

2-4. Preparation of the Solicitation.

2-4.a Basic Requirements. When it is determined a contractor will be required to use an EVMS meeting the guidelines, include the appropriate provision in the solicitation (Appendix A). In addition to this provision, the contract statement of work (SOW)/statement of objectives (SOO) should include the requirement for the contractor to use earned value management. The SOW/SOO should also reflect the requirement for the periodic (usually monthly) contractor/PMO reviews to include discussion of technical, cost and schedule problems in their earned value context. The preliminary or sample Work Breakdown Structure (WBS) must be established and included, and the contract data requirements for performance reporting must be generated and placed in the solicitation.

2-4.b Statement of Work (SOW) Task Descriptions. The statement of work should contain requirements for the contractor to perform the contract technical effort using a guideline-compliant EVMS that correlates cost and schedule performance with technical progress. The requirement to flow down EVMS compliance to subcontractors should also be described. The SOW should include a paragraph on Integrated Program Management reporting that describes and calls out the data items (Contract Performance Report, Integrated Master Schedule, Contract Funds Status Report, and Contract Work Breakdown Structure and Dictionary). The SOW should require periodic program management reviews in which progress and problems are discussed. Technical issues should be covered in terms of performance goals, exit criteria, schedule progress and/or cost impact using such metrics as the Estimate at Completion. The SOW should also contain and describe the requirement for the Integrated Baseline Review process and should establish the requirement for the initial IBR to be initiated within six months after award and as needed throughout the life of the contract for major contract changes or replanning. (See Appendix XX for sample SOW paragraphs.)

2-4.c Work Breakdown Structure (WBS). The development of the contract work breakdown structure (CWBS) is very important to the effectiveness of an earned value management system. A too-detailed or poorly-structured CWBS can increase the cost of implementing and maintaining an IMS on a project. The PM should exercise considerable care in its development. A preliminary WBS is included in the solicitation. This preliminary WBS should be structured in accordance with the guidelines established by the acquiring government agency. Guidance for DoD procurements, for example, is provided in DOD 5000.2 and MIL-HDBK 881. This preliminary WBS is expanded by the contractor (a) to reflect the manner in which the work will be accomplished on the contract and, (b) to facilitate management, data collection, and reporting. There should only be one WBS that is used for all contract reporting.

2-4.d Cost and Schedule Reporting. Excessive cost and schedule reporting requirements can be a source of increased contract costs. Careful consideration must be given when preparing the contract data requirements list (CDRL) to ensure that it identifies the minimum data needs of the program and the appropriate data item descriptions (DID). The CDRL provides contractor guidance for preparation and submitting of reports, including reporting frequency, distribution, and tailoring instructions.

2-4.d (1) The use of electronic data interchange is mandatory and the American National Standards Institute (ANSI) Accredited Standards Committee (ASC) X.12 standard applies. This requires data transmissions to be made in a specified format in order to standardize software interfaces throughout the industry. Requirements to submit a report by electronic means will be included in the contract.

2-4.d (2) In establishing the cost and schedule reporting requirements, the PM should limit the reporting to what can and will be effectively used. How the PMO is or will be organized to manage the effort should be considered and the reporting should be tailored to those needs.

2-4.d (3) Figure 2-1 portrays the current requirements for EVM and IMS reporting. Sufficient latitude exists within this framework to tailor reporting to the needs of most programs. Exclusion waivers of the reporting thresholds contained in either DODI 5000.2 or current DoD policy letters should be approved by the milestone decision authority. Normally the selection of contract type should adequately reflect program risk, and as a result, waivers should not be required. However, in some cases, the contract type may meet the criteria for EVM and IMS reporting, but the program manager may determine that the contract should be exempt. One example might be the award of a “fixed price incentive – successive target” contract in a mature, full rate production environment. The program manager must evaluate the risk in the contract effort, and make a recommendation to the MDA for waiver based on the risk assessment. On the hand, trying to avoid performance reporting should not drive the selection of contract type.

MDA approval is not required to apply performance reporting to firm fixed price contracts. Tailoring guidance for these contracts is discussed in paragraph 2-4.e(6).

Tailoring to the specific needs of the program is highly encouraged and is described in greater detail below for the Contract Performance Report (CPR) and for the Integrated Master Schedule (IMS). Sample DD Forms 1423-1 for both the CPR and the IMS are included in Appendix XX.

EVMS SYSTEM COMPLIANCE AND PERFORMANCE REPORTING

(Thresholds in TY\$)

<p>SIGNIFICANT CONTRACTS AND SUBCONTRACTS</p> <ul style="list-style-type: none">• \$50M <p>Includes: Contracts for Highly Classified, Foreign and In-House programs. Optional for: Contracts of less than 12 Months Duration; Firm Fixed Price contracts based on Program Manager's Risk Assessment. Not Recommended: Time & Material contracts; Level of Effort contracts.</p>	<p>REQUIRED</p> <ul style="list-style-type: none">• Must use ANSI-748 Compliant and Validated Management System• CPR (All Formats) Required• Integrated Master Schedule Required
<p>MID SIZE CONTRACTS AND SUBCONTRACTS</p> <ul style="list-style-type: none">• \$20M but < \$50M <p>Includes: Contracts for Highly Classified, Foreign and In-House programs. Optional for: Contracts of less than 12 Months Duration; Firm Fixed Price contracts based on Program Manager's Risk Assessment. Not Recommended: Time & Material contracts; Level of Effort contracts.</p>	<p>REQUIRED</p> <ul style="list-style-type: none">• Must use ANSI-748 Compliant Management System. No validation.• CPR Formats 1 & 5 Required• CPR Formats 2, 3, & 4 Optional• Integrated Master Schedule Required• Schedule Risk Assessment optional
<p>LOW VALUE CONTRACTS AND SUBCONTRACTS</p> <ul style="list-style-type: none">• < \$20M <p>Evaluate management needs carefully to ensure only minimum information for effective management control is required. Not recommended for contracts less than 12 months duration</p>	<p>OPTIONAL - USE JUDGMENT</p> <ul style="list-style-type: none">• ANSI-748 compliance is discretionary and should be tailored based on risk• CPR Formats 1 and 5 are recommended• Integrated Master Schedule Optional

2-4.e Tailoring Guidance for the Contract Performance Report (CPR)

2-4.e(1) Introduction to Tailoring. The CPR is intended as a tool to manage the integrated performance of a project or contract, and should always be carefully tailored to meet the needs of the project manager and the project team. As such, the CPR is the means of communicating project status and required management actions between the contractor and the customer.

The primary challenge for the joint team is to tailor the report so that it meets these primary needs, rather than allowing it to degenerate into a “customer” report that can only be used to analyze historical costs. It should reflect how the contractor is using EVM as a tool to manage contract performance. Careful attention is therefore required during the proposal and contract definitization stages to tailor the data item description (DI-MGMT-81466). Discussions should be held, as appropriate, between the contractor and customer to discuss their joint needs for the report. Experience has shown that a joint approach assures that the reporting requirements of the customer are met, and that the report has been tailored to meet the contractor’s internal management culture and processes. This joint approach will ensure that the CPR is a vital tool for both contractor and customer.

2-4.e(2). General Concepts. All parts of the data item can be tailored as necessary.

While requirements of the data item description (DID) can be tailored down or eliminated per the tailoring guidance within this guide, there are restrictions from adding additional requirements. Tailoring is accomplished via the DD 1423-1, Contract Data Requirements List. Tailoring, such as frequency, depth, formats required, etc. are annotated on the form. The program office should have an internal process to review and approve all CDRLs for the contract, and these procedures should be followed. It should be stressed that the CPR is a management report and should therefore be prepared by, or at least thoroughly discussed with the project manager. It should not be seen as a financial report, nor delegated to the financial manager. See Appendix XX for sample DD 1423-1 forms.

2-4.e(3) Risk Factors. The following risk factors should be considered carefully by the program manager when tailoring the DID.

2-4.e(3)(A). Complexity. Complexity factors can usually be attributed to either technical risk, schedule risk, or cost risk. An integrated risk analysis performed by the project team prior to contract award can help identify these risk factors, and their interdependence. This analysis can pinpoint specific work breakdown structure (WBS) elements with the highest risk, and these WBS elements or WBS legs can be highlighted for more detailed reporting on the CPR Format 1 and Format 5.

Schedule risk is often underappreciated for its contribution to driving contract performance and cost overruns. Thorough schedule analysis, with a focus on integration efforts (hardware/software, subcontractor effort, material, etc.) will identify those elements that require management attention.

2-4.e(3)(B). Program Phase. Generally speaking, development contracts have considerably more risk. It is usually more difficult to accurately forecast labor hour requirements and a realistic schedule. As a result, the CPR Format 3 (Baseline) and Format 4 (Staffing) take on more importance during development contracts in providing data to give insight into the contract baseline and help analyze performance for future problems. While also important for production or operating and maintenance contracts, the reporting frequency of Formats 3 and 4 for these contracts may be tailored for lesser frequency (e.g., quarterly).

Risk elements also differ for program phase. System engineering and testing, for example, are riskier during development than for production, and these types of risk elements should be specified for more detailed reporting and analysis. It is critical for the project manager and the team to identify these risk elements for the contract and provide for adequate reporting visibility prior to tailoring the CDRL.

2-4.e(4). Specific Tailoring Guidance for the CPR.

2-4.e(4)(A). DD 1423-1, Blocks 7, 10, 12, and 13

Block 7 (DD 250), Block 8 (App Code): N/A

Block 10 (Frequency): Enter frequency. Normally, the CPR should be delivered monthly.

Block 12 (Date of first submission):

First submission: Normally, the first submission is specified to be made NLT than 60 days after contract award.

Block 13 (Date of subsequent submissions), Enter “See Block 16”, and describe further in Block 16.

Subsequent submission: The CPR DID specifies delivery of the CPR no later than 15 calendar days after the end of the contractor’s accounting period. This requirement may be tailored through contract negotiations to allow submission as late as 25 calendar days, provided that the contractor and government agree that the program complexity and integration of subcontractor and vendor performance data warrants additional time and would yield more accurate performance data. Highly complex contracts that require a high degree of integration of performance reporting from contractor partners or subcontractors may require additional time to adequately integrate performance data. Contractors may also elect to attach subcontractor Format 5 reporting and cross reference this analysis in the Format 5 reporting submitted to the government to gain time efficiencies and meet submission dates.

Flash Data: If desired and agreed to by the contractor, specify that Format 1 data (and optionally Format 2-4 data) should be delivered as flash data within X number of calendar days and remaining formats be delivered no later than 15 calendar days.

Final submission: Final submission should be specified within block 16 as well, and typically is specified as “when the last significant milestone as defined by the contract has been achieved and the effort is 95% complete or greater”.

2-4.e(5)(A). DD 1423-1, Block 16: This block is used to tailor the requirements in the DID. Tailoring can include: reporting levels for Format 1, reporting frequencies for the different formats (if different than monthly), selection of the required formats, designation of time periods for Formats 3 and 4, variance reporting thresholds, and format delivery options.

2-4.e(5)(A)(a). CPR CWBS Reporting levels (Format 1). The PM should carefully evaluate the CWBS reporting levels selected for routine reporting to ensure that only the minimum data necessary for effective management control is obtained. The reporting level specified in the CDRL is normally CWBS level 3, except for high cost or high risk items. WBS elements being reported should be evaluated periodically and changed, as necessary, to ensure that the CPR continues to satisfy the PM's needs. It is not necessary for reporting levels in different legs of the WBS to be the same. For example, reporting in the Prime Mission Equipment leg of the WBS may be at WBS level four while reporting in the Training leg may be at level three. Management needs will determine the appropriate level.

2-4.e(5)(A)(b). Reporting Frequencies. The normal reporting frequency for all formats is monthly. However, this can be tailored as appropriate. Some contractors may

use weekly EVM data and offer to provide it to the government, and this can be negotiated and specified in Block 16. Certain formats may lend themselves to tailoring to less frequent reporting under certain circumstances. Refer to the following table for guidance.

		Reporting Frequency
Format 1	Work Breakdown Structure	Unless otherwise provided in the contract, Format 1 will be required on a monthly basis. May receive on weekly basis if contractor manages with weekly earned value management (normally using labor hours for BCWS, BCWP and ACWP, since accounting information is normally available only monthly).
Format 2	Organization Categories	Monthly. Not recommended to receive less frequently.
Format 3	Baseline	Monthly, quarterly, or semi-annually. Monthly submission recommended for development or high risk contracts
Format 4	Staffing	Monthly, quarterly, or semi-annually. Monthly submission recommended for development or high risk contracts
Format 5	Explanations and Problem Analyses	Monthly. Not recommended to receive less frequently.

2-4.e(5)(A)(c). Selection of Formats. See following table.

	Description	Use of Format	Selection
Format 1	Format 1 is used to report performance data (planned value, earned value, and actual costs) by reporting WBS elements. Data is reported for the current reporting month, as well as cumulative to date. Cost and schedule variances are calculated and reported on the form. Additional blocks show any reprogramming adjustments, budget at completion, estimate at completion, and variance at completion by element. Additional blocks report performance for indirect costs. Management reserve and undistributed budget are also reported. All data is then summarized to show total values and performance at the contract level.	Format 1 data is used during earned value analysis to isolate key cost and schedule variances, quantify the impact and project future performance. If the WBS reporting structure is carefully set up, performance issues can be isolated at the lowest level and analyzed for their impact to the overall cost and schedule of the program.	Mandatory for significant and mid size contracts. Recommended for small contracts.
Format 2	Format 2 reports the same type of performance data as Format 1; however, Format 2 reports the data by the contractor's functional labor categories, major subcontractors, and material (all other material and vendors). All data is then summarized to show total values and performance at the contract level.	Format 2 data is used to analyze and isolate performance issues to either the contractor's functional organizations or by major subcontract and material. This allows the analyst to determine if problems are occurring either internally to the contractor or externally, and to analyze the impact to the overall cost and schedule of the program.	Mandatory for significant contracts. Optional for mid size contracts, but application recommended for development contracts or contracts with a significant amount of outsourced effort.
Format 3	Format 3 shows the budgeted time-phased baseline costs from cumulative to date until the end of the program. This format also shows significant baseline changes authorized during the period, as well as the time-phased estimate at completion. Header block information includes information on the contract budget base, total allocated baseline and completion dates.	This data is analyzed to determine if an Over Target Baseline or Over Target Schedule has been incorporated into the program. The time phased budget data can be plotted over time to analyze the shape and overall trend of the budget baseline, and may be compared to previous month's submissions to determine if the baseline has shifted. Similar analysis can be performed on the estimate to complete. This analysis should be comparable to Format 4, Staffing. Analysis can also focus on the distribution of costs for authorized changes to the baseline during the period.	Mandatory for significant contracts. Optional for mid size contracts, but application recommended for development contracts. May not be as useful for shorter duration contracts (less than two years).
Format 4	Format 4 shows the staffing forecast in months by functional category until the end of the contract.	This staffing data should be plotted over time and correlated to major milestones and activities on the contract schedule. The build-up of various categories of labor should be analyzed for consistency with scheduled activities and for realism. This analysis can be correlated with Format 2 and 3 analysis.	Mandatory for significant contracts. Optional for mid size contracts, but application recommended for development contracts. May not be as useful for shorter duration contracts (less than two years).
Format 5	Format 5 is the narrative problem analysis that isolates and explains key cost, schedule, and variance at complete variances. The contractor describes the underlying reasons for the reasons, get well dates, impacts, and corrective action plans. The analysis should be performed for significant drivers at the lowest specified level and at the total contract level. This analysis should also include analysis of management reserve and overall risk.	This analysis should be correlated with the data in Formats 1 and 2 to understand the reasons for the variances. Understanding the underlying reasons and the contractor's get well plan should allow the analyst to prepare an integrated assessment of past and future trends, and analyzes overall executability of the remaining program. The program manager can then make informed decisions to more effectively manage the cost and schedule of the program.	Mandatory for significant and mid size contracts. Recommended for small contracts.

2-4.e(5)(A)(d). Designation of Time Periods for Formats 3 & 4.

The DID requires the contractor to complete CPR Formats 3 & 4, columns 10 through 14, by specified periods or periodic increments, as negotiated with the procuring activity. The DID states that additional columns may be added as necessary to Format 3. Typically, the CDRL specifies that the next six months are separately identified, followed by either quarterly, six month, or annual increments to complete. If desired, specify that the baseline and estimate to complete be broken out by month until the end of the contract. The following paragraph provides an example of how the report periods may be specified in the CDRL.

Formats 3 and 4 should contain baseline, estimate to complete and staffing forecasts by month for columns 4 through 9, then by three-month periods for columns 10 - 11, then by 12 month periods for the next two subsequent periods (cols 12 and 13), and the remainder of the contract for the last period (col 14).

2-4.e(5)(A)(e). Variance Reporting Thresholds. It is highly recommended that the DID be followed for the content of the Format 5 (reference DI-MGMT-81466, 10.2.6.1), and that none of the content be tailored out. Contractor format is highly recommended. The format can be tailored for variance reporting thresholds as specified below. The Government should require the minimum amount of variance analysis in Format 5 which satisfies its management information needs. Excessive variance analysis is burdensome and costly, and detracts from the CPR's usefulness, while too little information is equally undesirable. The contract should include a provision to review cost and schedule variance analysis thresholds periodically, normally semiannually, to determine if they continue to meet the Government's information needs. If they do not, the thresholds should be changed at no cost to the Government. There is no prescribed basis for identifying which cost and schedule variances are to be explained in Format 5. The Government may specify any one of several ways to identify such variances, including, but not limited to the following:

2-4.e(5)(E)(b). Fixed Number of Variances. Specify the number of significant variances to be analyzed, e.g. ten, twenty, etc. The significance of these variances can be based either on current month, cumulative to date, or at-completion estimates, but assessments of risk areas as identified through the government/contractor management review process should also be taken into account. Any number of significant variances may be selected, but the Government should be careful to select only the number that it feels are necessary.

2-4.e(5)(E)(c). Percentage or Dollar Thresholds. Select variances based on percentage or dollar thresholds. Significant schedule variances are identified based on their size or percentage to Budgeted Cost for Work Scheduled, and significant cost variances are identified based on their size or percentage to Budgeted Cost for Work Performed. For example, all current month, cumulative or at-completion variances greater than +/-10% or +/- \$500K may be selected for analysis. This method usually results in a larger number of variances requiring reporting. Consequently, the thresholds should be reviewed periodically to ensure they continue to provide a reasonable amount of useful information. A variation of this method is to select variances based on both percentage and dollar thresholds. For example, all current, cumulative or at-completion variances greater than +/-10% and +/- \$500K may be selected for analysis.

2-4.e(5)(E)(d). Specific Variances. Select variances for analysis only after reviewing Format 1 or 2. Under this method, the CPR is delivered promptly after the contractor's accounting period ends with all required information in Formats 1 through 4. Once the Government has reviewed this performance data, it selects specific variances for analysis. This method may be the most efficient in that the Government can pinpoint areas to be analyzed. It is also the most flexible because there may be some months where a review of the performance data yields few or no variance analysis candidates. However, this method should only be used if the Government is certain it has sufficient resources to review the CPR early and select variances each month.

2-4.e(6) Application to Firm Fixed Price Contracts. In addition to the tailoring guidance described in the preceding paragraphs, the following additional guidance is provided to aid in the tailoring of the CPR for application to firm fixed price contracts.

- Formats 1, 2: The contractor may wish to preserve the company's competitive edge for future contracts by not divulging the costs (and therefore profit margin) of a firm fixed price contract. The government may consider allowing the contractor to report Format 1 and 2 internal costs by labor hours (not dollars), and may further roll up reporting to a high level of WBS reporting. Reporting of labor hours only on Format 2 would preclude inclusion of material dollars on Format 2. Alternatively, the government may consider reporting costs at the price level (fees included) for Formats 1 and 2.

- Formats 3, 4: Not recommended for firm fixed price contracts.

- Format 5: In addition to the standard recommendations for selection of the significant elements, the government should consider the nature of the contract work. If concerned more about schedule performance than cost performance, the government should severely limit or eliminate variance analysis of cost and variance at completion variances, and should focus the analysis on schedule variances. Another alternative is to eliminate the Format 5 altogether, and to rely on the written variance provided as part of the IMS data item. Format 5 may even be considered optional if the contractor and government agree on alternate methods of understanding performance, e.g., weekly team status meetings, on line access to contractor internal reports, statused assembly or line of balance schedules, etc.

2-4.e(6). Format Delivery.

2-4.e(6)(A). Paper Format. The CPR DID contains a sample format for each of the five CPR formats, but also states that contractor format is acceptable. As long as all reporting elements are contained in the contractor's format, this should be accepted and even encouraged by the customer as a cost saving measure.

2-4.e(6)(B). Electronic Format. The CPR DID specifies that the data should be delivered in electronic format (ANSI X-12 or XML compliant) or be made available on-line through electronic links. In either case, this requirement should not be tailored out. Electronic data will have an extension of either .xml or .trn, and will be able to be directly imported into commercial analysis software. Note that other electronic files with other extensions (e.g., .pdf, etc.) cannot be directly imported and should not be allowed.

2-4.e(6)(C). Paper or Electronic? It is recommended that the CDRL be tailored to specify receipt of one paper copy of the report for the official project files, and also specify the method for transmittal of the electronic report.

2-4.f. Integrated Master Schedule (IMS). The CDRL for the IMS submission should focus on the requirements needed for schedule management. These schedules will contain an integrated network developed in conjunction with the CWBS.

2-4.f(1). Tailoring. The complexity factors discussed in paragraph 2-4.e(3) for CPR tailoring also apply to tailoring of the IMS data item. The risk inherent to the program should be the prime consideration for tailoring of the IMS. Other factors to consider are the size of the contract, complexity of integration with other contract efforts, reliance on GFE/GFP, technology maturity, and type of contract. As an example, mature production or sustainment contracts may have little risk and these can be tailored appropriately. Tailoring of the data item, particularly if the contractor proposes to use a critical item network, should be mutually agreed to by both parties.

Most contracts that do not meet the requirement of EVM application should not have the IMS applied. (One type of exception could be low risk fixed-price construction contracts.) Contracts that are time and material, or are primarily level of effort activity, or contracts less than 12 months in duration should be excluded from IMS application.

2-4.f(1)(A) Frequency. High risk efforts should maintain the DID's requirement for monthly submission of a statused schedule and variance analysis. Contracts with low remaining schedule or technical risk may consider reducing the reporting frequency to quarterly at some point during contract execution, if the contract remains on schedule. If the contractor elects to provide real time access to the customer, the government may elect to waive paper copies. In this case, the requirement for monthly submission of the variance analysis may be maintained in the CDRL, and the customer should archive an electronic IMS as of the submission date of the CPR.

2-4.f(1)(B) IMS Reporting Levels. The reporting level of the networked schedule should be commensurate with the assessed level of risk in the contract. High risk efforts should drive the requirement for the most detail in the IMS. High risk schedules, including development and low rate initial production (LRIP) efforts, should be in the form of a networked schedule that allows calculation of a critical path. As the program progresses through the acquisition phases, risk declines and this level of detail and oversight may not be required.

The standard for a networked schedule means that all discrete contractual tasks or activities will be logically networked in the IMS. Level of effort activities may be included in the network or may be excluded as appropriate in the individual contract and the effect of the level of effort work on the critical path.

In some cases, the contractor may propose a robust process to identify a critical item network that networks key activities, product handoffs, deliverables, etc., but does not network all discrete activities. Typically, the critical item network is continually monitored against other supporting schedules to ensure that the appropriate activities are statused correctly and to add new activities to the network as needed. The contractor and government should agree to continually monitor all supporting schedules and mutually agree to the selection criteria for these key networked activities, based on the following:

- Contract milestones and deliverables are identified within the network
- Product oriented with sufficient task fidelity to support critical path analysis
- Reflect the Statement of Work in manageable activities that provide visibility into program status to both the government and the contractor
- Appropriate linkage of key detail tasks with summary activities and milestones
 - The networked schedule must be robust enough to allow predictive analysis and to conduct Monte Carlo risk analysis to assess the probability of successful program execution.

Mature, full rate production contracts that have a high degree of recurring activity are usually managed at the lowest levels with a line of balance or MRP schedule. These types of contracts may not be required to comply with EVM reporting requirements. If the government program manager chooses to require both EVM and IMS reporting based on a risk assessment, the program manager should carefully tailor requirements to minimize additional costs. These types of contracts with moderate to low schedule or technical risk may reduce the level of detail that is included in the data item to a high level master schedule. This high level master schedule should include such milestone dates and activities as: contract or option go-ahead, major subcontract deliveries, government furnished equipment deliveries, long lead times, and CLIN deliveries. A statement should be included in the CDRL that supporting schedules (e.g., LOB or MRP) will be provided upon request to the government if schedule problems begin to occur. The level of detail included in the IMS should be subject to discussion and negotiation between the contractor and government.

2-4.f(2)(C) Schedule Risk Analysis (SRA). The DID contains a requirement for the SRA to be completed in accordance with the CDRL requirements and in conjunction with the Integrated Baseline Review (IBR). Since completion of the SRA is a significant activity involving considerable labor, the SRA should be carefully timed and limited to significant points in the contract. The SRA may need to be completed at several key points in a development contract, for example, prior to Preliminary Design Review, start of flight test, etc., while low rate initial production contracts may only need to have an SRA performed at the start of the contract.

2-4.g. Data Item Descriptions (DIDs). Copies of DIDs may be obtained from the official DoD repository for Defense Standardization Program documents, the ASSIST database (www.assistdocs.com).