

EVMS Training Snippet Library: Control Account Manager's Roles and Responsibilities



**Office of Acquisition and Project Management (OAPM) MA-60
U. S. Department of Energy
July 2014**

The Control Account Manager



- **Single manager within the company's organizational structure**
- **Given authority and responsibility to manage all work in the assigned control account(s)**
- **Must understand and use the company's EVM System**
- **Must have good communication skills with project team and customer**
- **Mini-Project manager with authority over a distinct component of the project**

Control Account Manager Roles and Responsibilities



Part 1

Control Account Manager Roles and Responsibilities



- **Negotiate control accounts' specifics**
 - WBS Dictionary/SOW
 - Work Authorization Document
 - Schedule
 - Vertical
 - Horizontal
 - Budget
 - Total
 - Element of Cost
 - Variance Analysis Thresholds
- **Approve and sign authorizing document(s)**
 - CAM's signature denotes agreement with PM
 - PM's signature denotes approval

CAM Roles and Responsibilities (cont'd)



- **Develop detailed control account plans**
 - Develop logical work packages
 - Verify SOW CAP/WP trace
 - Reconcile CA BAC and WP BACs
 - Prepare WP schedules
 - Identify logic network activities
 - Vertical/horizontal
 - Resource-load work packages
 - BCWS by cost element
 - Identify BCWP EVT
- **Verify CAP SOW/Schedule/Budget traceability**

CAM Roles and Responsibilities (cont'd)



- **Authorize and direct control account work**
 - Identify work package managers, as applicable
 - Verify all charges are accurate
 - Provide remaining duration and resource requirements
 - Conduct weekly reviews
 - BCWP updates
 - ETC/remaining durations
- **Conduct analysis**
 - Remaining durations
 - Resource requirements

CAM Roles and Responsibilities (conclusion)



- **Conduct analysis**
 - Prepare Variance Analysis Reports
 - Implement and direct Corrective Action Plans
 - Schedule impacts, SRA, and resolutions
 - Staffing requirements & monitor new ETC
- **Identify scope, schedule, or budget changes, as required**
- **Submit Budget Change Requests**
- **Update CAPs, schedules, etc.**
- **Obtain BCR, WAD, CAP approvals**
- **Management of assigned subcontractors**

Expectations of CAMs



- **Expected to give all technical direction for their Control Account(s) and understand all of the tasking**
 - Expected to understand what is expected and when.
- **Not expected to be EVM experts; rather they need to know where to get help**
 - Project Controls; Company's EVMS Process Description
- **Expected to know basic EVM concepts**
 - Meaning of critical path, schedule float, remaining duration
 - Required variance analysis content; EAC update process
 - EV Techniques; work authorization and change process

Roles and Responsibilities During EVMS Reviews



Part 2



- **CAM interview is a key activity in achieving a successful EVMS Review**
- **It is a two-way communication process**
- **Ensures that both customer and contractor understand the technical, schedule, cost and risks aspects of the project baseline**



- **The participant(s) include:**
 - Control Account Managers (CAMs)
 - Scheduler/Planner
 - Project Controls
 - DOE Review Team Members

- **CAM is responsible for answering the questions**
 - Scheduler and Project Controls may respond in specific and limited instances



- **Environment**

- Recognize that Review Team members are prepared for the meeting
 - Familiar with system and control account information
 - Have a meeting objective and plan
 - Not tied just to a questionnaire

Framework for a Good Interview (cont'd)



- **Opening the Interview**

- Start on time
- Conduct introductions
- Understand but control nervousness
- Maintain positive attitude
- Be prepared
- Allow for normal meeting icebreakers
- Allow the Review Team to control the interview flow

Framework for a Good Interview (conclusion)



- **During the Interview**

- Be prepared to show live access to the electronic CAM notebook and the cost and schedule engines
- Avoid yes and no responses
- Be prepared to show documentation to verify understanding
- Take screen shots when asked to provide copies to the Review Team



- **The CAM's roles and responsibilities in understanding and using the contractor's EVM System are paramount to successful project completion**
- **The CAM should be prepared to review the contractor's system and its functionality with the Review Team-- doing so fosters positive communications and confidence in the contractor's system**



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EARNED VALUE MANAGEMENT

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Earned Value Management (EVM) is a systematic approach to the integration and measurement of cost, schedule, and technical (scope) accomplishments on a project or task. It provides both the government and contractors the ability to examine detailed schedule information, critical program and technical milestones, and cost data.

- [EVMS Surveillance Standard Operating Procedure \(ESSOP\) - 26 Sep 2011 \(pdf\)](#)
 - [EV Guideline Assessment Templates - \(MS Word\)](#)
 - [DOE EVMS Cross Reference Checklist - \(pdf\)](#)
 - [DOE EVMS Risk Assessment Matrix - \(MS Word\)](#)
- [Formulas and Terminology "Gold Card" - Sep 2011 \(pdf\)](#)
- [Slides from the OECM Road Show: Earned Value \(EV\) Analysis and Project Assessment & Reporting System \(PARS II\) - May 2012 \(pdf\)](#)
- [DOE EVM Guidance](#)

EVM TUTORIALS

[Module 1 - Introduction to Earned Value](#) (pdf 446.86 kb) July 17, 2003

This module is the introduction to a series of online tutorials designed to enhance your understanding of Earned Value Management. This module's objective is to introduce you to Earned Value and outline the blueprint for the succeeding modules. This module defines Earned Value management. It looks at the differences between Traditional management and Earned Value management, examines how Earned Value management fits into a program and project environment, and defines the framework necessary for proper Earned Value management implementation.

<http://energy.gov/management/office-management/operational-management/project-management/earned-value-management>

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