommendation slide (Appendix C) for use in documenting their functional comments. Data access may be accomplished via email, or a designated report repository (i.e. DCMA Operations Portal).

4.8. RECEIVE FUNCTIONAL COMMENTS

4.8.1. The SI should receive the functional reviewer comments.

4.9. DEVELOP DRAFT PRODUCT(s)

4.9.1. The SI shall review all functional reviewer comments.

4.9.2. The SI shall consolidate all comments, to include their own comments, into groups that align with the Stated Objectives on the PAR Maturity Rubric (Appendix B).

4.9.3. The SI shall develop draft product(s) to include corrections, comments, recommendations, and/or opportunities for improvement. The format may be in a tracked changes version of the PAR, recommendation slide(s) (Appendix C), and/or a recommendation form (Appendix D).

4.9.4. The SI shall document the PAR maturity level using the PAR Maturity Profile Part 1 (Appendix E).

4.9.4.1. The SI will use their best judgment for establishing a PAR maturity level for each of the Stated Objectives. The SI may request functional specialist input.

4.9.4.2. The maturity level is intended to focus the SI's effort in supporting improvements to the PAR where it is needed the most.

4.9.4.3. The maturity level may be shared with the CMO, Region, and/or other Operations Directorate offices, in an effort to improve the overall quality of the PARs.

4.9.4.4. The SI shall ensure that the sector product(s) support the maturity level conclusions.

4.9.5. The SI shall seek resolution of all recommended changes with the CMO PI, and if necessary with the CMO PI's supervisor and/or group chief. If agreement cannot be reached, then the SI shall provide the sector product(s) to the Sector Director for resolution.

4.9.5.1. The Sector Director shall seek resolution of all unresolved issue(s) with the CMO Commander/Director/Deputy. If agreement cannot be reached, then the Sector Director shall elevate the unresolved issue(s) and the sector product(s) to the Regional Commander/Deputy, and if necessary to the Deputy Chief Operations Officer; always seeking resolution at the lowest level.

4.9.6. Once the draft product(s) are complete, then the SI shall proceed to paragraph 4.19.

4.10. ESTABLISH DEEP DIVE REVIEW TEAM

4.10.1. The SI shall identify potential Deep Dive Review Team members. The SI may use the points of contact identified on Table 1.

4.10.1.1. The SI shall obtain and review the Program Support Team (PST) Assignment Letter to understand the functional specialist composition of the PST.

4.10.1.2. The SI shall identify potential Operational and/or Regional functional specialists to compliment the PST membership. For Example: The PST Assignment Letter identifies a Program Integrator, Systems Engineer, Software Specialist, and Earned Value Specialist; therefore the Deep Dive Review Team membership should involve similar functional specialists from the Operational and/or Region functional offices.

4.10.1.3. The SI may identify potential Portfolio Management and Integration Directorate participants, such as the appropriate Customer Liaison Representative(s) to gain their insight into Program Office expectations, and/or a member(s) of the Analysis and Information Integration Branch to gain their insight into DAES Board member expectations.

4.10.2. The SI shall develop a Deep Dive review plan (Appendix F). The review plan should identify the scope, purpose, goals, rules of engagement, and timeline of the Deep Dive Review. The timeline should include a kick-off meeting date, weekly status meetings, functional feedback sessions, consolidating reviewer comments, developing draft products, reviewing draft products, finalizing products, and coordinating and conducting an out-brief to the CMO.

4.10.3. The Sector Director, or designee, shall communicate with the supervisors of the appropriate offices. The offices may include, but are not limited to: Operational functional offices, Region functional offices, SEAM Center, EVMID, and/or Portfolio Management and Integration. The Sector Director, or designee, shall request and secure membership on the Deep Dive Review Team. The Sector Director, or designee, may provide the review plan to the supervisors to communicate the expectations of the Deep Dive Review.

4.11. COORDINATE WITH CMO AND REQUEST DATA PRODUCTS

4.11.1. The Sector Director and SI shall coordinate with the CMO leadership and CMO PI to communicate the Deep Dive review plan which includes: scope, purpose, goals, rules of engagement, timeline, and expectations for the CMO.

4.11.2. The SI should utilize the Data Request Table (Table 2) to identify the data products needed for appropriate Deep Dive functional member review.

4.11.2.1. If the data product(s) are not available from an eTool database, then the SI shall request the appropriate data product(s) from the CMO PI prior to the Kick-Off meeting.

4.12. COORDINATE AND CONDUCT KICK-OFF MEETING

4.12.1. The SI shall coordinate and conduct the Kick-Off meeting with the Deep Dive Review Team members. The focus of the Kick-Off meeting is to communicate the review plan which includes: scope, purpose, goals, rules of engagement, timeline, and expectations for each team member.

4.12.2. The SI shall discuss and gain concurrence on the review plan and timeline; and subsequently email appropriate calendar announcements.

4.12.3. The SI shall ensure that the Deep Dive team members have access to specific PAR data product(s) within the PAR eTool and shall provide the team members with a recommendation slide (Appendix C) for documenting their comments. Data access may be accomplished via email, or a designated report repository (i.e. DCMA Operations Portal).

4.12.4. The SI shall present the current status of requested data products, and clarify if any additional data products are needed.

4.12.4.1. If additional data products are needed, and they are not available from an eTool database, then the SI shall request the additional data products from the CMO PI.

4.13. RECEIVE DATA PRODUCTS

4.13.1. The SI should receive requested data products from the CMO PI.

4.13.2. The SI shall ensure the team members have access to the received CMO PI data products. The access may be accomplished via email, or a designated report repository (i.e. DCMA Operations Portal).

4.14. COORDINATE FEEDBACK SESSIONS

4.14.1. The SI shall facilitate the feedback sessions, provide clarification on the review plan, and ensure that the rules of engagement are followed.

4.14.1.1. The SI shall coordinate individual functional feedback sessions with the appropriate Deep Dive team functional specialist, the CMO PI, and the appropriate CMO PST functional specialists and their supervisor(s)/group chief (if available). The feedback sessions are intended to foster open communication, and provide clarification about the PAR, PAC, EFITs, EASS, and/or data products.

4.14.2. The SI shall coordinate, lead, and provide comments to the CMO PI during their individual feedback session.

4.14.3. All clarified comments will be considered closed at the end the feedback session(s), and shall not be included in the final CMO leadership briefing package.

4.15 RECEIVE TEAM COMMENTS

4.15.1. The SI should receive the team member comments on the recommendation slide(s) (Appendix C).

4.16. CONSOLIDATE COMMENTS

4.16.1. The SI shall consolidate all comments, to include their own comments, into groups that align with the Stated Objectives on the PAR Maturity Rubric (Appendix B).

4.17. DEVELOP DRAFT PRODUCTS

4.17.1. The SI shall develop a draft consolidated recommendations package, to include all comments/recommendations and the team members' contact information.

4.17.1.1. The SI shall ensure the team members have access to the draft consolidated recommendations package. The access may be accomplished via email, or a designated report repository (i.e. DCMA Operations Portal).

4.17.1.2. The SI shall coordinate and host Deep Dive team member meeting to receive concurrence on the draft consolidated recommendations package, and determine which key recommendations should be included in the CMO leadership briefing.

4.17.2. The SI shall develop a draft CMO leadership briefing that includes the following topics: team members, policy requirement, scope, purpose, goals, timeline, key summary level observations with examples, and a summary of recommendations.

4.17.3. The SI shall document the summary of key recommendations on the recommendation form (Appendix D).

4.17.4. The SI shall document the PAR maturity level using the PAR Maturity Profile Part 1 (Appendix E).

4.17.4.1. The SI will use their best judgment for establishing a PAR maturity level for each of the Stated Objectives. The SI may request functional specialist input.

4.17.4.2. The maturity level is intended to focus the SI's effort in supporting improvements to the PAR where it is needed the most.

4.17.4.3. The maturity level may be shared with the CMO, Region, and/or other Operations Directorate offices, in an effort to improve the overall quality of the PARs.

4.17.4.4. The SI shall ensure that the sector product(s) support the maturity level conclusions.

4.17.5. Once the draft product(s) are complete, the SI shall deliver the products to the Sector Director, and then proceed to paragraph 4.18.

4.18. PRODUCTS APPROVED?

4.18.1. The Sector Director shall review all draft products to ensure content meets the goals of the review and flow of information is suitable for presentation to the CMO leadership. The Sector Director shall either disapprove or approve the products.

4.18.1.1. If disapproved, the Sector Director shall return the draft product(s) to the SI, with feedback for correction/update. The SI shall proceed to paragraph 4.15.

4.18.1.2. If approved, the Sector Director shall return the draft product(s) to the SI with approval. The SI shall proceed to paragraph 4.19.

4.19. FINALIZE PRODUCT(s)

4.19.1. The SI shall finalize the review product(s).

4.20. CMO LEADERSHIP OUT-BRIEF?

4.20.1. The SI shall determine if a CMO leadership out-brief is required.

4.20.1.1. If a CMO leadership out-brief is required, then proceed to paragraph 4.21.

4.20.1.2. If a CMO leadership out-brief is not required, then proceed to paragraph 4.22.

4.21. COORDINATE AND CONDUCT CMO LEADERSHIP OUT-BRIEF

4.21.1. The SI shall coordinate the CMO leadership out-brief. The meeting invitation may include but is not limited to: CMO Commander/Director/Deputy, CMO PI/PST members and their supervisors, Sector Director, Deep Dive team members.

4.21.2. The SI shall present the CMO leadership briefing that includes the following topics: team members, policy requirement, scope, purpose, goals, timeline, key summary level observations with examples, and a summary of recommendations.

4.21.3. The SI may open the meeting for discussion, and may solicit feedback to improve the deep dive review process.

4.21.3.1. If applicable, the SI should document improvements to the deep dive review process and provide them to the Sector Director.

4.21.3.2. If applicable, the Sector Director shall seek resolution of all unresolved issue(s) with the CMO Commander/Director/Deputy. If agreement cannot be reached, then the Sector Director shall elevate the unresolved issue(s) and the sector product(s) to the Regional Commander/Deputy, and if necessary to the Deputy Chief Operations Officer; always seeking resolution at the lowest level.

4.22. DELIVER FINAL PRODUCT(s)

4.22.1. The SI shall ensure the CMO has access to the final product(s). The access may be accomplished via email, or a designated report repository (i.e. DCMA Operations Portal).

4.22.2. The Sector products may be used as input for other purposes, which may include but not limited to: identifying systemic issues across product sectors, identifying best practices, and identifying improvements for policies, tools, and training. The SI may capture these key points using the PAR Maturity Profile Part 2 (Appendix E).

4.23. REPORT REPOSITORY

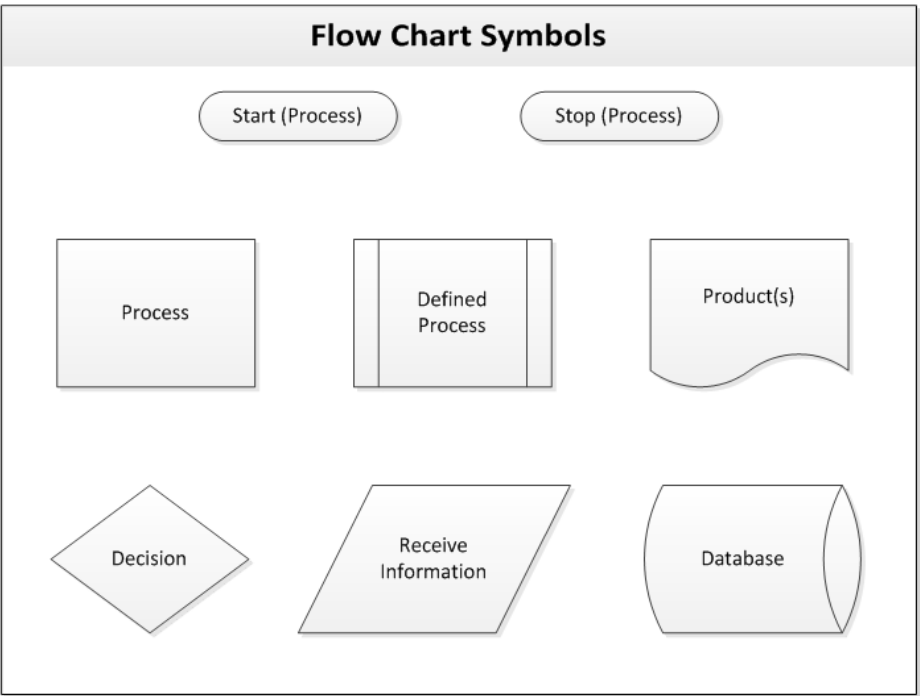
4.23.1. The SI or Sector Analyst shall upload the final product(s) into the report repository (i.e. DCMA Operations Portal) as evidence of completing a review. This action stops the process.

GLOSSARY

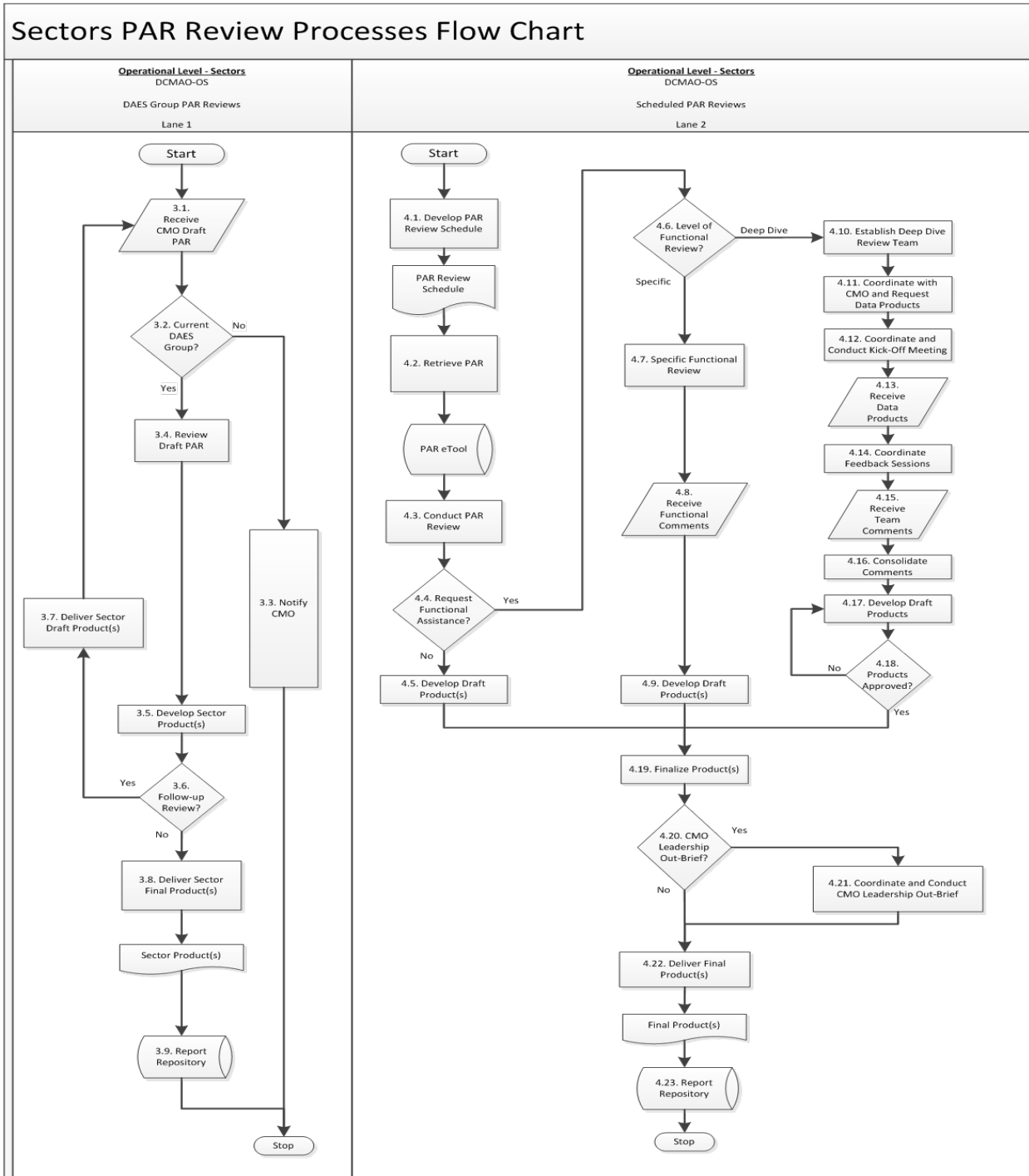
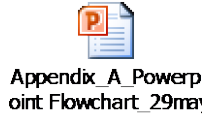
ACRONYMS

BEI	Baseline Execution Index
CMO	Contract Management Office
CPA	Contract Performance Assessment
DAES	Defense Acquisition Executive Summary
DCMA	Defense Contract Management Agency
DoD	Department of Defense
DoDD	Department of Defense Directive
EAC	Estimate At Completion
EASS	Earned value management Analysis Standard Slides
EFIT	Electronic Functional Input Templates
eTool	Electronic Tool
EVM	Earned Value Management
EVMID	Earned Value Management Implementation Division
FFP	Firm Fixed Price
IEAC	Independent Estimate At Completion
INST	Instruction
KTR	Contractor
MA	Management Assessment
MPS	Major Program Support
OPR	Office of Primary Responsibility
PA	Production Assessment
PAC	Program Assessment Chart
PAR	Program Assessment Report
PI	Program Integrator
PLAS	Performance Labor Accounting System
PMR	Program Management Review
PST	Program Support Team
SEAM	Software Engineering and Acquisition Management
SI	Sector Integrator
VAC	Variance At Completion

APPENDIX A – SECTOR PAR REVIEW PROCESSES FLOW CHART



APPENDIX A – SECTOR PAR REVIEW PROCESSES FLOW CHART



APPENDIX B – PAR MATURITY RUBRIC

(Reference paragraphs: 3.4.3, 4.3.2, 4.9.2, 4.16.1)



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Stated Objectives	Beginning 1	Developing 2	Accomplished 3	Exemplary 4	Level
Timeliness <i>(MPS INST paragraph: 3.9.1.3)</i>	For DAES Group PAR Review: Draft PAR delivered late to Sector. Final PAR was approved late in the PAR eTool.	Not applicable.	For DAES Group PAR Review: Draft PAR delivered on-time to Sector. Final PAR was approved on-time in the PAR eTool.	Not applicable.	
Format <i>(MPS INST paragraph: 7.6.1 & 7.6.2)</i> <i>(DAES INST paragraph: 1.5)</i>	Format not followed. Revisions recommended.	Not applicable.	Format is compliant.	Not applicable.	
PAR Section 1, Content Quality <i>(MPS INST paragraph: 7.6.1 & 7.6.2)</i> <i>(DAES INST paragraph: 1.5)</i>	PAR Section 1 needs a significant rewrite to justify rating. MPS/DAES Instruction not followed. Missing content.	Moderate recommendations made. PAR Section 1 is not current, clear, concise, supportable, and/or does not summarize key contractual and functional issues with quantifiable impacts. CPA, MA, or PA ratings do not meet DAES criteria. Assessment trends/changes are not clearly identified from last month/ quarter. CPA & PA do not provide % complete.	Minor recommendations made. PAR Section 1 is current, clear, concise, supportable, and summarizes key contractual and functional issues with quantifiable impacts. CPA, MA, and PA ratings meet DAES criteria. Assessment trends/changes are clearly identified from last month/ quarter. CPA & PA provide % complete.	PAR Section 1 is considered a successful model.	

APPENDIX B – PAR MATURITY RUBRIC
(Reference paragraphs: 3.4.3, 4.3.2, 4.9.2, 4.16.1)



Appendix_B_MATURITY_RUBRIC.docx

Stated Objectives	Beginning 1	Developing 2	Accomplished 3	Exemplary 4	Level
PAR Section 1, DCMA Independent Assessment <i>(MPS INST paragraph: 2.2.6.1, 2.2.6.2, 2.2.6.3, 2.3.5.1, 2.3.5.2, 2.3.5.3)</i> <i>(DAES INST paragraph: 1.5)</i>	<p>PAR does not contain predictive analysis or predictive analysis is not supported.</p> <p>Forecast of projected effort remaining is not discussed nor assessed.</p>	<p>Assessments are paraphrased from contractor information (e.g. Format 5, PMR data).</p> <p>Trend analysis is not provided in CPA and/or PA.</p> <p>Forecasts do not provide quantifiable cost, schedule, and technical impacts.</p> <p><u>(For EVM contracts):</u> CPA does not contain comprehensive IEAC and compares KTR EAC realism, VAC, & BEI.</p> <p>IEAC is strictly formula driven.</p>	<p>Assessments are independent from contractor information (e.g. Format 5, PMR data).</p> <p>Trend analysis is provided in CPA and PA.</p> <p>Forecasts provide quantifiable cost, schedule, and technical impacts.</p> <p><u>(For EVM contracts):</u> CPA contains comprehensive IEAC and compares KTR EAC realism, VAC, & BEI.</p> <p>IEAC employs some information beyond index formula with adequate rationale.</p>	<p>PAR Section 1 is considered a successful model.</p> <p><u>(For EVM contracts):</u> CPA demonstrates thorough and comprehensive predictive analysis including all objective attributes.</p> <p>IEAC includes supportable assumptions based on risks & opportunities.</p>	
PAR Section 2, Additional Supporting Analysis <i>(MPS INST paragraph: 2.2.6.1, 2.2.6.2, 2.2.6.3, 2.3.5.1, 2.3.5.2, 2.3.5.3, 7.6.1)</i>	<p>If applicable, PAR Section 2 does not include key issues that contribute to the PAR Section 1 rating conclusions.</p>	<p>If applicable, PAR Section 2 is missing some key issues that contribute to the PAR Section 1 rating conclusions.</p>	<p>If applicable, PAR Section 2 includes key issues that contribute to the PAR Section 1 rating conclusions.</p>	<p>PAR Section 2 is considered a successful model.</p>	

APPENDIX B – PAR MATURITY RUBRIC
(Reference paragraphs: 3.4.3, 4.3.2, 4.9.2, 4.16.1)



Appendix_B_MATURITY_RUBRIC.docx

Stated Objectives	Beginning 1	Developing 2	Accomplished 3	Exemplary 4	Level
PAR Section 3, Major Subcontractor and/or Supply Chain Issues	If applicable, PAR Section 3 does not include issues relating to major or critical suppliers, or to critical parts or components.	Not applicable.	If applicable, PAR Section 3 includes issues relating to major or critical suppliers, or to critical parts or components.	Not applicable.	
PAR Appendix A, EVM Analysis Standard Slides (EASS)	EASS is missing.	Significant information is missing, or inconsistent information is identified. <u>For Deep Dive:</u> IEAC is based on index formula with minimal analysis described.	All information included and no inconsistent information identified. <u>For Deep Dive:</u> IEAC employs some information beyond index formula with adequate rationale.	<u>Applicable only for Deep Dive:</u> PAR Appendix A is considered a successful model.	
PAR Appendix B, Functional Reports <i>(MPS INST paragraph: 2.2.6.1, 2.2.6.2, 2.2.6.3, 2.3.5.1, 2.3.5.2, 2.3.5.3, 7.6.1, 7.6.4)</i>	Not applicable for DAES Group PAR Review EFIT(s) missing from PAR eTool	Not applicable for DAES Group PAR Review EFIT(s) do not support the issues in the CPA or PA. EFITs do not quantify impacts to cost, schedule, and technical performance. <u>For Deep Dive:</u> Minimal analysis or lack of supportable impact statements.	Not applicable for DAES Group PAR Review EFITs do quantify impacts to cost, schedule, and technical performance. <u>For Deep Dive:</u> EFITs demonstrate thorough and comprehensive analysis. EFIT conclusions provide significant contributions to the PAR.	<u>Applicable only for Deep Dive:</u> PAR Appendix B is considered a successful model.	

APPENDIX C – RECOMMENDATION SLIDE
(Reference paragraphs: 3.5.1, 4.5.1, 4.7.2, 4.9.3, 4.12.3, 4.15.1)



Appendix_C_RECOM
MENDATION_SLIDE.p



Recommendation Slide

UTILIZE SNIPPING TOOL TO TAKE SCREENSHOT OF
COMMENTED PARAGRAPH, EFIT, EASS SLIDE

- **Comment:** [Please provide your comment here]
- **Recommendation:** [Please provide your recommendation here]
- **POC:** [Provide your Name, Function, Region/Ops/Sector]



APPENDIX C – RECOMMENDATION SLIDE
 (Reference paragraphs: 3.5.1, 4.5.1, 4.7.2, 4.9.3, 4.12.3, 4.15.1)

SAMPLE



DEFENSE CONTRACT MANAGEMENT AGENCY

Ex: Unrealistic EAC

Performance/Execution to Date (XYZ): The XYZ contract is 66% complete. The contract is currently overrunning by 5.8% and is 5.5% behind schedule. The Cumulative Cost Performance Index (CPI) is 0.945 and the Schedule

MAR 2013 PAR

Basic Contract Status			
Summary CPA Indicator	Yellow	Performance % Complete	65.98%
Period of Performance	29 Months	Duration Percent Complete	56.25%
Total Allocated Budget	\$562,922.00	DCMA IEAC	\$602,464.82
Contract Budget Base	\$562,922.00	KTR EAC	\$562,922.00
Early Warning Indicators			
	CV	SV	IVAC
Cumulative Trend	Yellow ↓	Yellow →	Yellow ↓
\$ Variance favorable/unfavorable	(\$21,473.10)	(\$21,290.60)	(\$39,542.82)
% Variance underun/overrun	-5.8%	-5.5%	-6.6%
Index	CPI = 0.945	SPI = 0.945	TCPI EAC = 1.099

MAR 2013 PAR - EASS

- Comment:** The current CPIcum is 0.945 vs. TCPIeac 1.099. This appears to breach the 10% rule of thumb threshold and should be analyzed and discussed.
Recommendation: Suggest ensuring the contractor is not over billing for Fee on this CPIF contract based upon their unrealistic EAC.



APPENDIX D – RECOMMENDATION FORM
(Reference paragraphs: 3.5.1, 4.5.1, 4.9.3, 4.17.3)



Appendix_D_Sector_
Recommendations_Fc

DCMA <INSERT SECTOR> Sector Recommendation

TO: DCMAX-XXX	Attn:	Recommendation #
OPR:	Program:	Date:

SUMMARY OF ISSUE:

DISCUSSION:

Very Respectfully,

<INSERT SECTOR INTEGRATOR NAME>
<INSERT SECTOR>
<INSERT PHONE NUMBER>
<INSERT EMAIL>

APPENDIX D – RECOMMENDATION FORM
(Reference paragraphs: 3.5.1, 4.5.1, 4.9.3, 4.17.3)

SAMPLE



Appendix_D_Sector_
Recommendation_For

DCMA <INSERT SECTOR NAME> Recommendation

TO: DCMAX-XXX	Attn: CMO Commander, Deputy Commander, E&A Group Chief, PI Supervisor, PI	Recommendation # OSX-2013-XX-00X
OPR: Sector Integrator	Program: XYZ	Date: MMM DD, YYYY

SUMMARY OF ISSUE:

These recommendations document the recent Sector PAR Review performed on the MAR 2013 XYZ Program Assessment Report (PAR). The key and consolidated recommendations are provided to DCMA <INSERT CMO NAME> in the spirit of continuous improvement with the shared intent of providing senior DoD officials information that is clear and concise to enable effective decision making.

DISCUSSION:

<INSERT SECTOR NAME> led and coordinated a PAR review to include functional subject matter experts from the Operations Staff, Regional Staff, SEAM Center Staff, and Customer Liaison Representative (CLR).

Feedback sessions were conducted for each Functional Specialist's input to the PAR. The purpose of the feedback sessions was to clarify and explain preliminary comments. All final comments were summarized into key observations for a Senior CMO level briefing conducted on 4/17/13. All PAR comments were consolidated in a separate briefing package which is attached to this recommendation form.

Here is the summary of the Key Observations made during this review:

- Gaps observed in compliance with MPS Guidance
- eFITs and PAR did not consistently provide independent assessment and quantified cost, schedule, and technical impacts
- PAR did not fully capture and convey technical inputs from eFITs
- PAR did not concisely summarize key issues
- The PAR (Sec 1.1) did not communicate the unrealistic contractor EAC (delta between CPICum vs. TCPIeac)
- Management Assessment did not reflect correct CBAR status

<INSERT CMO LEADERSHIP BRIEFING >

<INSERT CONSOLIDATED COMMENTS>

Very Respectfully,

<SECTOR INTEGRATOR>
Sector Integrator
<INSERT SECTOR>, Operations Directorate
<INSERT PHONE NUMBER>
<INSERT EMAIL>

APPENDIX E – PAR MATURITY PROFILE
(Reference paragraphs: 3.5.2, 3.8.2, 4.5.2, 4.9.4, 4.17.4, 4.22.2)



Appendix_E_PAR_M
aturity_Profile.xlsx

PAR Maturity Profile for xyz Program (year)												
Part 1	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Timeliness												
Format												
PAR Sec. 1 Content Quality												
PAR Sec. 1 DCMA Independent Assessment												
PAR Sec. 2 Additional Supporting Analysis												
PAR Sec. 3 Major Subcontractor and/or Supply Chain Issues												
PAR Appx A, EASS												
PAR Appx B, Functional Reports												
Part 2: The below section may be used to capture key points for use in other products for identifying systemic issues across product sectors, identifying best practices, and identifying improvements for policies, tools, and training.												
Systemic Issue(s)												
Best Practice												
Policy												
Tools												
Training												
Resource Constraints												

APPENDIX F – DEEP DIVE REVIEW PLAN
(Reference paragraph: 4.10.2)



Appendix_F_Deep_Dive_Review_Plan.ppt:

DEFENSE CONTRACT MANAGEMENT AGENCY

DCMA

ACQUISITION INSIGHT GLOBAL ENGAGEMENT

<INSERT Portfolio> – <Insert Program> Deep Dive Kick Off Meeting

Hosted By:
<Sector Integrator Name>
Sector Integrator

<MMM DD, YYYY>

ACQUISITION INSIGHT GLOBAL ENGAGEMENT

TABLE 1 – POINTS OF CONTACT
(Reference paragraph: 4.10.1)



TABLE_1_Points_of_
Contact.xlsx

REGIONAL STAFF				E&A OPERATIONS STAFF				QUALITY OPERATIONS STAFF		CONTRACTS OPERATIONS STAFF		PM&I Integrated
Function	Western	Central	Eastern	Function	E&A POC			FUNCTION	QA POC	FUNCTION	KTs POC	Function
Commander	Col. Tracy Kop 310-900-6010	COL. John Ellis 224-625-8209	CAPT Russell Pendergrass	Director	Mr. David Kling 804-416-9040			Director	Mr. Kenneth Pates 804-416-3339	Director	Ms. Leona Fitzpatrick	A&I MGR
	Ms. Hyacinthia Hodge	Mr. Ed Bridges 224-625-8209	Mr. Mark L'Ecuuyer 617-753-4249		Mr. John Panora 804-416-3387				Ms. Lytel Johnson 804-416-9016		Mr. Ken Dobbs 804-416-9081	
Deputy	Mr. Roy Chuang 310-900-6224	Mr. Dominic Dominic 224-625-8932	Ms. Sue Greco 617-753-4270	MFGT & PROD MGR				QA Perf. & Comp.	Mr. Guy Mercurio 617-753-4092	Contracts Team Lead G	Mr. Rodney Bonner 804-416-9084	
MPS	Ms. Mia Thompson 310-900-6531	Ms. Joan Grunberg 224-625-8923	Ms. Kathy Blauvelt 617-753-4256	SCM EAST	Mr. Marius Capatina 617-753-4439	Mr. John Panora 804-416-3387						
Contracts	Ms. Mia Thompson 310-900-6531	Ms. Joan Grunberg 224-625-8923	Ms. Kathy Blauvelt 617-753-4256	SCM CENTRAL	Mr. Henry DeCouteau	Mr. Tony Fowler 804-416-3331						
	Ms. Yulanda Brown 310-900-6770	?	Mr. Colin McDonough 617-753-4302	SCM WEST	Mr. Sean Higgins 804-416-3354	Mr. Gary Smallwood						
QA	Mr. Kenneth Kyle 310-900-6009	Mr. Joe Harris 224-625-8918	Mr. Brian Dillon 617-753-4265	E&A MGR	Mr. Marty Makieski 224-625-8931							
Mitg & Proc	Mr. Jacob Pak 310-900-6809	Mr. Alberto Ornelas 224-625-8935	Mr. James Wong 617-753-3364	SOFTWARE	Ms. Kim Taylor 310-900-6121							
Engr.	Mr. John Christian 310-900-6651	Syma Hutchings 224-625-8925	Mr. Charles Hurley 617-753-4223	Engineering	Mr. Phil Hood 310-900-6298	Mr. William Rohder 224-625-8936	Mr. Leo Laraway					
EV	Ms. Stephanie Rocha	Mr. Stephen Blessing	Mr. Mark Szemberski 516-228-5748	MPS	Mr. Cedric Daksla 310-900-6585	Mr. Shaun Lanham 804-416-9083	Mr. Joe Vecchio					
Software (SEAM)												

TABLE 2 – DATA REQUEST TABLE
(Reference paragraph: 4.11.2)



TABLE_2_DATA_REQ
UEST_TABLE.xlsx

Data Requested	Data Source	DATA APPLICABILITY													
		OPERATIONS STAFF					REGION STAFF					SEAM	EV HUB	PM&I	
		SW	SE	MPS	QA	IS	EV	SE	MPS	QA	IS	SW	EV	A&I	CLR
Program Assessment Report (PAR)	PAR eTool	X	X	X	X	X	X	X	X	X	X	X	X	X	X
PAR - Appendix A (EASS)	PAR eTool			X			X		X				X	X	X
PAR - Appendix B - (eFITs)	PAR eTool	X	X	X	X	X		X	X	X	X	X		X	X
Program Assessment Chart (PAC)	PAR eTool	X	X	X			X	X	X			X	X	X	X
Basic Order Agreement OR Current Contract Modification	EDA or EDW	X	X	X				X	X			X		X	X
CDRL LIST (DD-FRM-1423)	EDA or EDW	X	X	X				X	X			X		X	X
Memorandum of Agreement (MOA)	PM&I Portal (Ref. MPS Policy Sec 8.2)	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Letter of Delegation (LODs)	Delegation 1.0 eTool	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Corrective Action Requests (CARs)	CAR 1.0 eTool	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Contract Performance Report (CPR) --(FORMAT 1-5)	http://dcarc.cape.osd.mil/Default.aspx or Program Integrator (PI) if not an ACAT I Program	X	X	X			X	X	X			X	X	X	X
Integrated Master Schedule (IMS) --(Schedule Risk Analysis)	http://dcarc.cape.osd.mil/Default.aspx or Program Integrator (PI) if not an ACAT I Program	X	X	X		X	X	X	X		X	X	X	X	X
Program Support Plan - Current (Contains PSSP, SESP, QA, etc..Surveillance Plans)	Program Integrator (PI)	X	X	X	X	X	X	X	X	X	X	X			
PST Appointment Letter	Program Integrator (PI)	X	X	X	X	X	X	X	X	X	X				
Statement of Work (SOW) - CURRENT	Program Integrator (PI), SOWs are not loaded into EDW or EDA	X	X	X				X	X			X			
Integrated Master Plan (IMP)	Program Integrator (PI)	X	X	X			X	X	X			X	X		
RISK MANAGEMENT PLAN (RMP)	Program Integrator (PI)	X	X	X			X	X	X			X	X		
SOFTWARE DEVELOPMENT PLAN (SDP)	Program Integrator (PI)	X										X			
SOFTWARE TEST PLAN (STP)	Program Integrator (PI)	X										X			
SOFTWARE METRICS REPORT	Program Integrator (PI)	X										X			
SYSTEMS ENGINEERING MANAGEMENT PLAN (SEMP)	Program Integrator (PI)		X					X							
ALTERNATE DATABASE IDENTIFIED															
PROGRAM INTEGRATOR MAY BE NEEDED															
PROGRAM INTEGRATOR NEEDED															