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## A PRELIMINARY STUDY OF USING THE SEI'S CAPABILITY MATURITY MODEL TO SET STATISTICAL CONTROL BOUNDS ON DOD CONTRACTOR COST AND SCHEDULE PERFORMANCE

**THESIS** 

Jeffrey A. Schaefer, B.S, Lieutenant, USAF AFIT/GSS/LAS/97D-3

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19971007 021

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#### AFIT/GSS/LAS/97D-3

# A PRELIMINARY STUDY OF USING THE SEI'S CAPABILITY MATURITY MODEL TO SET STATISTICAL CONTROL BOUNDS ON DOD CONTRACTOR COST AND SCHEDULE PERFORMANCE

#### THESIS

Presented to the Faculty of the Graduate School of Logistics
and Acquisition Management of the Air Force Institute of Technology

Air University

Air Education and Training Command

In Partial Fulfillment of the

Requirements for the Degree of

Master of Science in Software Systems Management

Jeffrey A. Schaefer, B.S,

Lieutenant, USAF

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Approved for public release; distribution unlimited

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Jeffrey A. Schaefer

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#### **List of Acronyms**

ACWP Actual Cost of Work Performed

AFMC Air Force Materiel Command

ALC Air Logistics Center

ASC Aeronautical Systems Center

BCWP Budgeted Cost of Work Performed

BCWS Budgeted Cost of Work Scheduled

CMM Capability Maturity Model

CPI Cost Performance Index

CPR Cost Performance Report

C/SCSC Cost/Schedule Control Systems Criteria

CV Cost Variance

CWBS Contract Work Breakdown Structure

DOD Department of Defense

ESC Electronic Systems Center

ROI Return on Investment

SA-CMM Software Acquisition - CMM

SCE Software Capability Evaluation

SDCE Software Development Capability Evaluation

SED Software Engineering Division

SEI Software Engineering Institute

SMC Space and Missile Systems Center

SPA Software Process Assessment

SPI Schedule Performance Assessment

SSEB Source Selection Evaluation Board

SV Schedule Variance

WBS Work Breakdown Structure

#### **Abstract**

Current methods for monitoring the performance of Department of Defense (DOD) software development contractors have not been successful in reversing the current trend of over budget and behind schedule software development. The DOD has adopted the Software Engineering Institute's (SEI's) Capability Maturity Model (CMM) as a method of determining the process maturity of a software developer with the idea that a more mature process will lead to improved cost and schedule performance. The goal of this research was to determine if a model based on the CMM rating level of a contractor could be developed and used in conjunction with statistical process control to determine if contractor performance was progressing in a satisfactory manner.

To investigate this possibility descriptive statistics were applied to historical contractor performance data and a model was established. A different set of historical data was then used to evaluate the performance of the new model. This performance was then compared to the performance of current methods of statistical control.

The results obtained in this research suggest that using the CMM rating level of a contractor to set statistical control bounds is as good, and perhaps better than, the current method being employed.

## A PRELIMINARY STUDY OF USING THE SEI'S CAPABILITY MATURITY MODEL TO SET STATISTICAL CONTROL BOUNDS ON DOD CONTRACTOR COST AND SCHEDULE PERFORMANCE

#### 1. Introduction

#### 1.1 General Issue

Weapon systems acquired by the Department of Defense (DOD) in the late 1950's and 1960's were comprised mostly of hardware. Software played a small role, if any, in the acquisition of weapon systems. Things have changed; Brown notes that the DOD has a "deep dependence on software for virtually all its systems" (Brown, 1996:7). "Software has become a major cost, schedule, and performance driver for virtually all DOD weapons, command and control, and information systems" (Porter, 1994). This deep reliance on software poses a dilemma for the DOD. Late and over budget software procurements are well-known as large-scale software problems (Brown, 1996:7). Unfortunately, many previous studies have identified numerous possible solutions yet most remain unimplemented (Defense Report, 1987).

In an effort to address the problem of over-budget and late software, the DOD established the Software Engineering Institute (SEI) in 1984. SEI decided to attack the problem by focusing on the quality of the software development process. This decision was based on the process management principle which states that "the quality of a product is largely governed by the quality of the process used to build it" (Paulk, 1997:

5). SEI designed a model to measure an organization's software development process maturity. This model, the Capability Maturity Model (CMM), measures an organization's maturity by evaluating process areas key to software development. These key areas include, but are not limited to, project planning, quality assurance, product engineering, configuration management and process management (Paulk et. al., 1993). The CMM is a framework, or road map, that an organization can follow to assess its own software capability maturity. It can also be used by an outside agency to evaluate a potential software developer's maturity. The organization maturity level is expressed by an ordinal scale from 1 (lowest) to 5 (highest) described in Table 1.1. The higher an organization's maturity level, the more likely it is to produce higher quality software.

Table 1.1 CMM Level Description (Paulk et. al., 1993)

CMM Level	Description
	The software process is characterized as ad hoc, and occasionally even
1 - Initial	chaotic. Few processes are defined, and success depends on individual
	effort.
	Basic project management processes are established to track cost,
2 - Repeatable	schedule, and functionality. The necessary process discipline is in
	place to repeat earlier successes on projects with similar applications.
	The software process for both management and engineering activities is
,	documented, standardized, and integrated into a standard software
3 - Defined	process for the organization. All projects use an approved, tailored
	version of the organization's standard software process for developing
	and maintaining software.
	Detailed measures of the software process and product quality are
4 - Managed	collected. Both the software process and products are quantitatively
	understood and controlled.
	Continuous process improvement is enabled by quantitative feedback
5 - Optimizing	from the process and from piloting innovative ideas and technologies.

Lloyd K. Mosemann II, former deputy assistant secretary of the Air Force for communications, computers, and logistics (SAF/AQK), believes SEI's CMM to be a step toward solving the problems plaguing the development of DOD software (Mosemann, 1992:4). By following the CMM road map, DOD procurement agents can assess a potential software developer's process maturity, and thus the likelihood of obtaining a quality software product on time and within budget. In 1996, the Airlie Council, comprised of software industry experts, identified nine commercial best practices that lead to quality software development. One of these practices is formal risk management (Basili et. al., 1997). Part of risk management is attempting to reduce the risk involved with a project. "Risk involves choice, and the uncertainty that choice itself entails (Charette, 1989: 49); so it follows that increasing predictability, and thereby reducing uncertainty, would be a step towards reducing risk and increasing the quality of a software product. Another practice recognized by the Airlie council is the use of quantitative targets, or statistical control bounds, to monitor performance. This research asserts that prediction intervals, based on the CMM rating level of a contractor, can be developed and used as control bounds for cost and schedule performance of a contractor. The key assumption is that minimum and maximum cost and schedule performance ranges can be predicted from the CMM rating level with some level of confidence, and that these intervals are reasonable control bounds for performance of a developer at a particular CMM level.

#### 1.2 Specific Problem

Recent research has established a positive correlation between CMM rating and the success of software product development in terms of cost and schedule performance (Flowe & Thordahl, 1994). It was stated in that study that a predictive model for contract performance based on CMM rating level may well be of interest to the software development community as a whole. However, little empirical research has been done to establish prediction and confidence intervals for cost and schedule performance based on CMM rating level, not because of a lack of interest, but because of a lack of available data. Case studies, involving return-on-investment, have been performed by Raytheon, Hughes, and Oklahoma City ALC, all level 2 or 3 organizations; however, these studies do not address how this return-on-investment can be used by DOD agents to predict performance. Bollinger (1991) claims that "... it appears, unlikely that such [CMM] ratings have any meaningful correlation to the actual abilities of organizations to produce ... software on time and within budget" (Bollinger & McGowan, 1991:26). Clearly, an investigation into the predictive capability of the CMM model is warranted.

#### 1.3 Research Objective

This follow-on study to Flowe & Thordahl's 1994 research is proposed to extend our ability to predict intervals for software developer cost and schedule performance based on the developer's software process maturity as determined by SEI's CMM rating level (Flowe & Thordahl, 1994:6-6). This research also proposes that an extended ability to predict performance based on CMM level can be used to statistically control the development process. Without this extension of research, the very basic notion that

unique CMM levels lead to unique levels of performance, a fundamental underpinning of theory, will remain unverified. For the purpose of this study, performance will be expressed in terms of two measures: 1) Cost Performance Index (CPI), a ratio of Budgeted Cost of Work Performed (BCWP) to Actual Cost of Work Performed (ACWP) and 2) Schedule Performance Index (SPI), a ratio of BCWP to Budgeted Cost of Work Scheduled (BCWS).

#### 1.4 Scope/Limitations

The research methodology used was chosen to yield the best opportunity of achieving the objectives of this research, within the time and resource constraints placed on it. Also, the methodology chosen was consistent with that used by Flowe & Thordahl (1994) to maintain a consistent research approach. Based on these constraints, an already existing database from the previously mentioned study was used for this effort. The database consisted of organizations that met the following criteria:

- a. Developed software for the DOD
- b. Rated in accordance with the SEI's CMM framework
- c. Tracked cost and schedule in a structured format
- d. Reported cost and schedule data to the DOD

The above constraints led to focusing on DOD contractor organizations that provided software to Air Force Program Offices at the Aeronautical Systems Center (ASC) and the Electronics Systems Center (ESC), where the necessary data was reported as part of the Cost/Schedule Control Systems Criteria (C/SCSC) contract requirements.

#### 1.5 Overview

This research is planned to establish a predictive model for cost and schedule performance derived from the SEI's CMM rating level of the developers, and then to validate this predictive model as a method to set statistical control bounds on developer performance. This is achieved by applying descriptive statistics methods to information obtained from the database comprised of contractor reported statistics to establish prediction intervals; and then comparing the performance of a contractor to these bounds, to see if the intervals accurately predict typical performance. The dependent variables used in this study are cost and schedule performance indices. Taking into account the limitations and constraints under which this research is accomplished, this study should provide a useful tool that the acquisition manager can use to monitor the cost and schedule performance of a contractor. The tool will provide early detection of unsatisfactory performance, thus reducing the cost and schedule performance risk associated with a software product procurement.

#### 2. Literature Review

#### 2.1 Introduction

Recognizing the negative trends that had emerged in the quality of software products being developed in the DOD, Lloyd K. Mosemann made the CMM the focus of a software process improvement initiative. He issued three challenges to all Air Force software development organizations: 1). Complete SEI CMM assessments by October 1, 1994, 2). Perform follow-up assessments every two years, and 3). Achieve CMM level 3 by 1998 (Coffman &Thompson, 1997). This was SAF/AQK's attempt to reverse the trends.

The first two sections of this literature review look at the software development process and current strategies to implement the process. The third section takes an indepth look at the SEI CMM, including its applications and limitations. The fourth section reviews some current alternatives to the CMM. The fifth section introduces common performance measures. The sixth and seventh sections look at evidence suggesting the usefulness of the CMM rating level as a predictor of performance. Finally, the eighth and last section discusses the concept of statistical process control.

#### 2.2 The Software Development Process

According to Watts Humphrey, a software development process is "the set of tools, methods, and practices we use to produce a software product" (Humphrey, 1989). In short, anything that goes into converting inputs into a software product is part of the

software development process. Having a process is not sufficient to develop software; however, one needs to know how to put the resources together. That is where the software process model, or strategy, comes into play.

#### 2.3 Program Strategies/Process Models

As a follow-up to the software development process, several development paradigms have been popular at different times. Whereas the software development process provides the necessary building blocks to build the software, the program strategy provides a framework into which these blocks fit. Its main purpose is to determine the order of the steps involved in developing software (Boehm, 1988). It helps guide an organization, in an orderly manner, through the development process. Program strategies often address the questions of "What to do next?" and "How long shall we continue to do it?". Several models have evolved since the earliest days, and have been popular at different times. In the next few segments, the more prominent ones will be discussed; they include Code-And-Fix, Waterfall, Prototyping, Evolutionary/Incremental, and Spiral.

#### 2.3.1 Code and Fix.

This first methodology is best described as a haphazard approach to development. Developers using this strategy jump into coding early, without fully thinking through the problem. Later, when the requirements are better understood, they go back and fix the code to reflect this understanding. The problem with this strategy is that much time is

wasted on rework. It may seem like progress is being made, but in reality the programmers are only spinning their wheels (Humphrey, 1989: 7).

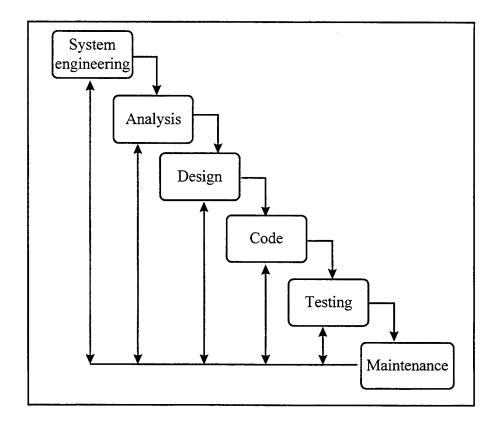


Figure 2-1 The Waterfall Model (Pressman, 1992)

#### 2.3.2 The Waterfall Model.

Probably the most widely used and well known process model, the waterfall method, was developed in the early 1970's by Royce. This model is characterized by "a systematic, sequential approach to software development that begins at the system level and progresses through analysis, design, coding, testing and maintenance" (Pressman, 1992:24-26). Feedback is available at each of the levels of the waterfall, tying back to each of the previous levels (refer to Figure 2-1). This allows the developer to correct problems in the earlier stages, that were found later in the development process. Several

criticisms during the past ten years have raised doubt as to the applicability of this model to all situations. Some of the problems encountered are as follows: 1) Projects seldom follow a smooth sequential flow; most have some type of iteration, 2) This model requires explicit requirements statements, which are rarely available at the onset of a new development, and 3) The customer does not see a working product until very late in the project, requiring great patience and confidence on the part of the customer. Despite these very real problems, this model still has an important place in software engineering (Pressman, 1992:26).

#### 2.3.3 Prototyping.

Prototyping has become popular recently because it addresses some of the concerns dealing with the waterfall model. Prototyping is the process of developing a working model of the software project to be built (Pressman, 1992:27). Often users are not exactly sure what they want, but *they'll know it when they see it*. Prototyping allows the user to get a preview of the final product, giving them a chance to confirm their desires and solidify their requirements. Prototypes are divided into two categories, "throwaway" and "evolutionary."

Throwaway: This category of prototypes is consistent with Fred Brooks' maxim, "plan to throw one away; you will, anyhow" (Brooks, 1996). The idea is that the prototype is only a means to an end. When the requirements are solidified and the technical feasibility established, the prototype is discarded and the deliverable product is started.

Evolutionary: The idea behind evolutionary is to use all, or part of the prototype in the final version of the product (Gordon & Bieman, 1994). By doing this, the actual coding and other work that goes into developing the prototype is not wasted and the time and resources to develop the deliverable is less.

Some caution should be used when using the prototyping model, especially the throwaway. When a developer comes under pressure, both schedule and budget, they may be tempted to include part or all of the throwaway prototype in the final product. The problem in doing this is that the prototype was designed to be thrown away, thus the structure and the integrity of the prototype is suspect (Gordon & Bieman, 1994:93).

#### 2.3.4 Evolutionary/Incremental.

The evolutionary model is the strategy of developing a product in successive increments. The idea behind this approach is that by developing in increments, the customer sees continual progress, while receiving a usable product earlier. Each increment of the development goes through the complete development cycle, including test. By using this approach, system integration test is effectively accomplished as the product is being developed. When the very last increment is completed, the product is finished. This approach is often combined with other models. It can incorporate the use of prototyping in developing each increment, or can be part of a spiral development.

#### 2.3.5 The Spiral Model.

The spiral model was developed over several years in an attempt to solve some of the shortcomings of earlier models. It can accommodate most previous models as special cases, thus retaining their benefits, and provides guidance as to which combinations of previous models best fits a given software development situation (Boehm, 1988). The spiral model takes a cyclical approach to software development. The development process starts at the innermost area of the spiral (refer to Figure 2-2) and proceeds outward along the spiral. Each time the commitment partition is crossed, a review is conducted and risks are assessed. At this point actions are to be taken to counteract any risks (Williams, 1995). According to Boehm, the primary advantage of the spiral model is that its flexibility accommodates the good features of previous models, while its risk driven approach avoids their difficulties. There are difficulties in using the spiral model, mostly due to its immaturity. These difficulties include matching the model to contract software, reliance on risk assessment expertise and a need for further elaboration of the steps of the model (Boehm, 1988).

#### 2.4 The Capability Maturity Model

The original version of the CMM was called the process maturity framework.

Developed in 1987 by Watts Humphrey, the maturity framework, along with the maturity questionnaire, was intended to help the DOD identify areas where an organization's software process needed improvement (Paulk et. al., 1993: vii).

This framework later evolved into the CMM, Version 1.0 and eventually, as a result of feedback from the software community, was revised and released as Version 1.1 in 1993. This version of the CMM was intended as a foundation to improve the software process.

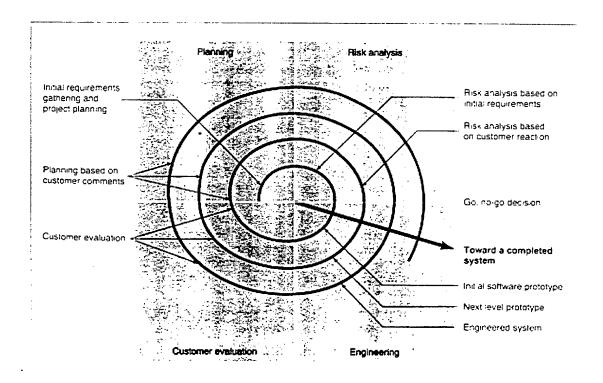


Figure 2-2 The Spiral Model (Boehm, 1988)

In order to improve one's process, one must know the current status of the process (Humphrey, 1989:3). The CMM was designed to measure the maturity of an organization's development process with the idea that increasing an organization's process maturity in stages would lead to a higher quality product (Paulk et. al., 1993:5).

As described by Paulk in his paper on the CMM, an organization with a mature process can be described as possessing an organization wide ability for managing software development. On the other hand, an organization with an immature process usually improvises during the course of development and often spends much time "fire fighting" (Paulk et. al., 1993:2).

The CMM consists of five different levels ranging from 1(the lowest maturity) to 5(the highest maturity). The following is a summary of the five levels from Watts Humphrey's book, Managing the Software Process:

Level 1: Labeled *initial*, a software process at this level of maturity is sometimes considered *ad hoc* or even chaotic. Usually none of the procedures are formalized, and if they are, they are not well known and often abandoned in time of crisis.

Level 2: Labeled *repeatable*, a process at this level has achieved a measure of statistical control not present at the *initial* level. This process is stable and repeatable and has rigorous project management of commitments, costs, schedules, and changes.

Level 3: Labeled *defined*, a process in this level is well established; it is likely to be used in times of crisis instead of discarded. The organization now has the foundation to examine the process and decide how to improve it. Advanced technology can now be introduced.

Level 4: Labeled the *managed* level, an organization at this level will have instituted a comprehensive system for obtaining and analyzing measurements. Because this measurement gathering and analyzing provides deep insight into the process, it is here that the most significant quality improvements can be made.

Level 5: Labeled *optimizing*, this is the ultimate goal of an organization. The organization at this level has such a good foundation in place that they can be proactive in fine-tuning their software development process, and in turn, improve the quality of the products.

Humphrey states that the reasons behind choosing these levels are: they reasonably represent historical evolution of improvement in real companies, they

represent an achievable measure of improvement from one level to the next, they suggest interim improvement goals and progress measures, and they make the priorities for improvement obvious once an organization's current status is known (Humphrey, 1989:5).

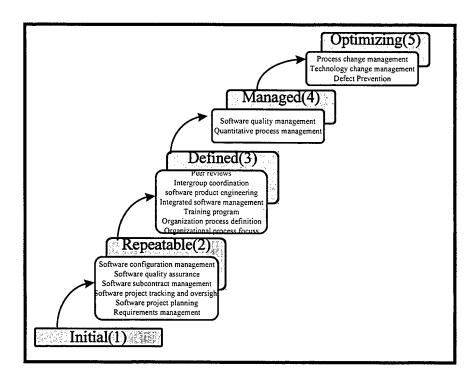


Figure 2-3 The Key Process Areas by Maturity Level (Paulk et. al., 1993).

#### 2.4.1 Internal Structure of the CMM.

Each CMM rating level is broken down into several key process areas, with the exception of level 1. These process areas "identify clusters of related activities that achieve a set of goals important to enhancing process capability" (Paulk et. al., 1993:30). The key process areas associated with each maturity level are shown in Figure 2-3. There are other processes besides the key processes that are involved in developing and

maintaining software; however, they have no bearing on achieving a given CMM maturity level.

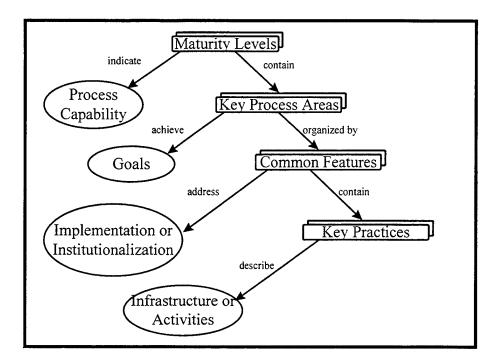


Figure 2-4 Overall CMM Structure (Paulk et. al., 1993)

Each key process area is broken down into five common features. These common features indicate whether the implementation or institutionalization of the key process areas is "effective, repeatable, and lasting" (Paulk et. al., 1993:37). They also contain the key practices that, when addressed, accomplish the goals of the key process areas. The overall structure of the CMM can be seen in Figure 2-4.

#### 2.4.2 Applications of the CMM.

There are two main ways in which the CMM can be applied by an organization.

The first is called a software process assessment (SPA) and the second is called a software capability evaluation (SCE).

The SPA focuses on the current status of an organization's software process, and identifies priorities for improvement. These assessments can be performed by a team that is either internal or external to the organization. Although these assessments can be performed by themselves, they are often done in preparation for an SCE (Bollinger & McGowan, 1991).

Whereas the SPA focuses on the current status in order to establish priorities for improvement, the SCE focuses strictly on the current capability for a given project. SCE's are performed by specially trained teams which are external to the organization being evaluated. These evaluations are often performed on bidders to a project or on existing contracts to monitor performance (Paulk et. al., 1993:44).

Both the SPA and the SCE have several commonalties. Some of these include team selection, the maturity questionnaire, analysis of the responses, site visits, and a list of team findings (Paulk et. al., 1993:45,46). As described above, however, the overall purpose of the two applications discussed is quite different.

#### 2.4.3 Limitations of the CMM.

Despite the growing popularity and acceptance of the CMM as a measure of process maturity, several concerns and limitations to the model have been expressed by industry experts.

Probably the biggest concern raised is the inability of the CMM to adequately discriminate between levels of process maturity. An organization must satisfy all key process areas of a maturity level to achieve that level (Paulk et. al., 1993). This requirement may cause a disconnect in the comparative rating of two organizations. An

organization that satisfies none of the key process areas would be considered a level 1 organization. An organization that satisfied many key process areas should clearly score higher than level 1; however, this may not be true with the CMM. For example, if a company satisfies most of the areas for level 2 and all of the areas for level 3 they would be rated a level 1 because of the areas they did not satisfy (Bollinger & McGowan, 1991:31). In this example, the company that satisfied most of the level 2 and 3 key process areas would have the same rating as that of the company that satisfied none, yet the first plainly has a more mature process in the spirit of the model.

Another concern, or limitation, is the flexibility of a company using the model. Companies that follow the CMM framework may fall victim to what is called process fossilization. Fossilization refers to a process that cannot be easily changed in any significant way (Bollinger & McGowan, 1991:39). In striving for and achieving level 5, and organization will have committed many resources and will have implemented many tools and procedures for collecting data. When a problem occurs, this data is used as a resource to determine where in the existing structure the problem exists; and fails to recognize a problem with the overall structure of the process itself (Bollinger & McGowan, 1991:39). This type of data usage results in only minor intra-process change and an inflexible overall process.

#### 2.5 Alternative Means of Measuring Capability

Because of the limitations of the CMM mentioned in the previous section, some alternative approaches to measuring an organization's software capability have been

developed. They were designed to be used to evaluate the software process instead of the CMM in situations for which the CMM is not fully appropriate or suited.

One alternative to the CMM is the Software Development Capability Evaluation (SDCE). The SDCE method was developed by ASC in 1992 and is fully described in Air Force Materiel Command (AFMC) Pamphlet 63-103. The SDCE is meant to be an integral part of the source selection process. In fact, the members of the SDCE team are also members of the Source Selection Evaluation Board (SSEB) (Babel, 1997). The overall purpose of this method is to evaluate a potential contractors capability to develop the proposed project, as opposed to the CMM which rates overall capability. The SDCE is used to identify strengths and weaknesses in specific source selection areas as well as the contractor's commitment to follow their proposed process (Babel, 1997).

A second alternative to the CMM is the Software Acquisition-CMM (SA-CMM). The CMM focuses on companies that develop software, but does not address organizations that acquire software from other companies. Recognizing a need for a model that focuses on the process of acquiring new software, the SEI developed the SA-CMM and published it in 1996. The purpose of the SA-CMM is to "describe the acquirer's or the buyer's role in software-intensive system acquisition" (Kind & Ferguson, 1997). Similar to the CMM, the SA-CMM defines five stages, or levels, of maturity for the software acquisition process. These five levels are summarized in Table 2.1. SA-CMM is intended to be used to improve the acquisition process similar to the way in which the CMM is used to improve software development processes (Kind & Ferguson, 1997). Because the SA-CMM is based on the CMM and is very similar in structure, it maintains the same limitations as the CMM.

Although this is not a conclusive list, it points out that the CMM is, by no means, the only available method of improving or evaluating the capability of a potential contractor. To this point, however, the CMM appears to be the most popular and widely known model.

Table 2.1 The SA-CMM Maturity Level Description (Kind & Ferguson, 1997)

CMM Level	Description
1 - Initial	The organization does not have documented processes.
2 - Repeatable	Basic acquisition management instills discipline at the project level.
3 - Defined	Acquisition organization-wide processes are defined, then tailored for each project.
4 - Quantitative	Decisions on processes and products are based on formal quantitative measures.
5 - Optimizing	Continual process and acquisition methodology improvements occur based on quantitative feedback and form piloting innovative ideas and technologies.

#### 2.6 Cost and Schedule Performance Measures

The Airlie Council, in their study of industry best practices in 1996, recognized the project control panel as both a useful tool and a concept for tracking the progress of a project, and predicting its future progress (Basili et. al., 1997). The control panel consists of several measures of performance in primary areas of a project; such as productivity, completion, change, staff, risk, and quality.

One measure of particular interest to this research effort is the Cost Performance Index (CPI). This measure shows how well a project team is meeting its budget goals.

The CPI is a ratio of Budgeted Cost of Work Performed (BCWP) to Actual Cost of Work performed (ACWP), two parameters present in most Earned Value Management Systems

(EVMS's). The CPI provides a historical measure of average productivity. A CPI of 1.0 indicates a project that is exactly on target for budget. A value less than 1.0 indicates a budget overrun where a value greater than 1.0 indicates a budget underrun.

Another performance measure of interest to this study is the Schedule Performance Index (SPI). Although not present on the project control panel mentioned above, the SPI is a relative to the CPI. Where the CPI is a historical measure of cost performance, the SPI is a measure of schedule performance. The SPI is a ratio of BCWP to Budgeted Cost of Work Scheduled (BCWS), two parameters also present in most EVMS's. Like the CPI, a value of 1.0 indicates an on schedule project. A value less than 1.0 indicates a schedule overrun and a value greater than 1.0 indicates a schedule underrun.

$$CPI = BCWP/ACWP$$
 (2.1)

$$SPI = BCWP/BCWS$$
 (2.2)

The above two measures are not the only measures of cost and schedule performance. However, these two measures have become standard for both industry and government (Nicholas, 1990:376-389).

#### 2.7 Return-On-Investment Studies

Several companies and organizations have done return-on-investment (ROI) studies showing the economic benefits of moving up the CMM maturity scale. The studies identified the costs associated with trying to improve one's CMM rating level. They then identified and assigned dollar values to the perceived benefits, both economic and non-economic, to determine the overall ROI. Three studies of prominent

organizations at different levels are described in the further detail in the following sections.

#### 2.7.1 Hughes Aircraft.

In 1987, Hughes Aircraft employed a team from the Software Engineering
Institute (SEI), at a cost of \$45,000, to perform an assessment of the Software
Engineering Division (SED) of the company. The SED was rated at a level 2
(Humphrey, Snyder, and Willis; 1991:13). After receiving the recommendations from the assessment team, an action plan was devised and implemented to improve the software process. Over the course of 18 months, Hughes expended 78 man-months of effort and a total cost of \$400,000 to implement the action plan.

When the SEI performed another assessment in 1990, it found that the SED had improved to a strong level 3. In the course of improving from level 2 to 3, several benefits were realized. Hughes found that working conditions, employee morale, and project schedule and cost performance had improved. The economic value of the improvements was estimated to be about \$2 million annually (Humphrey, Snyder and Willis; 1991).

#### 2.7.2 Oklahoma City ALC

In 1990, the Oklahoma City Air Logistic Center (OC-ALC), Software Division (LAS) was rated by the SEI at a CMM level of 1. In 1993, they were again rated and had achieved a level 2. Also, in 1993, and independent study was conducted to determine the cost of process improvement and the benefits obtained. The study found that over an 8-

year period, an investment of \$1.5 million by LAS resulted in a cost savings of \$11.3 million. Other findings included a 90% reduction in defect rate, a 26% reduction in test program set (TPS) maintenance costs, and a ten fold increase in productivity (Department, 1996:7-35).

#### 2.7.3 Raytheon.

In 1988, an internal assessment of the Software Systems Lab at Raytheon, based on the CMM questionnaire, rated the lab at slightly less than level 2. Four areas were identified as needing improvement: documented practices and procedures, training, tools and methods, and metrics (Department, 1996:7-40).

In 1992, a follow-up analysis revealed that Raytheon achieved a 7.7:1 ROI( a \$4.48 million return on a \$.58 million investment). Other noted savings included a 75% reduction in rework since 1988 and a 230% increase in productivity (Department, 1996:7-41).

### 2.8 Correlation Study of the CMM and Software Development Performance

In 1994, Robert Flowe and James Thordahl conducted a study examining the correlation between CMM rating level, and cost and schedule performance of an organization. Although based on a relatively small database, the results provide some interesting insights.

The research used CPI and SPI as measures for performance. The study also considered nine possible moderating variables when establishing correlation. The results

suggest that a positive correlation exists between CMM rating level and both the CPI and SPI. The research found that a strong correlation is present when the moderating variable of "project relevance" is high. Also, the results reveal that the correlation with SPI becomes more evident when the moderation variable of "percent complete" is taken into consideration (Flowe & Thordahl, 1994:6-2,3).

#### 2.9 Summary

The ROI studies described earlier provide insights into the economic value of moving up the CMM scale; however, they provide no useful information about how the CMM can be used by the software acquisition manager. The Flowe and Thordahl study provides evidence supporting the idea that higher CMM levels indicate better cost and schedule performance; however, the study stops short of explaining how this correlation can be beneficial to the software acquisition manager.

This research attempts to build upon the relationship between CMM and performance, described in the previously mentioned studies. It proposes a method of combining the CMM rating level with the concept of statistical process control, which was developed in the 1930's and later promoted by Edward Deming and Joseph Juran, to produce a method for the software acquisition manager to monitor and control the performance of a software development contractor (Paulk et. al., 1993).

# 3. Methodology

### 3.1 Overview

Once the subject of this research, the CMM, was chosen; the research continued in four phases. The first phase was the problem definition/scope phase. During this phase, a specific problem dealing with the subject was selected. Also, the scope of the problem was defined. The second phase was the data identification/gathering phase. During this phase, the appropriate data was identified, located, and gathered. Phase three was the model development phase. During this phase, the data was analyzed and a proposed model was developed. Finally, phase four was the model validation phase. During this phase, the proposed model was validated using historical data gathered about members of the target population. The following sections describe each of the four phases in full detail.

# 3.2 Problem Definition/Scope

The purpose of this phase was to define a specific research problem associated with the CMM. A review of the existing research pertaining to the CMM revealed that research exploring the predictive nature of the CMM might be useful to the software acquisition community (Flowe & Thordahl, 1994). It was then necessary to define the scope of the research because of the broad nature of the problem, and the limited time and resources available to conduct the research. After further review of the existing literature,

the decision was made to focus this research on applying a predictive model, based on the CMM, to the statistical process control of DOD contractors.

### 3.3 Data Identification and Gathering

Once the problem had been defined and the scope clearly delineated, the research moved into the data identification and gathering phase. The first step of this phase was to identify the data required to conduct this research. CMM rating level was chosen to be the independent variable. ACWP, BCWP, and BCWS were selected based on the the dependent variables of interest, CPI and SPI.

The next step was to locate reliable sources for the required data. After a search of the literature, a database containing secondary historic data from DOD software development contracts that had been established by Robert Flowe and James Thordahl for their research was located (Flowe & Thordahl, 1994). Robert Flowe was contacted and a copy of the database was obtained. The database consisted of pre-established contractor process maturity ratings (as defined by the SEI's CMM), and cost and schedule data reported to ASC and ESC in Cost Performance Reports (CPR's) as part of their contract fulfillment. The following is a summary of the steps used by Flowe and Thordahl to obtain their information (Flowe & Thordahl, 1994):

- Identify appropriate contract elements: During this step, contracts that
  reported software development costs as a discrete contract work breakdown
  structure (CWBS) element were identified in the ASC and ESC libraries.
- 2) Determine rating of contractor: After identifying the appropriate contracts, it was necessary to establish whether the contractor, associated with each

- contract, had been rated using the CM methodology. If not, that contract was discarded as a possible source of data; if they had, the rating information, including method used and date rating was given, was recorded.
- 3) Collection of relevant cost/schedule information: During this step, cost and schedule performance information, covering a period of six months prior to and six months following the rating date, was collected.
- 4) Collection of moderating data: Finally, other moderating data which may be used to characterize the software development project was collected to be used to gain further insight into the performance data obtained.

These steps are depicted in Figure 3-1.

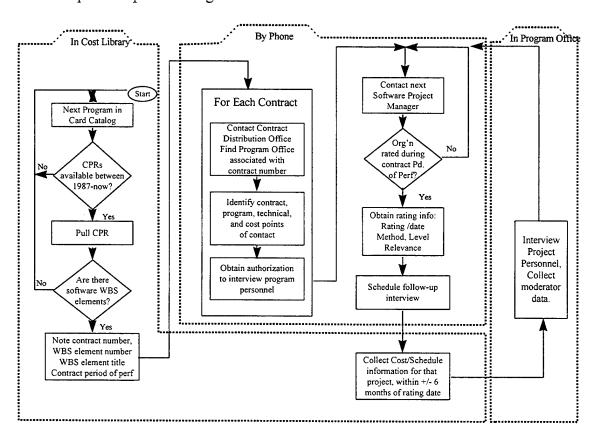


Figure 3-1 Data Gathering Flow Chart (Flowe & Thordahl, 1994)

The reliability of the information in the Flowe and Thordahl database was considered sufficient for the purposes of this research because the collection, content, and reporting of the information are governed by the C/SCSC guidelines. Also, the same criteria for cost and schedule measurement and reporting are mandated for all contracts, making the data obtained reliable for comparison between different contracts.

An attempt was made to add to the validity of the database by adding contractor information from Space and Missile Systems Center (SMC) contracts. The person in charge of the SMC cost library was contacted, and the contents of the library was discussed. It was learned that necessary data (contractor identification) was not kept in the library. Because of this fact, contractor CMM rating level could not be ascertained and linked to the performance information, making use of the SMC cost library information for this research impractical. Because there are few, if any, reliable sources of data it was decided that the existing database would be sufficient, based on the target population of this research (DOD contractors).

Some of the data points in of the Flowe and Thordahl database had to be excluded for this research effort. Low levels of contract effort cause the variances of the indices that are more due to lack of activity than to actual variances in contractor performance. Flowe and Thordahl calculated a ratio of contract activity during the twelve month period relative to total activity to date. If this ratio showed a level of activity of less than 1% for any of the three parameters, BCWS, BCWP, and ACWP, the data point was excluded (Flowe & Thordahl, 1994). These points are identified by comments in the investigator comment box of the data forms in Appendix A.

One of the moderating variables collected by Flowe and Thordahl was rating relevance. This moderating variable rates the relevance of the project listed in the WBS to the actual CMM rating of the organization. If this variable is listed as high or very high, the project in the WBS was the project used to obtain the organization rating. In an attempt to develop a model that is as accurate as possible in relationship to the CMM rating level of the contractor, only contracts with a rating relevance of high or very high were used to develop the model.

## 3.4 Model Development

The first step of the data analysis phase, following the removal of data to be used in the validation phase (validation data selection is described in detail in the next section), was to separate the data based on CMM rating level. After separation, equations 3.1 and 3.2 were applied to the data to obtain the sample mean and standard deviation for each rating level (Devore, 1995).

$$X_{bar} = \frac{\sum_{i=1}^{n} x_i}{n}$$
 (3.1)

where:  $X_{bar}$  is the sample mean. n is the sample size.  $x_i$  is a point in the sample.

$$S = \frac{\sum_{i=1}^{n} (x_i - X_{bar})^2}{n-1}$$
(3.2)

where: s is the sample standard deviation.

n is the sample size.

 $x_i$  is a point in the sample.

X<sub>bar</sub> is the sample mean.

The next step was to calculate prediction intervals, to be used as the predictive model upper and lower statistical control bounds for performance, using equations 3.3 and 3.4. An assumption of normality must be made about the data distributions for these equations to apply to this research (Devore, 1995). The intervals calculated using these equations will be known as the model from here on out.

UB = 
$$X_{bar} - t_{\frac{\alpha}{2}, n-1} \cdot s \cdot \sqrt{1 - \frac{1}{n}}$$
 (3.3)

LB = 
$$X_{bar} - t_{\frac{\alpha}{2}, n-1} \cdot s \cdot \sqrt{1 - \frac{1}{n}}$$
 (3.4)

where: UB and LB are the prediction interval upper and lower bounds.

Xbar is the sample mean.

t is the value of the t statistic.( $\alpha = 1$  - prediction level/100)

s is the sample standard deviation.

n is the sample size.

One graphical method of validating an assumption of normality is the box and whisker plot (refer to Figure 3-2). A box and whisker plot gives a quick graphical picture of the median of a sample distribution and the extent and nature of any departure from symmetry (Devore, 1995). It can also be used to identify any points that lie unusually far from the main body of data. This method can be used to identify sample distributions that deviate severally from normal; however, for small sample sizes the box and whisker plot may be misleading and a more precise method is required.

A more precise method of validating the normality assumption is the Wilk-Shapiro/Rankit Plot Procedure (refer to Figure 3-3). It can be used to examine whether data conform to a normal distribution or not (Analytical, 1996). This method yields a statistic equal to the square of the linear correlation between the rankits and the order statistics (Analytical, 1996). The closer to 1.00 the value is, the more normal the distribution is. For a small sample, typically less than twenty data points, a value

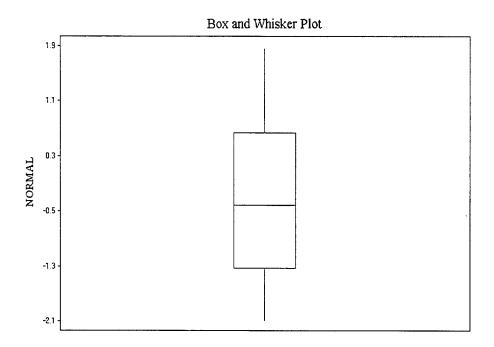


Figure 3-2 Sample Box and Whisker Plot for a normal distribution of .8 or higher is sufficient for the distribution to be approximated with the normal (Reynolds, 1997).

#### 3.5 Model Validation

The research entered the model validation phase following completion of data analysis and the development of the model. The first step of this phase was to select the

data to be used for validating the model. Since the target population of this research is DOD software development contractors, it was decided to select data from contractors within this population. An available source of information was the existing database. Appropriate contractors were selected from the database based on CMM rating level and the number of data points provided by each contractor. In an attempt to obtain enough points to do the validation without reducing the database size significantly, contractors that had provided three data points were chosen. These contractors are identified by a comment in the investigator comment box of the data forms in Appendix A.

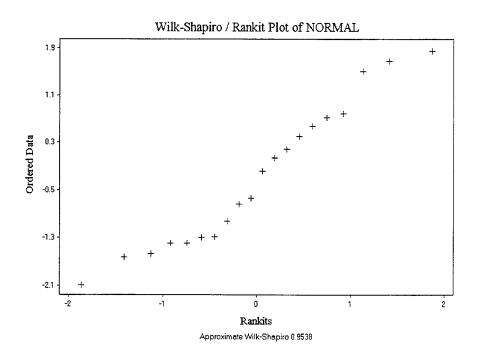


Figure 3-3 Sample Wilks-Shapiro Plot of a Normal Distribution

CPI and SPI were calculated for each of the points using equations 2.1 and 2.2 respectively. These values were then compared to the model value for the upper and lower control bounds to determine which points fall within the bounds and which points fall outside.

One current method of determining whether a contractor's performance is acceptable or not is to calculate the cost and schedule variance percentage of the contractor's performance and compare them against set limits. A common limit currently used by managers is  $\pm 10\%$  variance for both cost and schedule (Ferens, 1997).

In order for our proposed model to be at least as good as the current method, it was expected that any point with a variance percentage of greater than  $\pm 10\%$  would fall outside the proposed model's control bounds, and any point with a variance percentage within the  $\pm 10\%$  range would fall inside the proposed model's control bounds. The cost and schedule variance percentages were calculated for each point using equation 3.5 and 3.6 respectively.

Cost Variance 
$$\%(CV\%) = 100*(BCWP - ACWP)/BCWP$$
 (3.5)

Schedule Variance 
$$\%(SV\%) = 100*(BCWP - BCWS)/BCWS$$
 (3.6)

These variance percentages were then compared to the  $\pm 10\%$  limit and used to determine the expected position of the point with regards to the model's control bounds. Finally, any deviation from the expected position was noted.

# 4. Data Analysis/Results

### 4.1 Model Development

Having separated the data into two parts, the complete data set consisting of all data to be used in the development of the model, and the validation data set consisting of the data to be used in validating the model, the next step in developing the model is to validate the assumption of normality for the complete data set. The box plots of the CPI and SPI are inconclusive (see Figures B-1 and B-2 in Appendix B). There are no highly extreme values to suggest that the distributions are not normal, however, the plots are not exactly symmetrical so further analysis is needed.

Wilk-Shapiro Rankit Plots were constructed for each level of data (see Figures B-3 through B-8 in Appendix B). The Wilk-Shapiro statistics obtained from these plots are summarized in Table 4.1. The values obtained are not inconsistent with normal distributions and support the assumption of normality.

Table 4.1 Wilk-Shapiro Statistics for SPI and CPI

Rating Level	SPI	CPI
1	0.87	0.84
2	0.93	0.91
3	0.93	0.90

Having validated the assumption of normality, the next step is to apply descriptive statistics to the complete data set to obtain the mean and the standard deviation. These values can then be used to construct the prediction intervals necessary to develop the

model. Once again using *Statistix for windows*, the values were obtained and are summarized in Tables 4.2 and 4.3. Some of the values are contrary to the CMM theory which states that as rating level goes up, the performance of the contractor moves closer to the ideal and the variance improves. These discrepancies are addressed in the limitations section of chapter five.

**Table 4.2 Descriptive Statistics for CPI** 

CMM Rating	Number in Sample	Mean	Standard Deviation
1	11	0.7326	0.2883
2	12	1.2489	0.4169
3	11	0.988	0.1104

Table 4.3 Descriptive Statistics for SPI

CMM Rating	Number in Sample	Mean	Standard Deviation
1	11	1.0668	0.3454
2	12	0.9741	0.0531
3	11	1.0457	0.0891

These values can now be used to construct the prediction intervals for all three rating levels and both performance indices. The prediction level used in this study is 90%. Usually a higher prediction level is preferred, but for the size of our sample a higher prediction level would yield intervals too wide to be meaningful. The  $\alpha$  corresponding to a 90% prediction level is 1 - prediction level/100 or .10. Dividing  $\alpha$  by two yields the required value for equations 3.3 and 3.4 which is .05. The t-statistic for this value,  $t_{.05,n-1}$  can be obtained from a standard table such as the one in Devore (Devore, 1995: 707). Substituting into equations 3.3 and 3.4 yields the intervals displayed in Table

4.4 and 4.5. Once again, one of the results is not consistent with CMM theory and is addressed in chapter five.

**Table 4.4 CPI Portion of Proposed Model** 

CMM Rating	n	t <sub>.05,n-1</sub>	Lower Bound	Upper bound
1	11	1.812	0.186971	1.278229
2	12	1.796	0.469574	2.028226
3	11	1.812	0.77906	1.19694

**Table 4.5 SPI Portion of Proposed Model** 

CMM Rating	n	t <sub>.05,n-1</sub>	Lower Bound	Upper bound
1	11	1.812	0.413106	1.720494
2	12	1.796	0.874838	1.073362
3	11	1.812	0.877072	1.214328

The intervals in Table 4.4 and 4.5 constitute the proposed model. This model is proposed to be used by acquisition managers to predict performance or monitor performance of a contractor, based on the contractors CMM level. A performance value inside the interval for a given rating level denotes acceptable, or typical, performance for that level. A value outside the interval depicts unacceptable, or atypical, performance.

# 4.2 Model Validation

The first step in the model validation process is to compare the performance values for the selected data validation points to the model interval bounds developed

during the model development phase and note whether the value is inside the interval or not. A summary of the results of this comparison is located in Table 4.6.

The second step in the model validation process is to calculate the CV% and the SV% using equation 3.5 and 3.6 respectively, and compare these percentages to the standard limits of  $\pm 10\%$ . The location of the percentages (inside or outside the limits) is then noted. A summary of the results of this comparison are located in Table 4.7.

Table 4.6 Comparison of CPI and SPI to Model Bounds

Contractor Code(Append A)	WBS Element	CMM Rating	SPI Value	CPI Value	Inside model SPI range?	Inside model CPI range?
IC	1	1	1.00	0.87	yes	yes
	2	1	1.04	0.56	yes	yes
	3	1	1.01	0.84	yes	yes
FA	1	2	0.97	0.39	yes	no
GB	1	2	1.08	0.35	no	no
HA	1	2	1.05	0.84	yes	yes
JB	1	3	0.90	1.07	yes	yes
	2	3	1.29	1.98	no	no
	3	3	1.31	2.16	no	no

Table 4.7 Comparison of CPI and SPI variance % to  $\pm 10\%$  limits

Contractor	WBS	CMM	SPI var	CPI var	Inside 10%	Inside 10%
Code(Append A)	Element	Rating	%	%	SPI limit?	CPI limit?
IC	1	1	0.00	-12.90	yes	no
	2	1	4.09	-58.86	yes	no
	3	1	1.30	-20.98	yes	no
FA	1	2	3.25	-53.86	yes	no
GB	1	2	7.72	-175.51	yes	no
HA	1	2	5.66	-12.88	yes	no
JB	1	3	-10.04	8.69	no	yes
	2	3	29.16	40.09	no	no
	3	3	30.69	54.69	no	no

The final step in the validation process is to compare the results in Table 4.7 to the results in Table 4.6. Table 4.8 summarizes the comparison between the 10% limit method and the proposed model method. A "yes" value indicates values lying inside the limits for the respective methods and a "no" value indicates values lying outside the limits for the respective methods. A disagreement is defined as a difference between the value in the 10% column and the value in the Model column. For the SPI performance measure, one CMM rating level 2 point disagreed and one CMM rating level 3 point disagreed. For the CPI measure, all three CMM level 1 points were in disagreement and one CMM level 2 point. The shaded areas in the table represent these disagreements between the 10% method and the model method.

Table 4.8 Comparison of 10% Method to Model Method

Contractor	WBS	Rating	SPI for 10%	SPI for Model	CPI for 10%	CPI for Model
IC	1	1	yes	yes	no	yes
	2	1	yes	yes	no	yes
	3	1	yes	yes	no	yes
FA	1	2	yes	yes	no	no
GB	1	2	yes	no	no	no
HA	1	2	yes	yes	no	yes
JB	1	3	no	yes	yes	yes
	2	3	no	no	no	no
	3	3	no	no	no	no

# 4.3 Analysis of Differences

There are several possible explanations for the differences noticed between the predicted values obtained using the current practice of using  $\pm 10\%$  variance as bounds

and the values obtained using the proposed model. The following paragraphs will give some of the more probable explanations.

For the SPI performance measure, two of the nine points disagreed. Both of these points disagreed at the second decimal point level. The number of decimal places reported in the model intervals and also the variance calculations are more a result of the programs used to calculate them, (Microsoft Excel® and Statistix®), than an indication of significance. For this reason it is possible that in reality there is agreement between the model and the current method being used.

For the CPI performance measure, all three of the CMM level 1 points disagreed and one CMM level 2 point. The current method assumes that all contractors should be capable of performing within the 10% limits, it does not take into account the differing maturity levels of the organization. According to the CMM, level 1 organizations are ad hoc and have a high variance (Paulk et. al., 1993). Because of this, the model intervals for CMM level 1 contractors are extremely wide, causing points that are outside the 10% limits to still be within the acceptable performance levels for a typical CMM level 1 organization. Another possible explanation is due to the sample size for the model development. The sample is relatively small in this preliminary study causing the t-statistic to be rather large. This will cause the intervals to be wide and might explain why the model says that the contractors performance is acceptable, where as the current method says it is not. Finally, a possible explanation for the CMM level 2 point is that the model has a prediction level of 90%, meaning that it is possible for contractors whose

performance is unacceptable, to fall in the acceptable range of the model 1 out of every 10 measurements.

# 5. Conclusions/Recommendations

#### 5.1 Overview

The first goal of this research was to establish a model, based on the CMM rating level of DOD contractors, to be used for the monitoring of contractor performance in developing software. The second goal of this research was to determine the usefulness of the above model to the acquisition manager in monitoring performance of contractors on software development contracts.

Often acquisition managers use performance measures for contractors in different ways. One way in which they are used is to indicate when performance is below a set standard, such as the arbitrary  $\pm 10\%$  limit used in this study. This limit may change depending on the importance or suspected risk of a project. A project that is very important or vital to an organization may impose a limit of  $\pm 5\%$ . A project that is less important might relax the limit to  $\pm 15\%$ . The results of this study suggest that such a model might be useful in predicting or monitoring performance of a software development contractor when the acquisition manager wants to know if the contractor is performing up to its capability. This model can be used in conjunction with the practice of setting variance limits on the contractor, to fulfill multiple monitoring and controlling functions. In the following paragraphs, the implications of this research will be explored.

### 5.2 Implications for the Acquisition Manager

The theory behind the CMM suggests that the rating level of a contractor can be used as some indication of the performance capability of that contractor. The results suggest that the proposed model in this study might prove to be a useful tool to the acquisition manager. Based on the model results, performance can be predicted, given a contractors CMM rating level. Also, the model can be used to determine if the performance of a contractor is typical of an organization with the same rating level. However, the model does not perform equally well at all levels. For organizations at CMM level 1, the performance of the model is not good. It appears that because CMM level 1 organization performance has such a high variance, the interval in the model does not do a good job discriminating between acceptable and unacceptable performance. Almost any performance is considered acceptable. This is important to the acquisition manager because almost 70% of organizations are still at CMM level 1. As the rating level reaches the higher CMM levels, 2 and 3, the model discriminates as well as the arbitrary ±10% limit method. Although this study did not contain any data for the higher levels of the CMM, the results suggest that the model might discriminate at a level even higher than  $\pm 10\%$ . As more and more companies move up the CMM rating scale, the usefulness of the proposed model should increase. The results are interesting and suggest that further research is warranted to determine the full usefulness of a model such as the one developed in this study.

#### 5.3 Implications for the Researcher

CMM theory is grounded in the premise that as CMM rating level increases, performance also increases and becomes more predictable. Correlation studies have supported the performance aspect of this premise. A natural extension to this premise is that, given data for organizations at the different levels, a model can be developed which could be used to predict performance at each level. The results of this study support this extension for the higher levels, 2 and 3, of the CMM. However, it is interesting that the intervals with a meaningful level of prediction, for CMM level 1 organizations, are so wide that no accurate prediction could be made with them. This may be due to the limitations of this research, but these intervals suggest that perhaps the variance of organizations at CMM level 1 is so large that meaningful prediction of these organizations is not possible. Further research into this area is needed to determine the predictive ability of such a model for CMM level 1 organizations.

#### 5.4 Limitations of the Research

There are two major areas of limitations to the applicability of this research. The first of these areas is bias in the database, the second is the content of the database itself. The following paragraphs will describe in more detail these limitations.

The database used in this research consists of second hand historical data collected by a third party. Because of this, it inherently contains bias. The method of reporting used by the contractors was controlled by guidelines (C/SCSC), which helped to reduce the level of bias introduced. The person who collected the data and constructed the database was contacted and questioned as to the thought processes and procedures

used in constructing the database. This was done in attempt to identify and reduce any bias that may be present. Unfortunately, it is impossible to eliminate the bias completely or to fully understand the nature of the remaining bias. For the above reason, the amount of bias present and the effects caused by its presence are unknown.

There are several limitations of the content of the database itself. The first of these is breadth. Data for the database was collected from DOD contractors who had reported data to ASC and ESC as part of their contracts. ASC and ESC contractors do not represent the full range of contractors providing software to the DOD. Information from contractors performing work for SMC would greatly add to the breadth of the database, but unfortunately SMC does not maintain the information in a format compatible for use in the database. Another limitation of the database is size. Even if the content of the database sufficiently covered the full range of contractors, it would still contain only a small sample. The small number of data points available for model development and model validation affected the sensitivity of the samples when data was removed for use in model validation. This sensitivity might have caused of some values obtained to deviate from theoretical expectations. The value for means and the width of the prediction intervals in the model may have been affected. A much larger database would allow the development of a more accurate model and possibly more useful model.

#### 5.5 Recommendations

There are several areas of opportunities for further research based on some of the limitations and the results of this research. Recommendations for further research are described in the following paragraphs.

One recommendation is to broaden the database and revise the model. There are several ways in which the database can be broadened that would lend to a more accurate and useful model. The first of these is to add data for contractors with level 4 and level 5 maturity ratings. At the time the database was constructed there were very few contractors at these higher levels. Although there are still not many, there may be enough to develop a preliminary model at these levels. A second area in which the database can be broadened is the addition of space systems. At this time the SMC database is not in a format that could be used for this research. Collection of relevant information on SMC contractors would extend the range of the database and add to its validity. Finally, more data points could be added at the lower levels. This preliminary study had a small sample set from which to develop the model. Additional data at the lower levels would help in developing a more accurate and possibly more useful model.

Another recommendation for further research is to revalidate the new model with a different set of data. There are two ways in which this could be accomplished. The first way is to validate the model with more points from a single contract. In this study the model was validated using a single point from different contracts. Although this was sufficient for this preliminary study, validation of the model using multiple points from a single project might be of value in determining the usefulness of the model over time. The second way to accomplish revalidation is to attempt to revalidate using a much larger sample size at each of the rating levels. For this preliminary study only three data points were used at each of the first three CMM rating levels. Increasing the number of points used would allow the researcher to validate the prediction level proposed for the model while validating its usefulness to the acquisition manager.

# 5.6 Conclusion

The goal of this preliminary study was to evaluate the possibility of creating a model based on the CMM rating level of contractors and to determine the usefulness of such a model to the acquisition manager. The results of this study suggest that such a model might be possible and useful as a tool to monitor and control contractor performance, and that further research in this area is warranted.

# **Appendix A: Unreduced Data Set**

This appendix provides the unreduced data set contained in a Microsoft Access version 2.0 database. Each database record representing an individual data point is presented in a "form" format, with each record represented by a separate page.

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Program Manager Com		nment may be responsible for 5 mpetent job".	0% of the problems ie cost/schedu	le variances. Contractor has
			0% of the problems ie cost/schedu	le variances. Contractor has
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Cost Data Six Months Prior to Rating  Date: 8/30/93  BCWS: 2517  BCWP: 2496  ACWP: 2568  Budget: 2534  LRE: 2597  Derived Moderato	Three Month Ra  Date: 11/ BCWS: BCWP: ACWP: Eudget: LRE:	mpetent job".  Three ating After  /30/93 Date:  2688 BCWS:  2739 BCWP:  3077 Budget:  3146 LRE:	Months Six Rating  3/30/94 Date:  3048 BCWS:  3028 BCWP:  3119 ACWP:  3078 Budget:	7/30/94  3302  3300  3392  3341
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WBSDescription: Ana	lyze, design, and code	software for software simulation	system component		
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Moderating Var	laioles			X146	
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Program Comments:	May have incentive fee	on contract-did not show up in	CPR		
		uage: Ada	Language %: 100.00		
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Cost Accounting Anor	nments: The govern	occurred immediately prior to ti			actor has
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Program Manager Cor  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 2038  BCWP: 2038	Three Months  Pate: 11/3  BCWS: BCWP:	ment may be responsible for 500 npetent job".  S Prior to Ingree After R  20/93 Date:  2151 BCWS:  2129 BCWP:	% of the problems ie cost/so Months lating 3/30/94 D	hedule variances. Control  Six Months After Rating  ate: 7/30/94	actor has
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Program Manager Cor  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 2038  BCWP: 2038  ACWP: 2075  Budget: 2043	Three Months Rat  Date: 11/3 BCWS: BCWP: BCWP: BUdget:	ment may be responsible for 500 npetent job".  Se Prior to Sing After R  20/93 Date:  2151 BCWS:  2129 BCWP:  2176 ACWP:  2203 Budget:	Months lating 3/30/94 D 2194 BCI 2296 ACI	six Months After Rating  AVE: 2315  AVP: 2314  AVP: 2337  June 241  AVP: 2365	actor has
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Program Manager Cor  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 2038  BCWP: 2038  ACWP: 2075  Budget: 2048  LRE: 2082	Three Months Rat  Date: 11/3 BCWS: BCWP: BUdget: LRE:	ment may be responsible for 500 npetent job".  Se Prior to Sing After R  20/93 Date:  2151 BCWS:  2129 BCWP:  2176 ACWP:  2203 Budget:	Months lating 3/30/94 D 2194 BCI 2296 ACI	six Months After Rating  AVE: 2315  AVP: 2314  AVP: 2337  June 241  AVP: 2365	actor has
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Program Manager Cor  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 2036  BCWP: 2036  ACWP: 2076  Budget: 2043  LRE: 2082  Derived Moderat  Budget Volatility Index  BCWS Activity: 0.1	Three Months Rat  Date: 11/3 BCWS: 11/3 BCWP: 11/3 BCWP: 11/3 BUDGET:	ment may be responsible for 50° npetent job".  Serior to sing After R  20/93 Date:  2151 BCWS:  2176 ACWP:  2203 Budget:  2250 LRE:  Chivity: 0.12014 ACC	Months Lating  3/30/94  2194  BCN  2296  ACV  2203  Budg  2295  Li  Percent Com  WP Activity: 0.11211	Six Months After Rating  ate: 7/30/94  WS: 2315  WP: 2314  WP: 2337  RE: 2365  RE: 2391	actor has
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			And the second s	ed kind in the contraction of th	
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	The second secon				
S/W Lifecycle: Coo	de/Test Lang	juage: Ada	Language %:	100.00% Applicati	on: Simulation
Project Budget:	8685000 Budge	et Volatility: High	Size: 101	50 % New/Modifi	ed Code: 100.
Requirements Volati	lity: High R	Rebaselining : Yes	Quality Stds On Con	tract: 🗹 Quality	Params Tracked
	(2) (10 mg/mg/mg/ 1 mg/mg/mg/mg/mg/mg/mg/mg/mg/mg/mg/mg/mg/m			<ul><li>基础中间、建筑等2.74 年上、企业的企业等。并不是企业。</li></ul>	
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	The second secon	reallocation of budget was detect	ted. Prior to this, they	were on budget and on	schedule
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Cost Accounting And Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 166  BCWP: 166  ACWP: 167  Budget: 137	In Sep 94, a r In Sep	ment may be responsible for 50° mpetent job".  s Prior to Three Noting After R  30/93 Date:  1317 BCWS:  1317 BCWP:  1321 ACWP:  -60 Budget:	Months lating 3/30/94  1442 1441 1418 2554	Six Months Aff Rating  Date: 7/30/94  BCWS: BCWP: ACWP: Budget:	Contractor has  1972 1955 1951 3685
Cost Accounting And Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 166  BCWP: 166  ACWP: 167  Budget: 137  LRE: 138	malies: In Sep 94, a romments: The govern done a "con	ment may be responsible for 50° mpetent job".  s Prior to Three Noting After R  30/93 Date:  1317 BCWS:  1317 BCWP:  1321 ACWP:  -60 Budget:	Months lating 3/30/94 1442 1431 1418 2554 2573	Six Months Aff Rating  Date: 7/30/94  BCWS: BCWP: ACWP: Budget:	Contractor has  1972 1955 1951 1968
Cost Accounting And Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 165  BCWP: 166  ACWP: 167  Budget: 133  Derived Modera  Budget Volatility Inde	malies: In Sep 94, a romments: The govern done a "con	ment may be responsible for 50° mpetent job".  s Prior to Three Noting After R  30/93 Date:  1317 BCWS:  1317 BCWP:  1321 ACWP:  -60 Budget:  -46 LRE:	Months Lating 3/30/94  1442 1431 1418 2554 2573	Six Months Aff Rating Date: 7/30/94 BCWS: BCWP: ACWP: Budget: 10	Contractor has  1972 1955 1951 1968
Cost Accounting And Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 165  BCWP: 166  ACWP: 167  Budget: 133  Derived Modera  Budget Volatility Inde	malies: In Sep 94, a r malies: In Sep 94, a r manies: The govern done a "con done a "con long a "con l	ment may be responsible for 50° mpetent job".  s Prior to Three Noting After R  30/93 Date:  1317 BCWS:  1317 BCWP:  1321 ACWP:  -60 Budget:  -46 LRE:	Months Lating 3/30/94  1442 1431  1418 2554 2573	Six Months Aff Rating  Date: 7/30/94  BCWS:	Contractor has  1972 1955 1951 1968
Cost Accounting And Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 165  BCWP: 166  ACWP: 167  Budget: 133  Derived Modera  Budget Volatility Inde	Three Months Rat  Date: 11/3  BCWP: 8  Budget: 13  LRE: 5.30261  LRE: 5.30261  LRE: 5.30261	ment may be responsible for 50° mpetent job".  s Prior to Three Noting After R  30/93 Date:  1317 BCWS:  1317 BCWP:  1321 ACWP:  -60 Budget:  -46 LRE:	Months Lating 3/30/94  1442 1431  1418 2554 2573	Six Months Aff Rating  Date: 7/30/94  BCWS:	Contractor has  1972 1955 1951 1968
Cost Accounting And Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 8/30/93  BCWS: 165  BCWP: 166  ACWP: 167  Budget: 137  LRE: 138  Derived Modera  Budget Volatility Inde  BCWS Activity: 0.	Three Months Rat  Date: 11/3  BCWP: 8  Budget: 13  LRE: 5.30261  LRE: 5.30261  LRE: 5.30261	ment may be responsible for 50° npetent job".  s Prior to Three & After R  30/93 Date:  1317 BCWS:  1321 ACWP:  -60 Budget:  -46 LRE:  LRE Volatility Index: 6.238  ctivity: 0.1509 AC	Months Lating 3/30/94  1442 1431  1418 2554 2573	Six Months Aff Rating  Date: 7/30/94  BCWS:	Contractor has  1972 1955 1951 1144 1144 1144 1144 1144 1144

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	sign, code, and test flig			
			The second secon	
Rating Informa	tion			
Rating Date: 5/	15/92 Rating:	2 Rating Type:	SPA (EXT) Rating R	elevance: High
	RateComment:			
Moderating Va	riables			
Acquisition Phase:	Production	Contract Type	FPIF	
Program Comments:	70/30 Share ratio			
S/W Lifecycle: Re	looco (			
Project Budget:		guage: Jovial get Volatility: None	Language %: 100.00	
Requirements Volat	70 m magazini 2000 m m = 200 m m m m m m m m m m m m m m m m m m	The state of the s	Quality Stds On Contract:	% New/Modified Code: 100.6  Quality Params Tracked
Cost Accounting And		nt-Largely complete. May not be		PVSACETY OLD IN LIGHTALY OF THE STATE
		angoly complete. May not be	. Choogh effort to be a vaild d	ata pons
		tana talih tana 1	The state of the s	
Program Manager Co		requirements & clarifications det	ermined to be in or out of sco	pe. Out-of-scope requirements
Program Manager Co	Additional added as	requirements & clarifications dete	ermined to be in or out of sco	pe. Out-of-scope requirements
		requirements & clarifications dete	ermined to be in or out of sco	pe. Out-of-scope requirements
	added as Three Monti	ECPs	Vonths	Six Months After
Cost Data Six Months Prior to	Three Monti	ECPs  As Prior to Three I	Months kating	Six Months After Rating
Cost Data Six Months Prior to Rating  Date: 11/30/91	Three Monti	ns Prior to Three lating After F	Months kating	Six Months After Rating  ate: 11/30/92
Cost Data Six Months Prior to Rating  Date: 11/30/91	Three Monti	ms Prior to Three ating After F	Months Rating 7/30/92 Da	Six Months After Rating  ate: 11/30/92  VS: 3538
Date: 11/30/91 BCWS: 35: BCWP: 37:	Three Month Ri  Date: 2  BCWS: 2  BCWS: 4  BCWP: 4  Date:	ns Prior to Three lating Affer I	Months Rating  7/30/92  Da  3538  BCV	Six Months After Rating  Ate: 11/30/92  VS: 3538  The first of the fir
Cost Data Six Months Prior to Rating  Date: 11/30/91 BCWS: 35: BCWP: 35: ACWP: 37: Budget: 36:	Three Monti Ra  Date: 2  BCWS: 4  BCWP: 4  Budget: 4  Budget: 4  Date: 4  Date: 5  Date: 5  Date: 6  Date: 6  Date: 6  Date: 7  Date: 6  Date: 7  D	ms Prior to Three After I  //28/92 Date:  3532 BCWS:  3539 BCWP:  3716 ACWP:  3601 Budget:	Months Rating  7/30/92  Da  3538  BCV  3545  BCW  3716  ACV  3617  Budge	Six Months After Rating  ate: 11/30/92  VS: 3538  TO THE STREET S
Cost Data Six Months Prior to Rating  Date: 11/30/91  BCWS: 35: BCWP: 35:	Three Monti Ra  Date: 2  BCWS: 4  BCWP: 4  Budget: 4  Budget: 4  Date: 4  Date: 5  Date: 5  Date: 6  Date: 6  Date: 6  Date: 7  Date: 6  Date: 7  D	ins Prior to Three lating After F  //28/92 Date:  3532 BCWs:  3539 BCWP:  3716 ACWP:  3601 Budget:	Months Rating  7/30/92  Da  3538  BCV  3545  BCW  3716  ACV  3617  Budge	Six Months After Rating  ate: 11/30/92  VS: 3538  VP: 3545  VP: 3716
Date: 11/30/91 BCWS: 355 BCWP: 355 ACWP: 366 Budget: 366 LRE: 370	Three Monti Ri  Date: 2  32 BCWS: 2  39 BCWP: 4  05 ACWP: 4  115 Budget: 4  12 LRE: 4  13 LRE: 4	ms Prior to Three After I  //28/92 Date:  3532 BCWS:  3539 BCWP:  3716 ACWP:  3601 Budget:	Months Rating  7/30/92  Da  3538  BCV  3545  BCW  3716  ACV  3617  Budge	Six Months After Rating  ate: 11/30/92  VS: 3538  TO THE STREET S
Date: 11/30/91 BCWS: 35: BCWP: 35: BCWP: 37/ Budget: 36: LRE: 37/ Derived Modera	Three Monti Ri Date: 2 32 BCWS: 3 39 BCWP: 3 15 Budget: 3 15 LRE: 3	ins Prior to alting After F  //28/92 Date:  3532 BCWS:  3539 BCWP:  3716 ACWP:  3716 LRE:	Months Rating  7/30/92  3538  BCW  3545  BCW  3716  ACW  3617  Budge	Six Months After Rating  stee: 11/30/92  VS: 3538  VP: 3545  VP: 3716  et: 3622  SEE: 3716
Date: 11/30/91 BCWS: 355 BCWP: 356 BCWP: 376 Budget: 366  LRE: 376  Derived Modera  Budget Volatility Inde	Three Monti Ri  Date: 2  32 BCWS: 2  39 BCWP: 2  15 Budget: 2  LRE: 2  ttors  xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx	Three lating After in	Month's Rating  7/30/92 Da  3538 BCW  3545 BCW  3716 ACW  3617 Budge  3716 LF	Six Months After Rating  stee: 11/30/92  VS: 3538  VP: 3545  VP: 3716  et: 3622  SEE: 3716
Date: 11/30/91  BCWS: 355  BCWP: 356  ACWP: 376  Budget: 366  LRE: 376  Derived Modera	Three Monti Ri  Date: 2  32 BCWS: 2  39 BCWP: 2  15 Budget: 2  LRE: 2  ttors  xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx	Three lating After in	Months Rating  7/30/92  3538  BCW  3545  BCW  3716  ACW  3617  Budge	Six Months After Rating  stee: 11/30/92  VS: 3538  VP: 3545  VP: 3716  et: 3622  SEE: 3716
Date: 11/30/91 BCWS: 35: BCWP: 35: BCWP: 37/ Budget: 36: LRE: 37/ Derived Modera Budget Volatility Inde	Three Monti Ri  Date: 2  32 BCWS: 5  39 BCWP: 5  15 Budget: 5  LRE: 5  xtors  xx: 0.00194	Three lating After in	Month's Rating  7/30/92 Da  3538 BCW  3545 BCW  3716 ACW  3617 Budge  3716 LF	Six Months After Rating  stee: 11/30/92  VS: 3538  VP: 3545  VP: 3716  et: 3622  SEE: 3716
Date: 11/30/91 BCWS: 35: BCWP: 35: BCWP: 37: Budget: 36: LRE: 37:  Derived Modera Budget Volatility Inde	Three Monti Ri  Date: 2  32 BCWS: 5  39 BCWP: 5  15 Budget: 5  LRE: 5  xtors  xx: 0.00194	ins Prior to Three lating After F  //28/92 Date:  3532 BCWs:  3539 BCWP:  3716 ACWP:  3716 LRE:  LRE Volatility Index:  0.00  Activity:  0.00169 AC	Month's Rating  7/30/92 Da  3538 BCW  3545 BCW  3716 ACW  3617 Budge  3716 LF	Six Months After Rating  ate: 11/30/92  VS: 3538  VP: 3545  VP: 3716  et: 3622  plete: 0.9787
Date: 11/30/91 BCWS: 35: BCWP: 35: ACWP: 37/ Budget: 36: LRE: 37/ Derived Modera Budget Volatility Inde	Date: 2  Date: 2  BCWP: 2  BCWP: 4  Date: 2  BCWP: 4  Date: 2  BCWP: 4  Date: 2  BCWP: 4  Date: 4  Date: 4  Date: 4  Date: 4  Date: 4  Date: 5  Date: 4  Dat	ins Prior to Three lating After F  //28/92 Date:  3532 BCWs:  3539 BCWP:  3716 ACWP:  3716 LRE:  LRE Volatility Index:  0.00  Activity:  0.00169 AC	Months Rating  7/30/92  3538  BCW  3545  BCW  3716  ACW  3617  Budge  103  Percent Com  CWP Activity: 0.00296	Six Months After Rating  ate: 11/30/92  VS: 3538  VP: 3545  VP: 3716  et: 3622  plete: 0.9787

WBSDescription: Define	qon omemo ivi o	aut 000i, perior	m updates to legac	,,	* ANDREWS MAN IN THE STATE OF T		\$ 8 2 8 2 8 2 8 2 8
Rating Information	Jir a jiha <u>m</u>					January (1997)	
Rating Date: 5/15/9		man akan wasas	Rating Type:   SP	2 / 10 1 1 / 22/20 1	Rating Relevance	High	
r Andrews	ateComment: In	formation provid	led by Contractor (n	o program office	intermediary)		r! !
Moderating Varial	oles						
Acquisition Phase: EM	n (des des sus des sièces de D	No. of the second secon	Contract Type:	CPFF			
Program Comments: Pro	gram was cancelle	augu angu a ya ka 1. edi.	<u> </u>	**************************************	ti ver Merchillig des pelokases at		ta Sataan.
			The second secon			the next 10 ment and the term of the term	
S/W Lifecycle: Test/int	egration Lan	guage: Jovial		Language %:	100.00% A	pplication: Oth	ner
Project Budget: 6	282000 Budg	get Volatility:	Low Siz	A production of		/Modified Code:	60.00
					San	Quality Params	
Requirements Volatility:	High	Rebaselining:	No Qi	uality Stos Un C			
Requirements Volatility: Cost Accounting Anomal		Rebaselining:	No G	uanty Stas On C			
Cost Accounting Anomal Program Manager Comm	ies:		y events" and was				
Cost Accounting Anomal Program Manager Comm  ost Data Six Months Prior to Rating	ies:  Program v  Three Monta	was "overcome b hs Prior to ating	y events" and was  Three Mc After Rai	thus cancelled.	Six Mo	nths After	
Cost Accounting Anomal Program Manager Comm  OSt Data Six Months Prior to Rating  Date: 12/30/90	ies:  Program v  Three Month R:  Date: 3	was "overcome b hs Prior to ating	Three Mc After Ra	thus cancelled.	Six Moo	nths After	
Cost Accounting Anomal Program Manager Comm  Ost Data Six Months Prior to Rating  Date: 12/30/90  BCWS: 3823	ies:  Program v  Three Monti R:  Date: 3	was "overcome b hs Prior to ating v30/91	Three Mc After Ra  Date: 8/	thus cancelled.  Contristing  30/91  4868	Six Mo Ra Date: 1	onths After thing 1/30/91 5109	
Program Manager Commost Data Six Months Prior to Rating  Date: 12/30/90 BCWS: 3823 BCWP: 3639	Three Monti  BCWS:  BCWP:	was "overcome bhas Prior to ating 4197	Three Mc After Rat  Date: 8/ BCWS: BCWP:	thus cancelled.  onthis ting  30/91  4868  4750	Six Mon Ra Date: 1 BCWS: 5	onths After string 1/30/91 4997	
Program Manager Commost Data Six Months Prior to Rating Date: 12/30/90 BCWS: 3823 BCWP: 3639 ACWP: 4581	Three Month R  BCWS:  BCWP:  ACWP:	was "overcome bhas Prior to ating 4197 4114 5269	Three Mc After Rai  Date: 8/ BCWS: BCWP: ACWP:	thus cancelled.  onthis ting  30/91  4868  4750  5958	Six Moderate Six M	1/30/91 5109 4997	
Program Manager Comm  Cost Data  Six Months Prior to Rating  Date: 12/30/90  BCWS: 3823 BCWP: 3639  ACWP: 4581	Three Month  BCWS:  BCWP:  ACWP:  Budget:	was "overcome b hs Prior to ating //30/91 4197 4114 5269 4850	Three Mc After Ra  Date: 8/ BCWS: BCWP: ACWP: Budget:	thus cancelled.  onths ting  30/91  4868  4750  5958  5000	Six Mo Ra Date: 1 BCWS: 1 BCWP: 1 ACWP: 1	1/30/91 5109 44997 6179 6282	
Program Manager Commost Data Six Months Prior to Rating Date: 12/30/90 BCWS: 3823 BCWP: 3639 ACWP: 4581	Three Month R  BCWS:  BCWP:  ACWP:	was "overcome bhas Prior to ating 4197 4114 5269	Three Mc After Rai  Date: 8/ BCWS: BCWP: ACWP:	thus cancelled.  onthis ting  30/91  4868  4750  5958	Six Moderate Six M	1/30/91 5109 4997	
Program Manager Common Cost Data Six Months Prior to Rating Date: 12/30/90 BCWS: 3823 BCWP: 4581 udget: 4445 LRE: 5359	Three Month R  Date: 3  BCWS: 4  BCWP: 4  Budget: 4  LRE: 4	was "overcome b hs Prior to ating /30/91 4197 4114 5269 4850	Three Mc After Ra  Date: 8/ BCWS: BCWP: ACWP: Budget:	thus cancelled.  onths ting  30/91  4868  4750  5958  5000	Six Mo Ra Date: 1 BCWS: 1 BCWP: 1 ACWP: 1	1/30/91 5109 44997 6179 6282	
Program Manager Comm  Cost Data Six Months Prior to Rating  Date: 12/30/90 BCWS: 3823 BCWP: 3639 ACWP: 4581 Budget: 4445 LRE: 5359	Three Month Ra  BCWS:  BCWP:  ACWP:  LRE:	was "overcome b hs Prior to ating 4197 4114 5269 4850 6135	Three Mc After Rat  Date: 8/ BCWS:  BCWP:  ACWP:  LRE:	thus cancelled.  onthis ting  30/91  4868  4750  5958  5000  6275	Six Modern Radius Radiu	1/30/91 5109 4997 6179 6282	
Program Manager Commost Data Six Months Prior to Rating  Date: 12/30/90 BCWS: 3823 BCWP: 4581 LRE: 5359  Derived Moderator  Budget Volatility Index:	Three Month R Date: 3 BCWS: 4 BCWP: 4 Budget: 4 LRE: 5	hs Prior to ating  4197  4114  5269  4850  6135	Three Mc After Rai  Date: 8/ BCWS: BCWP: Budget: LRE: 0.4111	thus cancelled.  onths ting  30/91  4868  4750  5958  5000  6275	Six Mo Ra Date: 1 BCWS:  BCWP:  ACWP:  LRE:  Cent Complete:	1/30/91 5109 44997 6179 6282	
Program Manager Commost Data Six Months Prior to Rating  Date: 12/30/90 BCWS: 3823 BCWP: 4581 LRE: 5359  Derived Moderator  Budget Volatility Index:	Three Month R Date: 3 BCWS: 4 BCWP: 4 Budget: 4 LRE: 5	hs Prior to ating  4197  4114  5269  4850  6135	Three Mc After Rai  Date: 8/ BCWS: BCWP: Budget: LRE: 0.4111	thus cancelled.  onths ting  30/91  4868  4750  5958  5000  6275	Six Modern Radius Radiu	1/30/91 5109 4997 6179 6282	
Program Manager Comm  Sost Data  Six Months Prior to Rating  Date: 12/30/90  BCWS: 3823  BCWP: 3639  ACWP: 4581  Budget: 4445  LRE: 5359  Derived Moderator  Budget Volatility Index: BCWS Activity: 0.2517	Three Month Ri  BCWS:  BCWP:  Budget:  LRE:  0.41327	hs Prior to ating  4197  4114  5269  4850  6135	Three Mc After Rai  Date: 8/ BCWS: BCWP: Budget: LRE: 0.4111	thus cancelled.  onths ting  30/91  4868  4750  5958  5000  6275	Six Mo Ra Date: 1 BCWS:  BCWP:  ACWP:  LRE:  Cent Complete:	1/30/91 5109 4997 6179 6282	
Program Manager Comm  Sost Data Six Months Prior to Rating  Date: 12/30/90 BCWS: 3639 ACWP: 4581 Budget 4445 LRE: 5359  Perived Moderator  Budget Volatility Index: BCWS Activity: 0.2517	Three Month Ra  Date: 3  BCWS:  BCWP:  ACWP:  ACWP:  Budget:  LRE:   3  0.41327 1 BCWP	hs Prior to ating  4197  4114  5269  4850  6135	Three Mc After Rai  Date: 8/ BCWS: BCWP: Budget: LRE: 0.4111	thus cancelled.  onths ting  30/91  4868  4750  5958  5000  6275	Six Mo Ra Date: 1 BCWS:  BCWP:  ACWP:  LRE:  Cent Complete:	1/30/91 5109 4997 6179 6282 7562	
Program Manager Comm  Cost Data  Six Months Prior to Rating  Date: 12/30/90  BCWS: 3823  BCWP: 3639  ACWP: 4581  LRE: 5359  Derived Moderator  Budget Volatility Index:	Three Month Ra  Date: 3  BCWS:  BCWP:  ACWP:  ACWP:  Budget:  LRE:   3  0.41327 1 BCWP	hs Prior to ating  4197  4114  5269  4850  6135	Three Mc After Rat  Date: 8/ BCWS: 8 BCWP: 8 ACWP: 8 LRE: 1 Index: 0.4111	thus cancelled.  onths ting  30/91  4868  4750  5958  5000  6275	Six Mon Re Part Part Part Part Part Part Part Part	1/30/91 5109 4997 6179 6282	

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WBSDescription: Design, cod	le, test, and integration of	software for flight con	rol system		
Rating Information					
Rating Date: 5/15/92	Rating: 2	Rating Type:	SPA (EXT)	ating Relevance:	ed
RateC	omment:				
Moderating Variable	S				
Acquisition Phase: EMD		Contract Type	200	A STATE OF THE STA	
Program Comments: "Cost p	lus some base fee plus a	ny incentive (sic) fees a	awarded"		
S/W Lifecycle: Multiple-Ear	hy Language:	Nda Ada	Language %:	100.00% Applica	tion: Avionics
Project Budget: 316251			Size: 700		
Requirements Volatility:	ow Rebaselin	ing : No	Quality Stds On Cor		y Params Tracked :
Cost Accounting Anomalies:				<u> </u>	
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Program Manager Comment	s: Personnel highly exp	perienced in digital fligh	t control systems		The state of the s
	Personnel highly exp	erienced in digital fligh	t control systems		
	Personnel highly exp			Six Months /	Terr
Cost Data			<b>fonths</b>	Six Months / Rating	ifter
Cost Data Six Months Prior to Rating Date: 12/30/91	Three Months Prior to Rating  Date: 3/30/92	Three I After F	<b>fonths</b>		
Cost Data Six Months Prior to Rating  Date: 12/30/91 BCWs: 0	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817	Three I After F  Date:  BCWS:	Months tating 8/30/92 21673	Pating  Date: 11/30/9  BCWS: 1	
Cost Data Six Months Prior to Rating  Date: 12/30/91 BCWS: 0 GORDON OF THE PRIOR OF	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744	Three I After F	Months tating 8/30/92 21673 18553	Date: 11/30/5 BCWS: BCWP:	29342 29342 26298
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  JERUS O  JE	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 742  ACWP: 742	Three I After F  Date:  BCWS:  BCWP:  ACWP:	Months Lating  8/30/92  21673  18553	Date: 11/30/9 BCWS: BCWP: ACWP: DECM: DECM	29342 29342 26298 28359
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  SIX MONTHS Prior to	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744	Date:  BCWP:  BCWP:	Months tating 8/30/92 21673 18553	Date: 11/30/9 BCWS: BCWP: ACWP: Budget: 3	29342 26298 28359 16251
Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  Budget: 316251	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744  ACWP: 742  Budget:	Three I After F  Date: BCWS: BBCWP: ACWP: Budget:	Months Lating  8/30/92  21673  18553  19140  0	Date: 11/30/9 BCWS: BCWP: ACWP: Budget: 3	29342 29342 26298 28359
Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  Budget: 316251	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744  ACWP: 742  Budget:	Three I After F  Date: BCWS: BBCWP: ACWP: Budget:	Months Lating  8/30/92  21673  18553  19140  0	Date: 11/30/9 BCWS: BCWP: ACWP: Budget: 3	29342 26298 28359 16251
Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  Budget: 316251  LRE: 316251	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744  ACWP: 744  Budget: LRE:	Three I After F  Date: BCWS: BBCWP: ACWP: Budget:	Months lating  8/30/92  21673  18553  19140  0	Date: 11/30/9 BCWS: BCWP: ACWP: Budget: 3	29342 26298 28359 16251,
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  Budget: 316251  LRE: 316251	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744  ACWP: 744  Budget: LRE:	Three I After F  Date:  B BCWS:  B BCWP:  B Budget:  C Budget:  C C Budget:  C C C C C C C C C C C C C C C C C C C	Months lating  8/30/92  21673  18553  19140  0	Date: 11/30/9 BCWS:	29342 26298 28359 16251,
Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  Budget: 316251  ERE: 316251  Derived Moderators  Budget Volatility Index: 1	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  ACWP: 74/2  ACWP: 74/2  Budget: 1  LRE: 1  0 LRE Vola  BCWP Activity:	Three I After F  Date:  B BCWS:  B BCWP:  B Budget:  C Budget:  C C Budget:  C C C C C C C C C C C C C C C C C C C	Months tating 8/30/92  21673  18553  19140  0  0  Percei	Date: 11/30/9 BCWS:	29342 26298 28359 16251,
Six Months Prior to Rating  Date: 12/30/91  BCWS: 0  BCWP: 0  ACWP: 0  Budget: 316251  LRE: 316251  Derived Moderators  Budget Volatility Index: 0	Three Months Prior to Rating  Date: 3/30/92  BCWS: 817  BCWP: 744  ACWP: 744  Budget: 1  LRE: 1  0 LRE Vola  BCWP Activity:	Three I After F  Date:  BCWS:  BCWP:  Budget:  Control LRE:  Three I After F  After	Months tating 8/30/92  21673  18553  19140  0  0  Percei	Date: 11/30/9 BCWS: BCWP: ACWP: ACWP	2 29342 26298 28359 16251 16251

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OrgTag: E	RatingTag:	YA (개)						
WBSDescription	n: Design, code	e, test, and int	egration of low-le	evel hardware/sof	ftware routines for	client		# 10 manual manu
		y		er var era	20° 200 m. v 18 20 00 00 00 00 00 00 00 00 00 00 00 00	Mary Carlotte and Carlotte and Carlotte		
							en Esperator e de Propietor Esperator de Propietor de Pro	
Rating Info	5/15/92	Rating:		Datina Tuna. Ta	SPA (EXT)			
		omment:		Rating Type: S	PFA(EAI)	Rating Relevan	ce: Med	
								:
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Moderatin	g Variables							
Acquisition P	hase: EMD	***************************************		Contract Type:	CPAF			
Program Comm	ents:			<u> </u>				astrologica de la Parellogica
			200 Maria (1900 Ma			The second of th		
S/W Lifecycle	Multiple-Early	y Lan	guage: Ada		Language %	75.00%	Application: Av	rionics
Project Budge	t: 455450	00 Budg	et Volatility:	Low	ize:	15000 % <b>N</b> e	w/Modified Code	: 100.00
Requirements	S Volatility: Me	ed	Rebaselining:	No C	Quality Stds On (	Contract: 🗹	Quality Params	Tracked:
						3.3 3.40 (3.5 (3.5 (3.5 (3.5 (3.5 (3.5 (3.5 (3.5	40 . 24 Car	
Cost Accounti	ng Anomalies:	1						
Cost Accounti	ng Anomalies:				* ** <b>**</b>			
	ng Anomalies: ager Comments:	Personnel	highly experienc	ed in digital flight	control systems	F	MANAGONIA - Zaron Managonia (Managonia (Mana	
		Personnel	highly experienc	ed in digital flight	control systems			
Program Mana		Personnel	highly experienc	ed in digital flight	control systems			
Program Mana  Cost Data  Six Months P	ager Comments;	Three Month	s Prior to	Three M	onths	[ 하실 기술을 하시면 그를 다른 경험으로	onths After	\$ 52400 22000
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Program Mana  Cost Data Six Months P Rating Pate: 12/3	rior to	Three Month Ra	s Prior to tring	Three M After R Date:	Ionths atting 3/30/92	F Date:	T 24 CT 1/Type (18/07/18/19 19 19 19 19 19 19 19 19 19 19 19 19 1	Table 19 World
Program Mana  Six Months P  Rating  Pate: 12/3  BCWS:	nor to	Three Month Ra  Date: 3/	s Prior to ting 30/92 7238	Three M After R Date: 8	lonths ating 3/30/92 13302	Date: E	lating	
Program Mana  Six Months P  Rating  Date: 12/3  BCWS:  BCWP:	Figure 100 (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)	Three Month Ra Date: 3/	30/92 7238 7516	Three M After R Date: S BCWS: S BCWP: S	lonths ating 3/30/92 13302 12763	Date:   BCWS:   BCWP:	11/30/92	
Program Mana  Six Months P  Rating  Date: 12/3  BCWP:   ACWP:   ACWP:   Program Mana	rior to	Three Month Ra  Date: 3/ BCWS: 5 BCWP: 5	7238 7516 6796	Three M After R  Date:   BCWS:  BCWP:  ACWP:	lonths ating 3/30/92 13302 12763 11835	Date: F BCWS: F BCWP: F ACWP: F	11/30/92 13756 11531 12193	
Program Mana  Six Months P  Rating  Date: 12/3  BCWP:   ACWP:   Sudget:   Sudget:  S	rior to 3	Three Month Ra  Date: 3/ BCWS:  BCWP:  ACWP:  udget:	\$ Prior to ting 30/92 7238 7516	Three M After R Date:   BCWS:  BCWP:  ACWP:  Budget:	Jonths ating 3/30/92 13302 12763 11835	Date: F BCWS: F BCWP: F ACWP: F Budget: F	11/30/92 13756 11531 12193 45545	
Program Mana  Six Months P  Rating  Date: 12/3  BCWP:   ACWP:   ACWP:   Program Mana	rior to	Three Month Ra  Date: 3/ BCWS: 5 BCWP: 5	7238 7516 6796	Three M After R  Date:   BCWS:  BCWP:  ACWP:	lonths ating 3/30/92 13302 12763 11835	Date: F BCWS: F BCWP: F ACWP: F	11/30/92 13756 11531 12193	
Program Mana  Six Months P  Rating  Date: 12/3  BCWP:   ACWP:   LRE:   L	rior to 3	Three Month Ra  Date: 3/ BCWS:  BCWP:  ACWP:  udget:	\$ Prior to ting 30/92 7238 7516	Three M After R Date:   BCWS:  BCWP:  ACWP:  Budget:	Jonths ating 3/30/92 13302 12763 11835	Date: F BCWS: F BCWP: F ACWP: F Budget: F	11/30/92 13756 11531 12193 45545	
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Program Mana  Cost Data Six Months P Rating Date: 12/3 BCWS:	rior to 3 0 0 1 0 48634 48634  48634  Comments:  O 1 1 Variables	Three Month Ra  Date: 3/  BCWS: 5  BCWP: 5  LRE: 5  0635	S Prior to fing  30/92  7238  7516  6796  00	Three M After R Date:   BCWS:  BCWP:  ACWP:  LRE:   andex:  -0.064	lonths atting 3/30/92 13/302 12763 11835 0	Date: F BCWS: F BCWP: F ACWP: F Budget: F LRE: F	11/30/92 13756 11531 12193 45545 45545	
Program Mana  Six Months P Rating  Date: 12/3  BCWS:	rior to 3 0/91 0 E 48634 B 48634 B iderators by index: -0	Three Month Ra  Date: 3/  BCWS: 5  BCWP: 5  LRE: 5  0635	S Prior to fing  30/92  7238  7516  6796  00	Three M After R  Date:   BCWS:  BCWP:  LRE:  -0.064	lonths atting 3/30/92 13/302 12763 11835 0	Date: F BCWS: F BCWP: F ACWP: F Budget: F LRE: F	11/30/92 13756 11531 12193 45545 45545	

OrgTag: E RatingTag: E	<b>W</b> BS <b>#</b> : <b>1</b> 1		
WBSDescription: Design, code, to	est, and integration of software for fligh	nt control system	
	T S. TO THE HEAVY PERSONNELL AND SELECTION OF THE SECOND S		:# 
Rating Information			
Rating Date: 10/15/93 R	ating: 3 Rating Typ	e: SPA (EXT) Rating Relevan	e:  High
Moderating Variables			
Acquisition Phase: EMD	Contract	Type: CPAF	
Program Comments:			
		The state of the s	
S/W Lifecycle: Multiple Project Budget: 262222000	Language: Ada		Application: Avionics
	Budget Volatility: High		w/Modified Code: 100.00
Requirements Volatility: Low	Rebaselining: Yes	Quality Stds On Contract: 🗹	Quality Params Tracked:
Cost Accounting Anomalies:	ephased during this period-some abe phases and delaying expenditures	rrations may be attributable to the contrac	tor anticipating the coming
err gar Nabel i Sedan in Principiania e e e e e e e e			
	The state of the s		
Program Manager Comments:	Personnel highly experienced in digital		the supplied of the supplied o
	The state of the s		
ost Data	Personnel highly experienced in digita	Il flight control systems	
ost Data	Personnel highly experienced in digital	of flight control systems  The systems of the system of the	onths After Rating
Ost Data Six Months Prior to The Rating	Personnel highly experienced in digital	of flight control systems  The systems of the system of the	Rating
Cost Data Six Months Prior to Rating Date: 5/30/93 Da	Personnel highly experienced in digital personnel highly experienced highly exper	in flight control systems  Arree Months  Six M  Ifter Rating  1/30/94  Date:	1 - 1 - 184000 - 1 1880 - 1 - 1880 - 18 - 18 - 18 -
Six Months Prior to Rating  Date: 5/30/93 Date: 46194 BC	Personnel highly experienced in digital aree Months Prior to Rating A	nree Months Six M fiter Rating Date:  69751 BCWS:	4/30/94
Six Months Prior to Rating  Date: 5/30/93 Date: 5/30/93 BCWS: 46194 BC  BCWP: 43675 BC	Personnel highly experienced in digital price Months Prior to Rating A  ate: 8/30/93 Date:  WS: 54897 BCWS:	if flight control systems  Figure Months  Six M  1/30/94  Date:  69751  BCWS:  68831  BCWP:	4/30/94 79080
Six Months Prior to Rating   Date:   5/30/93   Date:   5/30/93   BCWS:   46194   BCWP:   43675   BCCWP:   43806   ACCWP:	Personnel highly experienced in digital aree Months Prior to Rating A  tte: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:	if flight control systems  firee Months  fiter Rating  1/30/94  Date:  69751  68831  BCWP:  64021  ACWP:	4/30/94 
Cost Data  Six Months Prior to Rating  Date: 5/30/93  BCWS: 46194  BCWP: 43675  BCWP: 43806  ACWP: 43806  Budget: 300751  Budget: 300751  Budget: 300751	Personnel highly experienced in digital arree Months Prior to Rating A  tte: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:	If flight control systems  Six M  Ifter Rating  1/30/94  Date:  69751  68831  BCWP:  64021  ACWP:  0  Budget:	79080 77422 73745
Six Months Prior to Rating  Date: 5/30/93 Date  BCWS: 46194 BC  BCWP: 43675 BC  ACWP: 43806 ACC  Budget: 300751 Budget: 84806	Personnel highly experienced in digital arree Months Prior to Rating A  tel: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:	Infight control systems  Six M  Infer Rating  1/30/94  Date:  69751  BCWS:  68831  BCWP:  64021  ACWP:  0  Budget:	79080 77422 773745 262222
Cost Data  Six Months Prior to Rating  Date: 5/30/93 Date  BCWS: 46194 BC  BCWP: 43675 BC  ACWP: 43806 AC  Budget: 300751 Bud  LRE: 300751 L	Personnel highly experienced in digital arree Months Prior to Rating A  tel: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:	Infight control systems  Six M  Infer Rating  1/30/94  Date:  69751  BCWS:  68831  BCWP:  64021  ACWP:  0  Budget:	79080 77422 773745 262222
Cost Data  Six Months Prior to Rating  Date: 5/30/93 Date  BCWS: 46194 BC  BCWP: 43675 BC  ACWP: 43806 AC  Budget: 300751 Bud  LRE: 300751 L	Personnel highly experienced in digital aree Months Prior to Rating A  Ate: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:  RE: 0 LRE:	Infight control systems  Six M  Infer Rating  1/30/94  Date:  69751  BCWS:  68831  BCWP:  64021  ACWP:  0  Budget:	79080 77422 773745 262222
Cost Data  Six Months Prior to Rating  Date: 5/30/93 Date: 5/30/93 BCWS: 46194 BCCWP: 43675 BCCWP: 43806 ACCWP: 43806 ACCWP: 300751 Buddet: 300751 Buddet: 300751 LCE: 300751	Personnel highly experienced in digital aree Months Prior to Rating A  Ate: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:  RE: 0 LRE:	Infight control systems  Six M  Infer Rating  I/30/94  Date:  69751  BCWS:  68831  BCWP:  64021  ACWP:  0  Budget:	79080 77422 73745 262222 250617
Six Months Prior to Rating  Date: 5/30/93 Date  BCWS: 46194 BC  BCWP: 43875 BC  ACWP: 43806 AC  Budget: 300751 Bud  LRE: 300751 L  Derived Moderators  Budget Volatility Index: -0.11	Personnel highly experienced in digital arree Months Prior to Rating A  te: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:  RE: 0 LRE:	Infight control systems  Infee Months  Six M  General Becws:  69751  68831  BCWS:  64021  ACWP:  0  Budget:  1  -0.167  Percent Complete:	79080 77422 73745 262222 250617
Six Months Prior to Rating  Date: 5/30/93 Date  BCWS: 46194 BC  BCWP: 43875 BC  ACWP: 43806 AC  Budget: 300751 Bud  LRE: 300751 L  Derived Moderators  Budget Volatility Index: -0.11	Personnel highly experienced in digital arree Months Prior to Rating A  te: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:  RE: 0 LRE:	Infight control systems  Infee Months  Six M  General Becws:  69751  68831  BCWS:  64021  ACWP:  0  Budget:  1  -0.167  Percent Complete:	79080 77422 73745 262222 250617
Six Months Prior to Rating  Date: 5/30/93 Da  BCWS: 46194 BC  BCWP: 43806 AC  Budget: 300751 Bud  LRE: 300751 L  Derived Moderators  Budget Volatility Index: -0.13  BCWS Activity: 0.41586	Personnel highly experienced in digital aree Months Prior to Rating A  Ate: 8/30/93 Date:  WS: 54897 BCWS:  WP: 52012 BCWP:  WP: 51350 ACWP:  get: 0 Budget:  RE: 0 LRE:  BCWP Activity: 0.43588	Infight control systems  Infee Months  Six M  General Becws:  69751  68831  BCWS:  64021  ACWP:  0  Budget:  1  -0.167  Percent Complete:	79080 77422 73745 262222 250617

Data Identific				
OrgTag: E	RatingTag: B WBS	Sample of the second of the se		
WBSDescription:	Design, code, test, and inte	egration of low-level hardware/so	oftware routines for client	
		The second secon	COLUMN TO THE TANK TH	
Rating Infor	10/15/93 Rating:	3 Rating Type:	SPA (EXT) Rating Relev	/ance: High
	RateComment:			
				: i : : : : : : : : : : : : : : : : : :
Moderating				
Acquisition Pha	No. of Conferences and Conferences	Contract Type	: CPAF	
Program Commer				
S/W Lifecycle:	Multiple Lang	juage: Ada	Language %: 75.00%	
Project Budget:	200000000000000000000000000000000000000			Application: Avionics  New/Modified Code: 100.00
Requirements \	The contraction of the contracti	and the second s	Quality Stds On Contract:	Quality Params Tracked :
		The second of th		
Cost Accounting		iring this period—some aberratio d delaying expenditures	ns may be attributable to the conf	tractor anticipating the coming
Program Manag		highly experienced in digital fligh	it control systems	ACT AND THE STATE OF THE STATE
Program Manag		highly experienced in digital fligh	it control systems	
		highly experienced in digital fligh	it control systems	
Cost Data Six Months Pric	er Comments: Personnel	s Prior to Three	Months Si	× Months After
Cost Data Six Months Price Rating	er Comments: Personnel  Or to Three Month Ra	s Prior to Three ting After I	Months Si Rating	Rating
Cost Data Six Months Price Rating Date: 5/30/	or to Three Month Ra  93 Date: 8/	s Prior to Three ting After I	Months Si Rating 1/30/94 Date:	4/30/94 4/30/94
Cost Data Six Months Price Rating Date: 5/30/ BCWS: 5/30/	or to Three Month Ra  20629 BCWS:	s Prior to Three ting After I 25284 BCWS:	Months Si Rating  1/30/94 Date:  33814 BCWS:	Rating  4/30/94  38988
Cost Data Six Months Price Rating  Date: 5/30/ BCWS: 5/30/ BCWP: 5/30/	or to Three Month Ra  20629 BCWS:  20043 BCWP:	s Prior to Three ting After I  30/93 Date:   25284 BCWS:   25515 BCWP:	Months Si Rating  1/30/94 Date:  33814 BCWS:  32271 BCWP:	Rating  4/30/94  38988  38160
Cost Data Six Months Price Rating  Date: 5/30/ BCWS: 5/30/ BCWP: 4/20/ ACWP: 4/20/ BCWS: 4/20/ BCWP: 4	or to Three Month Ra  20629 BCWS:  20043 BCWP:  ACWP:	s Prior to Three ting After I  30/93 Date:   25284 BCWS:   25515 BCWP:   26902 ACWP:	Months Rating  1/30/94  Date:  33814  BCWS:  34756  ACWP:	### Adding #### ###############################
Six Months Price Rating Date: 5/30/ BCWS: 5/30/ BCWP: ACWP: 5/30/ Budget: 5/30/	or to Three Month Ra  93 Date: 8/  20629 BCWS:   20043 BCWP:   21518 ACWP:   61045 Budget:	s Prior to Three ting After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:	Months Si Rating  1/30/94 Date:  33814 BCWS:  32271 BCWP:  34756 ACWP:  0 Budget:	### ### ##############################
Cost Data Six Months Price Rating  Date: 5/30/ BCWS: 5/30/ BCWP: 4/20/ ACWP: 4/20/ BCWS: 4/20/ BCWP: 4	or to Three Month Ra  20629 BCWS:  20043 BCWP:  ACWP:	s Prior to Three ting After I  30/93 Date:   25284 BCWS:   25515 BCWP:   26902 ACWP:	Months Rating  1/30/94  Date:  33814  BCWS:  34756  ACWP:	Rating  4/30/94  38988  38160  39963
Six Months Price Rating  Date: 5/30/ BCWS: BCWP: ACWP: Budget: LRE: LRE: Date Rating R	or to Three Month Ra  93 Date: 8/ 20629 BCWS:   20043 BCWP:   21518 ACWP:  61045 Budget:   61045 LRE:	s Prior to Three ting After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:	Months Si Rating  1/30/94 Date:  33814 BCWS:  32271 BCWP:  34756 ACWP:  0 Budget:	### ### ##############################
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Cost Data Six Months Privalent Rating Date: 5/30/ BCWS: 5/30/ BCWP: 5/30/ BCWP	er Comments: Personnel  or to Three Month Ra  20629 BCWS:  20043 BCWP:  21518 ACWP:  61045 Budget:  61045 LRE:	s Prior to Three ting After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:  0 LRE:  LRE Volatility Index: 0.45	Months Rating  1/30/94  Date:  33814  BCWS:  32271  BCWP:  0  Budget:	Rating  4/30/94  38988  38160  39963  87704  88890
Cost Data Six Months Price Rating Date: 5/30/ BCWS: 5/30/ BCWP: 5/30/ ACWP: 5/30/ Budget: 5/30/ Derived Mod Budget Volatility	or to Three Month Ra  93 Date: 8/ 20629 BCWS:  20043 BCWP:  21518 ACWP: 61045 Budget: 61045 LRE:  erators  Index: 0.43671	s Prior to Three ting After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:  0 LRE:  LRE Volatility Index: 0.45	Months Rating  1/30/94  Date:  33814  BCWP:  34756  ACWP:  0  Budget:  1  0  LRE:	Rating  4/30/94  38988  38160  39963  87704  88890
Six Months Price Rating  Date: 5/30/ BCWS: 5/30/ BCWP: 5/30/ BCWP: 5/30/ BUDGET: 5/30/ Budget: 5/30/ Budget Volatility BCWS Activity:	er Comments: Personnel  Three Month Ra  20629 BCWS:   20043 BCWP:   21518 ACWP:  61045 Budget:  61045 LRE:   erators  Index: 0.43671  0.47089 BCWP A	s Prior to Three ting After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:  0 LRE:  LRE Volatility Index: 0.45	Months Rating  1/30/94  Date:  33814  BCWP:  34756  ACWP:  0  Budget:  1  0  LRE:	Rating  4/30/94  38988  38160  39963  87704  88890
Cost Data Six Months Prive Rating Date: 5/30/ BCWS: 5/30/ BCWP: 5/30/ BCWP: 5/30/ BCWP: 5/30/ BCWP: 5/30/ BCWP: 5/30/ BCWS: 5/	er Comments: Personnel  Three Month Ra  20629 BCWS:   20043 BCWP:   21518 ACWP:  61045 Budget:  61045 LRE:   erators  Index: 0.43671  0.47089 BCWP A	s Prior to thing After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:  0 LRE   LRE Volatility Index: 0.45 ctivity: 0.47476 AX	Months Rating  1/30/94  Date:  33814  BCWS:  32271  BCWP:  0  Budget:  0  LRE:  61  Percent Complet	### ##################################
Cost Data Six Months Price Rating Date: 5/30/ BCWS: 5/30/ BCWP: ACWP: Budget: CRE: Derived Mod Budget Volatility BCWS Activity: Dependent A	or to Three Month  93 Date: 8/  20629 BCWS:   21518 ACWP:   61045 Budget:  61045 LRE:   erators  Index: 0.43671  0.47089 BCWP A  /ariables  Performance Index:	s Prior to thing After I  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:  0 LRE   LRE Volatility Index: 0.45 ctivity: 0.47476 AX	Months Rating  1/30/94  Date:  33814  BCWP:  34756  ACWP:  0  Budget:  1  0  LRE:	### ##################################
Cost Data Six Months Price Rating Date: 5/30/ BCWS: 5/30/ BCWP: 5/	or to Three Month  93 Date: 8/  20629 BCWS:   21518 ACWP:   61045 Budget:  61045 LRE:   erators  Index: 0.43671  0.47089 BCWP A  /ariables  Performance Index:	s Prior to thing After 1  30/93 Date:  25284 BCWS:  25515 BCWP:  26902 ACWP:  0 Budget:  0 LRE   LRE Volatility Index:  0.45  0.986818	Months Rating  1/30/94  Date:  33814  BCWS:  32271  BCWP:  0  Budget:  0  LRE:  61  Percent Complet	### ##################################

	ag: A WBS	#: 1				
WBSDescription: Design,	develop, code, tes	t, and install 2 Fi	ight Programs, 2	Ground Programs	\$	
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Rating Information						
Rating Date: 11/15/92	Rating:	2 R	Rating Type: S	PA (EXT)	Rating Relevance:	High
a. Tasaqiini k <sup>aliq</sup> ii						
Moderating Varial	oles					
Acquisition Phase: EM	D		Contract Type:	FPIF		
Program Comments:						
S/W Lifecycle: Code/Te	est land	guage: Ada		Language %	: 55.60% Ap	plication: Avionics
		et Volatility:	.ow s			Modified Code: 100.
Requirements Volatility:	*	Rebaselining:		Quality Stds On (		Quality Params Tracked
Cost Accounting Anomal	- 1 // // // 1 // 1 // 1 // 1 // 1 // 1	ver-target baselir	24 April 10 10 10 10 10 10 10 10 10 10 10 10 10		1000年中央議會的的。	
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Program Manager Comm				nd is a key issue o	on the program. Subs	systems well defined, but
Program Manager Comm		s in the "top 10" been integration		nd is a key issue o	on the program. Subs	systems well defined, but
				nd is a key issue o	on the program. Subs	systems well defined, but
	there have	been integration		lonths		ths After
Cost Data Six Months Prior to	Three Month	been integration	Three N	lonths	Six Mon	ths After
Cost Data Six Months Prior to Rating	Three Month	s Prior to	Three N	lonths ating	Six Mon	ths After ing
Cost Data Six Months Prior to Rating  Date: 5/30/92	Three Month Ra Date: 8	s Prior to	Three N After R	flonths ating 1/30/93	Six Mon Rat	this After ing //30/93
Cost Data Six Months Prior to Rating  Date: 5/30/92  BCWS: 11122  BCWP: 10387  ACWP: 16937	Three Month Ra Date: 8/ BCWS: BCWP: ACWP: DESCRIPTION	ss Prior to ting 30/92 11179	Three N After R Date:	lonths ating 1/30/93 11381	Six Mon Rat Date: 4 BCWS:	ths After ing //30/93 //31/1739
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Cost Data Six Months Prior to Rating  Date: 5/30/92  BCWS: 11122  BCWP: 10387  ACWP: 16937  Budget: 11231  LRE: 17715  Derived Moderator  Budget Volatility Index: BCWS Activity: 0.0525	Three Month Ra  BCWS: BCWP: Budget: LRE:  0.10916 6 BCWP A	s Prior to sting  30/92  11179  10449  17431  11231  18275	Three MAfter R Date: BCWS: BCWP: ACWP: LRE:  Date: ACWP: ACW	1/30/93 1/30/93 11381 10598 17975 11381 18260	Six Mon Rat  Date: 4 BCWS: 5 BCWP: 5 Budget: 7 LRE: 7 0.0835	11739 10983 18480 12457 19542

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WBSDescription: So	ftware engineering effort	s to define, develop,	and test system softwa	ne		
Rating Informa	tion					
Rating Date: 11/	/15/92 Rating:	2 Ratir	ng Type: SPA (EXT)	Rating Relev	ance: Very High	
	RateComment:			•		
Moderating Va	riables					
Acquisition Phase:	EMD	, Co	ntract Type: FPIF			
Program Comments:						
S/W Lifecycle: Mu	ultiple Lan	guage: Fortran		age %: 61.00%	Application: Cor	mand &
Project Budget:	No. 30th, p. 30	et Volatility: Low	Size:		New/Modified Code:	
Requirements Volat		Rebaselining: No	warmen ber	is On Contract:	Quality Params	
Cost Accounting An	omalies: Stop work or	ders, change in direc	ction, etc may affect per	formance indices		11 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
		5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 - 5 -				*** **********************************
Program Manager C	omments: Thinks con	tractor is a level 2 "(	Contractor is not as goo	od as some, better tha	n most"	
	과 - 취업실보기의 시작은 19 - 2 管					
Cost Data						
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Six Months Prior to Rating  Date: 5/30/92  BCWS: 813  BCWP: 812	Date: 99 31 BCWS: 5	82091 E 82095 E	After Rating  Date: 2/28/93 # 8237  BCWP: 8237	Date:  7 BCWS: 5 BCWP:	Rating 4/30/93 82377 82375	
Date: 5/30/92 BCWS: 813 BCWP: 812 ACWP: 823	Date: 99 31 BCWS: 5 48 BCWP: 5 24 ACWP: 5	82091 E 82095 E 83712 A	After Rating  Date: 2/28/93  3CWS: 8237  3CWP: 8237	Date:  7 BCWS: 5 BCWP: 7 ACWP:	82377 82375 82375 85548	
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Six Months Prior to Rating  Date: 5/30/92  BCWS: 813  BCWP: 812  ACWP: 823  Budget: 818  LRE: 826  Derived Modera	Date: 99 31 BCWS: 5 48 BCWP: 5 24 ACWP: 5 95 Budget: 5 92 LRE: 5	82091 E 82095 E 83712 A 82330 B 84042 LRE Volatility Index	After Rating  Date: 2/28/93   8237  SCWP: 8237  ACWP: 8511  udget: 8237  LRE: 8543	Date:  7 BCWS: 5 BCWP: 7 ACWP: 8 Budget: 1 LRE:	Rating 4/30/93  82377  82375  82378  85548  82378	
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OrgTag: H	RatingTag:	A WBS#:	1 <b>1</b>	경기를 보고 있다면서 보다. 일기를 발표하는 사람들이 되었다.		
WBSDescription	on: Design, code	e, test, and integra	ation of software CPCIs			
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		ware and the same of the same				
Rating Inf	formation					
Rating Date:	11/15/92	Rating:	2 Rating Type:	SPA (EXT)	Rating Relevance:	Very High
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Moderatii	ng Variables					
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S/W Lifecyo	<b>:le:</b> Multiple		ge: HOL	Language °	%: 93.00% Appli	cation: Command & C
Project Budg	100 VA 2 100 VA 2 100 VA					
	Commence server server		Volatility: Low			dified Code: 69.00
Requiremen	nts Volatility: Me	ed Ref	paselining: No	Quality Stds On	Contract: Y Qua	lity Params Tracked:
Program Ma	nager Comments:	increased prog	rent effort. ECPs effectively gram schedule risk. Progra	y doubled scope of t am Manager thinks	the effort without stretchin contractor is level 2. "Not	g schedule—thus as good as some, but
Cost Data		increased prog better than mo	gram schedule risk. Prograst".	am Manager thinks	contractor is level 2. "Not	as good as some, but
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Six Months Rati  Date: 5 BCWS: 5 BCWP: 5	Prior to ng //30/92 2863 E 2652 E 2334	increased properties of the pr	gram schedule risk. Programst.  Prior to Three  g Afte  92 Date:  4294 BCWS:  3736 BCWP:  3681 ACWP:	ee Months Fr Rating 1/30/93 4879 5251	Six Months Rating  Date: 4/30  BCWS: ECWP: ACWP: EXECUTE ACWP: EXECUTE ACCUP.	After /93 6178 6124 6483
Cost Data Six Months Ration  Date: 5 BCWS: 5 BCWP: 5 ACWP: 5 Budget: 5 LRE: 5	Prior to ng //30/92 2863 E 2652 E 2334 A 16112 B 16112	increased properties of the pr	gram schedule risk. Prograst".  Prior to Three After A	se Months er Rating  1/30/93  4879  4879  5251  11609	Six Months Rating Date: 4/30 BCWS: BCWP: ACWP: Budget:	After  /93  6178  6124  6483  12860
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Cost Accounting Ar  Program Manager C  Cost Data  Six Months Prior to Rating	BCWS decreases BCWS d	Quality standard in this case is contract.  Prior to Three Ing After I	s 2167 (tailored)—need to  Months Rating	determine if DOD-STD  Six Months After Rating	-2168 or DI-QCIC-
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Cost Accounting Ar  Program Manager C  Cost Data  Six Months Prior to Rating  Date: 10/30/89  BCWS: 24  BCWP: 24	Date: 1/30  BCWS decreases and the second se	Quality standard in this case is contract.  Prior to Three Ing After F	Months Rating  6/30/90  2943	Six Months After Rating  Date: 9/30/90  BCWS: 28	-2168 or DI-QCIC-
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Program Managel  Prost Data  Six Months Prior Rating  Date: 10/30/88  BCWS:  BCWP:  ACWP:  Budget:   Budget:   Program Managel  Acway    Budget:   Budget:   Budget: Budget:  Budget: Budget:  Budget: Budget	Anomalies: Rebaselining r Comments: 80572 is of  Date: 1/  2244 BCWS: 2169 ACWP: 2169 ACWP: 3084 Budget: 1/	Quality standard in this case in contract  Three After  2306  BCWS:  2340  ACWP:  3087  Budget:	Months Rating  6/30/90  2568  2452  2582	Six Months After Rating  Date: 9/30/90  BCWS: 262  BCWP: 2620  ACWP: 2724  Budget: 4600	
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Program Manager  Prost Data  Six Months Program  Date: 10/30/8  BCWS:  BCWP:  BCWP:  LRE:  Cerived Mode	Anomalies: Rebaselining r Comments: Robres Source 80572 is of the Month Ra  Date: 11/ 2178 BCWS:  2178 BCWP:  2169 ACWP:  3084 Budget:  3137 LRE:  Prators	Quality standard in this case in contract  Service of the period does not affect to the period does not affect to the period of	Months Rating  6/30/90  2568  2452  2582  3132  3330	Six Months After Rating  Date: 9/30/90  BCWS: 262  BCWP: 2620  ACWP: 2772  Budget: 4600  LRE: 4750	
Program Manager  Prost Data  Six Months Prior Rating  Date: 10/30/88  BCWS:	Anomalies: Rebaselining r Comments: Robres Source 80572 is of the Month Ra  Date: 11/ 2178 BCWS:  2178 BCWP:  2169 ACWP:  3084 Budget:  3137 LRE:  Prators	Quality standard in this case in contract  See Prior to Three After  2306 BCWS:  2226 BCWP:  2340 ACWP:  3087 Budget:  3171 LRE:  LRE Volatility Index: 0.51	Months Rating  6/30/90  2568  2452  2582  3132  3330	Six Months After Rating  Date: 9/30/90  BCWS: 262  BCWP: 2724  Sudget: 460  LRE: 4758	
Program Manager  Program Manager  Six Months Prior Rating  Date: 10/30/89  BCWS: 10/30/89  BCWP: 10/30/89  BCW	Anomalies: Rebaselining r Comments: NOTE** 80572 is of the second of the	Quality standard in this case in contract  See Prior to Three After  2306 BCWS:  2226 BCWP:  2340 ACWP:  3087 Budget:  3171 LRE:  LRE Volatility Index: 0.51	Months Rating  6/30/90  2568 2452  2582 3132  83330	Six Months After Rating  Date: 9/30/90  BCWS: 262  BCWP: 2724  Sudget: 460  LRE: 4758	
Program Manager  Program Manager  Six Months Program Rating  Date: 10/30/8  BCWS: 2  BCWP: 2  BUDGET Mode  Budget Volatility In BCWS Activity: 2	Anomalies: Rebaselining r Comments: NOTE 80572 is of South Part 1/2 2244 BCWS: South Part 1/2 2178 BCWP: South Part 1/2 2169 ACWP: South Part 1/2 21	Quality standard in this case in contract  See Prior to Three After  2306 BCWS:  2226 BCWP:  2340 ACWP:  3087 Budget:  3171 LRE:  LRE Volatility Index: 0.51	Months Rating  6/30/90  2568 2452  2582 3132  83330	Six Months After Rating  Date: 9/30/90  BCWS: 262  BCWP: 2724  Sudget: 460  LRE: 4758	
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Rating Inform	ation			
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	5 SE 28 7 To Marine	guage: Other	Language %: 0.00%	Application: Database
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Cost Accounting A Program Manager  Cost Data Six Months Prior Rating  Date: 10/30/89  BCWS: E	Comments:    Comments:   Comme	prior to this period does not affe  S Prior to ting  After R  30/90  Date:  5892  BCWP:  5698  ACWP:  10234  Budget:	6/30/90 Date  6/881 BCWS  6/399 BCWP  10374 Budget	Six Months After Rating  : 9/30/90  : 6948  : 6949  : 6968  : 6968
Cost Accounting A Program Manager  Cost Data Six Months Prior Rating  Date: 10/30/89  BCWS: E BCWP: E Budget: 10	to Three Months Rat Date: 1/3 5189 BCWS: 5038 BCWP: 5029 ACWP: 5029	prior to this period does not affe  S Prior to Three Market R  30/90 Date:  5892 BCWS:  5652 BCWP:  5698 ACWP:  10234 Budget:	Months Eating  6/30/90  Date  6881  BCWS  6739  6635  ACWP	Six Months After Rating  : 9/30/90  : 6948  : 6949  : 6968  : 6968
Cost Accounting A Program Manager  Cost Data Six Months Prior Rating  Date: 10/30/89  BCWS: 5  BCWP: 5  BCWP: 10/30/89  LRE: 11	nomalies: Rebaselining  Comments: Rat  Date: 1/3  Date:	prior to this period does not affe  S Prior to ting  After R  30/90  Date:  5892  BCWP:  5698  ACWP:  10234  Budget:	6/30/90 Date  6/881 BCWS  6/399 BCWP  10374 Budget	Six Months After Rating  : 9/30/90  : 6948  : 6949  : 6968  : 6968
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Cost Accounting A Program Manager  Cost Data Six Months Prior Rating  Date: 10/30/89  BCWS: 5  BCWP: 5  BCWP: 10/30/89	nomalies: Rebaselining  Comments: Rat  Date: 1/3  Date:	s Prior to this period does not affe  s Prior to ting  After R  30/90  Date:  5892  BCWS:  5652  BCWP:  10234  Budget:  10900  LRE:  LRE Volatility Index:  0.430	Months Rating  6/30/90  Date  6881  BCWP  6739  10374  Budget  11006  LRE	Six Months After Rating  9/30/90  6948  6949  14880
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Moderating Va	ariables				
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		Action and the second s			
S/W Lifecycle: M	lultiple La	nguage: Ada	Language %:	100.00% Appl	ication: Database
Project Budget:	16453000 Bud	lget Volatility: Low	Size: 75	55600 % New/M	odified Code: 78.00
Requirements Vola	rtility: Low	Rebaselining : No	Quality Stds On C	ontract: 🗹 Qu	ality Params Tracked :
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Cost Data Six Months Prior to Rating  Date: 10/30/89  BCWS: 62  BCWP: 66	Date: BCWS:	Afte  1/30/90 Date:  6671 BCWS:	6/30/90 7638	Pate: 9/30	9 0/90 8821
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Rating Date: 10/15/9T Rating: 1 Rating Type: SCE Rating Relevance: High  RateComment: RateComment: Release Rating Variables  Acquisition Phase: Upgrade Contract Type: Other  Program Comments: Contract converted from FPI to FPI COFFF during this period  SAW Lifecycle: Multiple: Language: Ada Language %: 100.00% Application: Database Project Budget: 17584000 Budget Votatility: Low Size: 874300 % NewModified Code: 78.00 Requirements Votatility: Low Rebaselining: No Quality Stds On Contract: V Quality Params Tracked: Cost Accounting Anomalies: Program Manager Comments:    Program Manager Comments:							9
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WBSDescription: Design, code and unit test of CSCIs  Rating Information Rating Date: 10/15/91 Rating: 1 Rating Type: SCE Rating Relevance: High RateComment:  Moderating Variables  Acquisition Phase: Upgrade Contract Type: Other  Program Comments: contract converted from FPI to FPI/CPFF during this period  SW Lifecycle: Multiple Language: Ada Language %: 100.00% Application: Database  Project Budget: 3953000 Budget Volatility: Low Size: 78700 % New/Modified Code: 68.00%  Requirements Volatility: Low Rebaselining: No Quality Stds On Contract: ✓ Quality Params Tracked: 9  Cost Accounting Anomalies: Program Manager Comments:			akwa Si				
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<b>WBSDescription:</b> Design, c	ode and unit test of	CSCIs			
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WBSDescription:	Develop requirements, desig	n, code, and test system softwar	e	
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Moderating	Colonia (Colonia (Colonia Colonia Colo			
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WBSDescription: Deve	elop requirements, de	esign, code, and test system	n software		
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Rating Informati	on				
	5/88 <b>Rating:</b>	1 Rating Ty	pe: SPA (INT)	Rating Relevance	: Med
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			**************************************		
Moderating Vari	ahloe				
	EMD		tType: FPIF		
Program Comments:	Follow-on to previous	similar enorts			
S/W Lifecycle: Test	/Integration Lar	nguage: Jovial	Language	%: 100.00% A	oplication: Simulation
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Values for minus 6 month and minus 3 month Budget and LRE are from Dec 88 CPR. This was done to avoid DIV 0 errors for derived moderators. Program initiated when organization was rated. Data representative of 12 months after rating only

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WBSDescriptio	n: Develop requirements	, design, code, and test system s	software		
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		Government-sponsored winds	icioi did all assessin	ent to suggest possible p	rocess improvements
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derived moderators. Program initiated when organization was rated. Data representative of 12 months after rating only

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Rating Date: 4/	15/91 Rating:	3 Rati	ng Type: SCE	Rating Releva	nce: Med	Security (1997)
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	25,000 \$ 100,000	nguage: Jovial	Langua	ge %: 100.00%	Application: Co	mmand 8
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Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 10/30/90  BCWS: 231	Three Mo	onths Prior to Rating  1/30/91  2450	Three Months After Rating  Date: 6/30/91  BCWS: 26/	Date: 9/30 28 BCWS:  28 BCWP:	9 0/91 2654
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Program Manager Co  Cost Data  Six Months Prior to Rating  Date: 10/30/90  BCWS: 231  BCWP: 221  ACWP: 201  Budget: 265  LRE: 256  Derived Modera  Budget Volatility Inde	Three Mo  Date: [  BCWS:  BCWP:  ACWP:  Budget:  LRE:  tors  x:  0	1/30/91 1/30/91 2450 2382 2152 2654 2320	Three Months After Rating  Date: 6/30/91  BCWS: 26/  BCWP: 22/  Budget: 25/  LRE: 22/  LRE: 22/  andex: -0.128	Date: 9/30  28 BCWP: 335  ACWP: 355  LRE: 9/30  Percent Complete: 1.	9 0/91 2654 2655 2236 2654 2235
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Application: Command & G  New/Modified Code: 91.0  Quality Params Tracked:
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BSDescription: Develo	op requirements, de	sign, code, and test system softwa	are		
ating Informatio	n				
Rating Date: 11/15/	Rating:	3 Rating Type:	SCE Rati	ng Relevance: High	
ı	RateComment:				
Moderating Varia	bles				
Acquisition Phase: E	MD	Contract Type	: FPF		og og stokkeltere kritisk filmsgiftere goden goden framskiller og som skiller (f. 1974) folkse goden for komminer (f. 1974) folkse goden for skiller (f. 1974)
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S/W Lifecycle: Integra	ation Lan	guage: Jovial	Language %: 10	00.00% Application	: Command &
Project Budget:	7998000 <b>Bud</b> g	get Volatility: Low S	Size: 148000	% New/Modified	Code: 100.0
Requirements Volatility	Low	Rebaselining : No	Quality Stds On Contr	act: □ Qualify P	arams Tracked :
		- 11500 cm			I affect CPI
Cost Accounting Anoma	ilies: Very little ef	fort over the period of interestAc	tuals over period only .3	5% of actuals to date—wi	n anece or i
Cost Accounting Anoma	lies: Very little ef	fort over the period of interest-Ac	tuals over period only .3	5% of actuals to date-wi	
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			tuals over period only .3	5% of actuals to date—wi	
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Program Manager Commonst Data  Six Months Prior to Rating  Date: 5/30/91  CWS: 7852  CWP: 7769	Three Mont	hs Prior to Three In After F	Wonths Rating 1/30/92 7998	Six Months After Rating  Date: 4/30/92  BCWS: 79  BCWP: 79	98 98 95
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Program Manager Community  Data Six Months Prior to Rating  Date: 5/30/91  CWS: 7852  CWP: 7769  CWP: 8171  Idget: 7998  LRE: 8186	Three Montines Beat target Bea	hs Prior to ating After F  7998 BCWS: 7998 BCWP: 7998 BCWP: 8201 ACWP: 7998 Budget: 8201 LRE: 8201 LRE:	Wonths Rating  1/30/92  7998  7997  8195  7998  8204	Six Months After Rating  Date: 4/30/92  BCWS: 79  BCWP: 79  ACWP: 81  Budget: 79  LRE: 81	98 98 995 98 044 24
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WBSDescription: De	evelop requirements, d	lesign, code, and test system softw	are	* *** 
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Rating Informa	The state of the s			
Rating Date: 11	/15/91 Rating: RateComment:	3 Rating Type:	SCE Rating Relevance	High
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Moderating Va	riables			
Acquisition Phase:	EMD	Contract Type	FPIF	
Program Comments:	Follow-on to previou	s similar efforts		=
S/W Lifecycle: Int	tegration La	inguage: Fortran	Language %: 100.00% A	pplication: Command & Co
Project Budget:	3432000 Bu	dget Volatility: Low	Size: 141000 % New	/Modified Code: 91.009
Requirements Volat	tility: Low	Rebaselining : No	Quality Stds On Contract:	Quality Params Tracked :
Cost Accounting An	omalies: Little effort	t for this WBS over the time period	of interest-may affect performance in	fices
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Program Manager C	omments: Beat tare	get sched. Size in DSI		:
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Cost Data				
Six Months Prior to Rating	Three Mor	nths Prior to Three I Rating After F	Rating Ra	nths After ting
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Six Months Prior to Rating  Date: 5/30/91  BCWS: 33	Three Mor	Rating After F 8/30/91 Date:	Rating Ra	ding *
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Six Months Prior to Rating  Date: 5/30/91  BCWS: 33  BCWP: 33  ACWP: 34  Budget: 34	Date: Date: BCWS: BCWP: ACWP: Date:	8/30/91 Date:	Rating         Rating           1/30/92         Date:           3432         BCWS:           3431         BCWP:           3506         ACWP:	4/30/92 3432 3432 3506
Six Months Prior to Rating  Date: 5/30/91  BCWS: 33  BCWP: 34  Budget: 34	Date:  BCWS:  BCWP:  ACWP:  Budget:  Budget:  BUDATE:  BU	8/30/91 Date:  3432 BCWS:  3432 BCWP:  3507 ACWP:  3432 Budget:	Rating   Ri	4/30/92 3432 3432 3506 3432
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Six Months Prior to Rating  Date: 5/30/91  BCWS: 33  BCWP: 33  ACWP: 34  Budget: 34	Date: Date: Date: ACWP: Budget: Date: Date	8/30/91 Date:  3432 BCWS:  3432 BCWP:  3507 ACWP:  3432 Budget:	Rating         Ri           1/30/92         Date:           3432         BCWS:           3431         BCWP:           3506         ACWP:           3432         Budget:           3507         LRE:	4/30/92 3432 3432 3506 3432
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WBSDescription: Sul	bsystem architecture, data	abase administration, and software	configuration management.	
			Newson, 1997 - Service Supposed to the control of t	
Rating Informat	15/89 Rating:	2 Rating Type: SPA	(INT) Rating Relevance	High
	RateComment:			
		29 Manaka de la manaka man	The state of the s	7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7
Moderating Va	riables			
Acquisition Phase:		Contract Type: F	PIF	
Program Comments:	A WANGER BOARD COLOR OF THE SAME REPORTED			
		And a second		
S/W Lifecycle: Mu	ltiple Langu	iage: N/A	Language %: 0.00% A	oplication: Database
Project Budget:	8451000 Budget	Volatility: Low Size:	0 % New	/Modified Code: 0.00%
Requirements Volati	ility: Low Re	ebaselining: No Qua	ity Stds On Contract: 🗀	Quality Params Tracked: 😾
Cost Accounting And	omalies: No +/- three mo	onth data	THE STATE OF THE S	
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Program Manager Co	omments:			
Program Manager Co	omments:		The state of the s	
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ost Data Six Months Prior to	Three Months	<ul> <li>1. comp. A. J. &amp; W. C. D. M. M. M. S. J. T. J. T. J. T. T.</li></ul>	g Ra	ting
Six Months Prior to Rating  Date: 6/30/89  BCWS: 676	Three Months Ratir Date: BCWS:	ng After Ratin	g Ra	· E 中央区域的建筑中间,1000-000-000-000-000-000-000-000-00-00-0
Six Months Prior to Rating  Date: 6/30/89  BCWS: 676  BCWP: 676	Three Months Ratir  Date: BCWS: BCWP:	After Ratin Date:  0 BCWS: BCWP:	g Ra Date: BCWS: BCWP:	7863 7821
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Six Months Prior to Rating  Date: 6/30/89  BCWS: 676  BCWP: 675  ACWP: 706  Budget: 747  LRE: 768	Three Months Ratir  Date:  BCWS:  BCWP:  ACWP:  BUDGET:  ACWP:  LRE:  BUDGET:  BUDGE	After Ratin  Date:  Date:  BCWS:  O BCWP:  ACWP:  Budget:	g Ra  Date:  BCWS:  BCWP:  ACWP:  Budget:  Date:  Budget:  Date:	7863 7821 8288 8451
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OrgTag: K	RatingTag: A WBS #	#: <b>/9</b>			
WBSDescription					
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Rating Info	rmation				
Rating Date:	12/15/89 Rating:	2 Rating Type: SP	PA (INT) Rating	Relevance: High	
	RateComment:				
		The same and the s			Control of the Contro
Moderating	j Variables				San W. K.
Acquisition Ph	ase: Support/Upgrade	Contract Type:	FPIF	10 V 20 V	Market and Salah S
Program Comme	ents:		Francisco Constitution (Constitution Constitution Constit		Affiliation of Equal 2015
S/W Lifecycle	Test/Integration Langu	uage: Fortran	Language %: 100.0	0% Application:	Database
Project Budget	: 5821000 Budget	t Volatility: Low Siz	ze: 0	% New/Modified Cod	de: 0.0
Requirements	Volatility: Low Re	ebaselining: No Qu	uality Stds On Contract:	Quality Param	ns Tracked :
Cost Accounting	ng Anomalies: No +/- three m	onth data			1.5 T. 1.5 T
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Program Mana	ger Comments:		79 (20) 1	The state of the s	- 10 - 10 - 10 - 10 - 10 - 10 - 10 - 10
Program Mana	ger Comments		7 (200 - 100		
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Cost Data Six Months Pr Rating	rior to Three Months Ratii	ng After Rai	ting D	Rating Sate: 5/30/90	
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Cost Data Six Months Pr Rating Date: 6/30 BCWS: BCWP:	Three Months Ratio  7/89 Date:  3009 BCWS:  3002 BCWP:	ng After Rad  Date:  0 BCWS:  0 BCWP:	o BC	Rating  Pate: 5/30/90  WS: 4949  WP: 4784  WP: 7574	
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WBSDescription: Subsystem architecture,		a armanan munugomen,	
A Ampleo (American			
Rating Information			
Rating Date: 9/15/90 Rating:	2 Rating Type: S	Rating Relevance: High	gh The state of th
RateComment:			
		CONTROL TO THE PROPERTY OF THE	
Moderating Variables			
Acquisition Phase:	Contract Type:		
Program Comments:			
	anguage: N/A	Language %: 0.00% Applica	
		ze: 0 % New/Modi	
Requirements Volatility: Low			\$85.14 Tal. (CEL) 12 18585 MAG. (3)
	Rebaselining: No Q	uality Stds On Contract: Qualit	y Params Tracked
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Cost Accounting Anomalies: No +/- three  Program Manager Comments:  Cost Data  Six Months Prior to Three Mor Rating  Date: 3/30/90 Date: BCWS: 7675 BCWS: EBCWP: 7647 BCWP:	ee month data  Three M Rating After Ra  6/30/90 Date: 11  0 BCWS:	onths six Months A Rating //30/90 Date: 2/28/9	### 1
Cost Accounting Anomalies: No +/- three More Rating  Date: 3/30/90 Date: BCWS: 7675 BCWS: BCWP: 7647 BCWP: ACWP: 8078 ACWP: 1	on the Prior to Rating After Rating BCWS:  0 BCWS:  0 ACWP:	onths Six Months A Rating  /30/90 Date: 2/28/9  BCWS: BCWP: ACWP: ACWP:	## ## ## ## ## ## ## ## ## ## ## ## ##
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Cost Accounting Anomalies: No +/- three  Program Manager Comments:  Cost Data  Six Months Prior to Three Mor Rating  Date: 3/30/90 Date:  BCWS: 7675 BCWS: BCWS: BCWP: ACWP: BCWP: BCWP: BCWP: LRE: Budget: LRE: LRE: B695 LRE: Comments Comments Comments Cost Data	ee month data  Three M Rating After Ration    O BCWS:  O BCWP:  O BUdget:	onths sting Rating  /30/90 Date: 2/28/9  BCWP: ACWP: Budget :	After  1  8503  84490  9002  8586
Cost Accounting Anomalies: No +/- three More Rating  Date: 3/30/90 Date: BCWS: 7675 BCWS: BCWP: ACWP: 8078 ACWP: Budget: LRE: Budget: LRE: Derived Moderators	ee month data  Three M Rating  O Bcws:  O Bcwp:  O Bcwp:	onths six Months A Rating  /30/90  Date: 2/28/9  BCWP:  ACWP:  Budget:  LRE:	### ### ### ### ### ### ### ### ### ##
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WBSDescription: Overa	il mangement of softwa	are development effort			
Rating Information	'n				
Rating Date: 9/15/	Carrier Control of the Control of th	2 Rating Type: SCE	Rati	ng Relevance: High	
	RateComment:	Account of the second of the s		The state of the s	A control of
		um umumumumumumumumumumumumumumumumumum		The state of the s	
Moderating Varia	ibles			o kan ing ngapatan katalong na pagabahan Mindistrik ngapatan katalong na pagabahan Hillian ngapatan katalong na pagabahan katalong na pagabahan	
Acquisition Phase:		Contract Type:			
Program Comments:	23. 2 from 1995 - 3.8 c. th. 1, 2, 2, 10, 10, 10, 10, 10, 10, 10, 10, 10, 10	And the second s	And the second s		
			September 1988 men men 1988 - Sup		
S/W Lifecycle: Multip	le <b>L</b> angu	age: N/A	Language %:	0.00% Application:	Database
Project Budget:	3239000 Budget	Volatility: Low Size		% New/Modified Cod	<b>se:</b> 0.0
Requirements Volatility	r: Low Re	ebaselining : No Qua	lity Stds On Contr	act: 🔲 : Quality Param	s Tracked :
Cost Accounting Anoma	alies: No +/- three mo	onth data		- 1. (1. (1. (1. (1. (1. (1. (1. (1. (1.	
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Program Manager Com	ments:				
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Six Months Prior to Rating	Ratir	ng After Ratir	<b>19</b>	Rating	
Six Months Prior to Rating  Date: 3/30/90	Ratir Date: 6/30	ng After Ratin	ng 0/90	Rating Date: 2/28/91	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679	Date: 6/30 BCWS:	7/90 Date: 11/30 BCWS:	0/90 0/90 0	Date: 2/28/91  BCWS: 3211	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679	Date: 6/30 BCWS: BCWP:	0/90 Date: 11/30 Date: 0 BCWS: BCWP: 0	0/90 0/90 0 0	Date: 2/28/91  BCWS: 3211  BCWP: 3211	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679  ACWP: 2609	Date: 6/30 BCWS: BCWP: ACWP:	After Ratin  Diagonal Date: 11/30  Date: 11/30  Date: 11/30  Date: 11/30  Date: 11/30  ACWP: 11/30  ACWP: 11/30	00/90 0 0 0 0	Date: 2/28/91  BCWS: 3211  BCWP: 3211  ACWP: 3116	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679  ACWP: 2609	Date: 6/30 BCWS: BCWP: ACWP:	0 Date: 11/30 BCWS: BCWP: ACWP:	00/90 0 0 0 0	Date: 2/28/91  BCWS: 3211  BCWP: 3211	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2609  ACWP: 2609  Budget: 3205	Date: 6/30 BCWS: BCWP: ACWP: Budget:	After Ratin  Digo Date: 11/30	0/90 0 0 0 0	Date: 2/28/91  BCWS: 3211  BCWP: 3211  ACWP: 3116  Sudget: 3239	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679  ACWP: 2609  Budget: 3205  LRE: 3351	Date: 6/30 BCWS: BCWP: ACWP: Budget: LRE: LRE:	After Ratin  Digo Date: 11/30	0/90 0 0 0 0	Date: 2/28/91  BCWS: 3211  BCWP: 3211  ACWP: 3116  Sudget: 3239	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2609  ACWP: 2609  Budget: 3205	Date: 6/30 BCWS: BCWP: Budget: LRE: DTS	After Ratin  Digo Date: 11/30	0/90 0 0 0 0 0	Date: 2/28/91  BCWS: 3211  BCWP: 3211  ACWP: 3116  Sudget: 3239	
Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679  ACWP: 2609  Budget: 3205  LRE: 3351	Date: 6/30 BCWS: BCWP: ACWP: LRE: CRE: CRE	After Ratin  0/90 Date: 11/30 0 BCWP:  0 BCWP:  0 Budget:  0 ERE:  -0.046	0/90 0 0 0 0 0	Rating	
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Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679  ACWP: 2609  Budget: 3205  LRE: 3351  Derived Moderato  Budget Volatility Index  BCWS Activity: 0.165	Date: 6/30 BCWS: BCWP: Budget: CRE: CRE: CRE: CRE: CRE: CRE: CRE: CRE	After Ratin  0/90 Date: 11/30 0 BCWP:  0 BCWP:  0 Budget:  0 ERE:  0 CAN COMPANY OF THE PROPERTY OF THE PROPER	0/90 0 0 0 0 0 0 E	Rating	
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Six Months Prior to Rating  Date: 3/30/90  BCWS: 2679  BCWP: 2679  ACWP: 2609  Budget: 3205  LRE: 3351  Derived Moderato  Budget Volatility Index  BCWS Activity: 0.165	Date: 6/30 BCWS: BCWP: BUdget: CRE: CRE: CRE: CRE: CRE: CRE: CRE: CRE	After Ratin  1990 Date: 11/30  0 BCWP: ACWP: Date: 11/30  0 BCWP: Date:	0/90 0 0 0 0 0 0 E	Date: 2/28/91  BCWS: 3211  BCWP: 3211  ACWP: 3116  Budget: 3239  LRE: 3197  Complete: 0.9914	

WBSDescription: Requirements, design, c	ode, and test of system control CSCI		
A Control of the Cont	ode, and test of system control osor		
Rating Information			
Rating Date: 9/15/90 Rating:	2 Rating Type: SCI	Rating Relevance:	High
RateComment:			
		AND THE RESIDENCE OF THE PROPERTY OF THE PROPE	
Moderating Variables			
Acquisition Phase: EMD	Contract Type:	FPIF	
Program Comments:		decided allowers of Stephanes Allowers and American Community of the Commu	A CONTRACTOR OF THE STATE OF TH
	inguage: Fortran	En al Company and the second	olication: Database
	dget Volatility: Low Siz		lodified Code: 85
Requirements Volatility: Low	Parameter and Control of the Control	ality Stds On Contract: Q	uality Params Tracked
Cost Accounting Anomalies: No effort. I	No +/- three month data		
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Program Manager Comments:	A STATE OF THE STA		COLOR SERVICES TO THE TOTAL CONTROL OF THE SERVICE SERVICES
Program Manager Comments:	And the second s	and a supplied an additionary 1, 2, 1, 5 m/d y bands and subfield foreign and it is a subfield foreign	
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Cost Data Six Months Prior to Three Mon Rating	Rating After Rati	nths Six Monting Rati	hs After
Cost Data Six Months Prior to Rating  Date: 3/30/90 Date:	Rating         After Rational Programmer           6/30/90         Date:         11/3	nths Six Mont ng Rati	19 28/91
Cost Data Six Months Prior to Rating  Date: 3/30/90  Date: 4440  BCWS: 2440  BCWS: [	Rating After Ration 6/30/90 Date: 11/3	o/90 Date: 2/	ns After 19 28/91
Cost Data Six Months Prior to Rating  Date: 3/30/90 Date:	Rating         After Rational Participation           6/30/90         Date:         11/3           0         BCWS:	of BCWP:	2440 2440
Cost Data Six Months Prior to Rating Date: 3/30/90 Date: 440 BCWS: 2440 BCWS: 2416 BCWP: 2416	Rating After Rational Date: 11/3 0 BCWS: 0 BCWS: 0 BCWP: 0 BCW	of BCWS:	ns After 19 28/91
Cost Data  Six Months Prior to Rating  Date: 3/30/90 Date:   BCWS: 2440 BCWS:  BCWP: 2416 BCWP:  ACWP: 2334 ACWP:	6/30/90 Date: 11/3 0 BCWS: 0 0 BCWP: 0 ACWP: 0	nths ng Rati  0/90 Date: 2/  BCWP:  0 BCWP:	2440 2334
Cost Data  Six Months Prior to Rating  Date: 3/30/90 Date:  BCWS: 2440 BCWS:  ACWP: 2334 ACWP:  Budget: 2440 Budget:  LRE: 2437 LRE:   LRE: 2437 LRE:	Rating	nths Six Mont ng Rati  0/90 Date: 2/	2440 2334 2440
Cost Data Six Months Prior to Rating  Date: 3/30/90 Date:  BCWS: 2440 BCWS:  BCWP: 2416 BCWP:  ACWP: 2334 ACWP:  Budget: 2440 Budget:  Budget: 2440 Budget:  Budget: 2440 Budget:  Budget: 2440 Budget:  Budget: 3440 Budget: Bu	Rating	nths Six Mont ng Rati  0/90 Date: 2/	2440 2334 2440
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		American Christian Company (1997)	
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Program Manager Comments:  Cost Data  Six Months Prior to Rating  Date: 3/30/90 Date: BCWS: 1175 BCWS: BCWP: 1175 BCWP: ACWP: 1266 ACWP: Budget: 1181 Budget: LRE: 1277 LRE: Derived Moderators  Budget Volatility Index: 0  BCWS Activity: 0.00508 BCWF	of BCWS:  O BCWS:  O BCWP:  O Budget:  LRE Volatility Index:  -0.006	Rating  30/90  Date: 2/28/9  0 BCWS:  0 BCWP:  0 BCWP:  0 LRE:  Percent Complete:	1181 1181 1269 1181
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Program Manager Comments:  Cost Data  Six Months Prior to Rating  Date: 3/30/90 Date: BCWS: 1175 BCWS: BCWP: 1175 BCWP: ACWP: 1266 ACWP: Budget: 1181 Budget: LRE: 1277 LRE: Derived Moderators  Budget Volatility Index: 0  BCWS Activity: 0.00508 BCWF	Three Mo Rating  6/30/90  Date: 11//  0 BCWS:  0 BCWP:  0 Budget:  0 LRE:  LRE Volatility Index: -0.006	Rating  30/90  Date: 2/28/9  0 BCWS:  0 BCWP:  0 BCWP:  0 LRE:  Percent Complete:	1181 1181 1269 1181

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WBSDescription:	Software integration activities	es.			0.000	. v v 200 - 20
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Rating Info	rmation					
Rating Date:	9/15/90 Rating:	2 Rating Type:	SCE	Rating Relevance	High	
	RateComment:					Į.
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Moderating	ı Variables		(Maria Harristan) (S. 1905) Japan (Maria Harristan)			gar Afrikasika Tabba sada Tabbasasa
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Program Comme		Contract Typ	201 1			t Debytery Common Min
r rogram comme						
S/W Lifecycle:	Test/Integration Lang	uage: Fortran	- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1	: 100.00% A <sub>1</sub>		10 SF 12 SE
Project Budget:		et Volatility: Low	Language %		oplication: Data  /Modified Code:	85.00
Requirements	23 - 23 - 25 - 25 - 25 - 25 - 25 - 25 -	Rebaselining: No	Quality Stds On (		Modified Code: Quality Params T	
Cost Accountin		A STATE OF THE STA	Quality Stus Off C	JOHN ACL.	Quality Palatils 1	rackeu .
OUST ACCOUNTS	g Anomalies. No 17- times i	isolini data				
Program Manag	ger Comments:			98 - 18 - 18 - 18 - 18 - 18 - 18 - 18 -		
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Six Months Pr	Rat	ing After	a diamental transfer of	Ra 	A CONTRACTOR OF THE PROPERTY O	
Six Months Pr Rating	Rat	ing After	Rating	Ra 	ting 	
Six Months Pri Rating Date: 3/30 BCWS:	0/90 Date: 6/3	ing After	<b>Rating</b> 11/30/90	Ra Date:	ting 2/28/91	
Six Months Price Rating  Date: 3/30  BCWS: BCWP: 1	0/90 Date: 6/3 4564 BCWS:	After	<b>Rating</b> 11/30/90  0	Date: BCWS:	2/28/91 6486	
Six Months Prince Rating  Date: 3/30  BCWS: SCWP: Scwp	0/90 Date: 6/3 4564 BCWS: 4426 BCWP: 7084 ACWP:	O BCWP:   O ACWP:	11/30/90 0	Date: BCWS: BCWP: D	6486 6486	
Six Months Prince Rating  Date: 3/30  BCWS: SCWP: Scwp		After  30/90 Date:  0 BCWS:  0 BCWP:  0 ACWP:	11/30/90 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Date: Date: BCWS: Date:	6486 6486 9461	
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Six Months Pring Rating Date: 3/30 BCWS: BCWP: Compared Modern Mo	Date:   6/3     6/3	After  30/90 Date:   0 BCWS:   0 BCWP:   0 BCWP:   10 ACWP:  10 Budget:  10 LRE:  10 LRE:  10 CONTROLLED CONTR	Rating  11/30/90  0  0  0  0  Personal Control	Date:  BCWS:  BCWP:  ACWP:  Budget:  LRE:	6486 6486 9461 10014	
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WBSDescription: G	enerates all sytem desig	n requirements (logic & algorithm	is) and software to sup	port technology item be	eing developed
Rating Informa	/15/92 Rating:	2 Rating Type:	100000 1 - 441 100000 0 mmm 8 5 5 1	nting Relevance: Low	
Moderating Va		ondoced in accordance with an S	pur-noeused vendor ac	recinent between vend	ou and SEI
Acquisition Phase:			: Co:		
Program Comments:	Concept Exploration 85% software, 15% ha	Contract Type ardware. Program partially termin	Carrier of the contract of the	demonstrated	
		a.c	ated arter recitiology		· *
S/W Lifecycle: M	ultiple Lan	nguage: Ada	Language %:	100.00% Applicati	ion: Avionics
Project Budget:			Size: 766		Section 2 Section 2
Requirements Vola	tility: Med	Rebaselining: No	Quality Stds On Con		Params Tracked :
Cost Accounting An	omalies: No agreeme	ent on Estimate to Complete. Cor	ntractor may have tried	to "get well" on options	. Contractor took
	earned valu				
	omments: Requirem	ents changes due to interfaces wi	th associate contracto	r. Overruns covered by	termination
Program manager C					10,11,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Program Manager C	agreemen	it. Language was early Ada (non-	validated compiler). (	ontractor cited too muc	h documentation as
	agreemen reason for	it. Language was early Ada (non-	validated compiler). (	contractor cited too muc	h documentation as
Cost Data	agreemen reason for	it. Language was early Ada (non- r overrun.	validated compiler). (		
	agreemen reason for Three Monti	it. Language was early Ada (non- r overrun.	validated compiler). C	Six Months Af	
Cost Data Six Months Prior to	agreemen reason for Three Month	nt. Language was early Ada (non- r overrun.  hs Prior to Three I ating After F	validated compiler). C	Six Months Af	ter
Cost Data Six Months Prior to Rating Date: 12/30/91	agreemen reason for Three Month	tt. Language was early Ada (non-roverrun.  hs Prior to ating After F  3/30/92 Date:  2335 BCWS:	validated compiler). (  Wonths Rating	Six Months Af Rating Date: 11/30/92	ter
Cost Data Six Months Prior to Rating  Date: 12/30/91  BCWS: 22	Three Month R: Date: 3	tt. Language was early Ada (non-roverrun.  hs Prior to Three I ating After F	Wonths Rating 8/30/92	Six Months Af Rating  Date: 11/30/92  BCWS:	ter
Cost Data Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20	Three Monti	tt. Language was early Ada (non-roverrun.  ths Prior to ating After F  330/92 Date:  2335 BCWS:	Wonths Rating 8/30/92	Six Months Af Rating  Dafe: 11/30/92  BCWS: BCWR: 1	ter
Cost Data Six Months Prior to Rating Date: 12/30/91 BCWS: 22 BCWP: 20 ACWP: 29	Date: 3  BCWP:	tt. Language was early Ada (non-roverrun.  ths Prior to ating After F  2335 BCWS:  2203 BCWP:	Wonths Rating 8/30/92  2716 2309	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: ACWP:	2739 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 29  Budget: 27	Date: 3  BCWP:  ACWP:	th. Language was early Ada (non-roverrun.  Three I ating After F  2335 BCWS:  2203 BCWP:  3112 ACWP:	Wonths Rating 8/30/92 2716 2309	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: ACWP: 11/30/924	ter  2739  2369
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 29  Budget: 27  LRE: 32	Date: 3  Date: 3  ACWP: 1  Budget: 1  LRE: 1	tt. Language was early Ada (non-roverrun.  This Prior to ating After F  2335 BCWS:  2203 BCWP:  3112 ACWP:  2726 Budget:	Wonths Rating  8/30/92  2716  2309  2726	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: ACWP: 11/30/924	ter 2739 2369 3367 2726
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 29  Budget: 27  LRE: 32	Date: 3  Date: 3  ACWP: 1  Budget: 1  LRE: 1	tt. Language was early Ada (non-roverrun.  This Prior to ating After F  2335 BCWS:  2203 BCWP:  3112 ACWP:  2726 Budget:	Wonths Rating  8/30/92  2716  2309  2726	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: ACWP: 11/30/924	ter 2739 2369 3367 2726
Cost Data Six Months Prior to Rating  Date: 12/30/91 BCWS: 22 BCWP: 20 ACWP: 25 Budget: 27 LRE: 32	Date: 3  Date: 3  ACWP: 1  Budget: 1  LEE: 1	tt. Language was early Ada (non-roverrun.  This Prior to ating After F  2335 BCWS:  2203 BCWP:  3112 ACWP:  2726 Budget:	Wonths Rating  8/30/92  2716  2309  3296  3226	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: ACWP: 11/30/924	ter 2739 2369 3367 2726
Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 25  Budget: 27  LRE: 32  Derived Modera	Date: 3  Date: 3  ACWP: 5  Budget: 5  Exercise Like: 5  ACWP: 5  A	the Language was early Ada (non-roverrun.  The Prior to ating After F  2335 BCWS:  2203 BCWP:  2726 Budget:  3226 LRE:  LRE Volatility Index: 0.00	Wonths Rating  8/30/92  2716  2309  3296  3226  3226  Percer	Six Months Af Rating Date: 11/30/92 BCWS: 500 Months Af RATING BCWP: 500 Months Af REFERENCE OF THE PROPERTY O	ter 2739 2369 3367 2726
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 25  Budget: 27  LRE: 32  Derived Modera	Date: 3  Date: 3  ACWP: 5  Budget: 5  Exercise Like: 5  ACWP: 5  A	the Language was early Ada (non-roverrun.  The Prior to ating After F  2335 BCWS:  2203 BCWP:  2726 Budget:  3226 LRE:  LRE Volatility Index: 0.00	Wonths Rating  8/30/92  2716  2309  3296  3226  3226  Percer	Six Months Af Rating  Date: 11/30/92  BCWS: 14/30/92  BCWP: 14/30/92  ACWP: 14/30/92  LRE: 14/30/92  t Complete: 0.86	ter 2739 2369 3367 2726
Cost Data Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 25  Budget: 27  LRE: 32  Derived Modera  Budget Volatility Ind  BCWS Activity: 0	Date: 3  Date: 3  ACWP: 1  Budget: 1  LRE: 1  Ators  ex: 0.00368	the Language was early Ada (non-roverrun.  The Prior to ating After F  2335 BCWS:  2203 BCWP:  2726 Budget:  3226 LRE:  LRE Volatility Index: 0.00	Wonths Rating  8/30/92  2716  2309  3296  3226  3226  Percer	Six Months Af Rating  Date: 11/30/92  BCWS: 14/30/92  BCWP: 14/30/92  ACWP: 14/30/92  LRE: 14/30/92  t Complete: 0.86	ter 2739 2369 3367 2726
Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 29  Budget: 27  LRE: 32  Derived Modera  Budget Volatility Ind  BCWS Activity: 0	Three Month Date: 3  Date: 3  ACWP: 1  Budget: 1  EXECUTE: 1  ACWP: 1  ACWP	th. Language was early Ada (non-roverrun.  Three I ating After F  9/30/92 Date:  2335 BCWS:  22203 BCWP:  3112 ACWP:  3112 ACWP:  2726 Budget:  3226 LRE:  LRE Volatility Index: 0.00	Wonths Rating  8/30/92  2716  2309  3296  3226  3226  Percer	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: 11/30/92  ACWP: 11/30/92  ACWP: 11/30/92  TREE: 0.86	ter 2739 2369 3367 27726 3226
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 25  Budget: 27  LRE: 32  Derived Modera  Budget Volatility Ind  BCWS Activity: 0	Date: 3  Date: 3  ACWP: 1  Budget: 1  ACWP: 1  A	th. Language was early Ada (non-roverrun.  Three I ating After F  9/30/92 Date:  2335 BCWS:  22203 BCWP:  3112 ACWP:  3112 ACWP:  2726 Budget:  3226 LRE:  LRE Volatility Index: 0.00	Wonths Rating  8/30/92  2716  2309  3296  3226  3226  Percer	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: 11/30/92  ACWP: 11/30/92  ACWP: 11/30/92  TREE: 0.86	ter 2739 2369 3367 27726 3226
Cost Data  Six Months Prior to Rating  Date: 12/30/91  BCWS: 22  BCWP: 20  ACWP: 29  Budget: 27  LRE: 32  Derived Modera  Budget Volatility Ind  BCWS Activity: 0	Date: 3  Date: 3  ACWP: 1  Budget: 1  ACWP: 1  A	th. Language was early Ada (non-roverrun.  Three I ating After F  9/30/92 Date:  2335 BCWS:  22203 BCWP:  3112 ACWP:  3112 ACWP:  2726 Budget:  3226 LRE:  LRE Volatility Index: 0.00	Wonths Rating  8/30/92  2716  2309  3296  3226  3226  Percer	Six Months Af Rating  Date: 11/30/92  BCWS: BCWP: 11/30/92  ACWP: 11/30/92  ACWP: 11/30/92  TREE: 0.86	ter 2739 2369 3367 27726 3226

WBSDescription:  Modify existing software for new configuration  Rating Information Rating Date: 10/15/92 Rating: 2 Rating Type: SPA (INT) Rating Relevance: High RateComment: Performed by a former SEI employee: "borderline"  Moderating Variables  Acquisition Phase: EMD Contract Type: CPI  Program Comments:	
Rating Information Rating Date: 10/15/92 Rating: 2 Rating Type: SPA (INT) Rating Relevance: High  RateComment: Performed by a former SEI employee: "borderline"  Moderating Variables  Acquisition Phase: EMD Contract Type: CPI  Program Comments:	
Rating Date: 10/15/92 Rating: 2 Rating Type: SPA (INT) Rating Relevance: High  RateComment: Performed by a former SEI employee: "borderline"  Moderating Variables  Acquisition Phase: EMD Contract Type: CPI  Program Comments:	
Rating Date: 10/15/92 Rating: 2 Rating Type: SPA (INT) Rating Relevance: High  RateComment: Performed by a former SEI employee: "borderline"  Moderating Variables  Acquisition Phase: EMD Contract Type: CPI  Program Comments:	
RateComment:  Performed by a former SEI employee: "borderline"  Moderating Variables  Acquisition Phase: EMD Contract Type: CPI  Program Comments:	
Moderating Variables  Acquisition Phase: EMD Contract Type: CPI  Program Comments:	A STATE OF THE STA
Acquisition Phase: EMD Contract Type: CPI Program Comments:	
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S/W Lifecycle: Multiple-Early Language: Fortran Language %: 90.00% Application: Con	nmand & Co
Project Budget: 2230000 Budget Volatility: Low Size: 550000 % New/Modified Code:	80.009
Requirements Volatility: Low Rebaselining: No Quality Stds On Contract: Quality Params 1	racked:
Cost Accounting Anomalies: Increasing baseline reflected througth ECPs	
	5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Program Manager Comments:	
	organis and a second se
Cost Data	
Six Months Prior to Six Months After	
Rating After Rating Rating	200 P. W.
Date:         5/30/92         Date:         8/30/92         Date:         1/30/93         Date:         4/30/93	
BCWS: 530 BCWS: 1688 BCWS: 2138	
BCWP: 0 BCWP: 375 BCWP: 1483 BCWP: 2080	
Budget: 2227 Budget: 2227 Budget: 2226 Budget: 2230	
Budget: 2227 Budget: 2227 Budget: 2226 Budget: 2230  LRE: 2227 LRE: 2227 LRE: 2172 LRE: 2012	
Budget: 2227 Budget: 2227 Budget: 2230  LRE: 2227 LRE: 2227 LRE: 2172 LRE: 2012  Derived Moderators	
Budget: 2227 Budget: 2226 Budget: 2230  LRE: 2227 LRE: 2227 LRE: 2172 LRE: 2012  Derived Moderators  Budget Volatility Index: 0.00135 LRE Volatility Index: -0.097 Percent Complete: 0.9327	
Budget: 2227 Budget: 2227 Budget: 2226 Budget: 2230  LRE: 2227 LRE: 2227 LRE: 2172 LRE: 2012  Derived Moderators	
Budget: 2227 Budget: 2226 Budget: 2230  LRE: 2227 LRE: 2227 LRE: 2172 LRE: 2012  Derived Moderators  Budget Volatility Index: 0.00135 LRE Volatility Index: -0.097 Percent Complete: 0.9327	

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WBSDescription: Mo	dify existing software fo	or new configuration		
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Rating Informat				
Rating Date: 9/		1 Rating Type: SCE		
		ever roug to the oil another program		· ·
Moderating Val	riables			
Acquisition Phase:	EMD	Contract Type:	CPI	
Program Comments:				
S/W Lifecycle: Tes	st/Integration Lan	guage: Fortran	Language %: 90.00% Applica	tion: Command & C
Project Budget:	2268000 Budg	get Volatility: Low Size	: 550000 % New/Modi	fied Code: 80.00
Requirements Volati	lity: Low	Rebaselining: No Qua	ality Stds On Contract: 🔲 Qualit	ty Params Tracked :
Cost Accounting And	malies: Increasing b	paseline reflected througth ECPs		
	1. Elet A. , 196 <b>1</b>			
	200 P 100 P		CONTROL OF	200 miles (190 miles 190 miles
Program Manager Co	omments:			CONTRACTOR OF THE CONTRACTOR O
	omments:			
Cost Data		ns Prior to Three Mon	the St. Market	
	Three Montl	ns Prior to Three Mon ating After Ratio	34 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	ıtter
ost Data Six Months Prior to	Three Month	15 5 G G G JAN 18 6 G G G G G G G G G G G G G G G G G G	ng Rating	
Cost Data Six Months Prior to Rating	Three Month Ra  Date: 6	ating After Ratii	ng Rating	
Cost Data Six Months Prior to Rating Date: 3/30/93	Three Monti	After Ration	ng Rating  0/93 Date: 2/28/9	4
Six Months Prior to Rating  Date: 3/30/93  BCWS: 202	Three Montil Ra Date: 6 25 BCWS; BCWP:	After Ratio /30/93 Date 11/3 2199 BCWS:	ng Rating  0/93 Date: 2/28/9  2268 BCWS:	2268 E
Six Months Prior to Rating  Date: 3/30/93  BCWS: 202  BCWP: 194  ACWP: 168	Three Month Ra  Date: 6  BCWS: 5  BCWP: 5  ACWP: 5	After Ration	ng Rating  0/93 Date: 2/28/9  2268 BCWS  2257 BCWP:	2268 2257
Six Months Prior to Rating  Date: 3/30/93  BCWS: 200  BCWP: 194  ACWP: 168	Three Month Ra  Date: 6  BCWS: 6  ACWP: 6  Budget: 6	After Ration	Rating	2268 2257 2096
Six Months Prior to Rating  Date: 3/30/93  BCWS: 20/ BCWP: 19/ ACWP: 16/ Budget: 225  LRE: 217	Three Month Ra  Date: 6  BCWS: 6  ACWP: 6  ACWP: 6  LRE: 6	After Ration	Rating	2268 2257 2096 2268
Six Months Prior to Rating  Date: 3/30/93  BCWS: 20/ BCWP: 19/ ACWP: 16/ Budget: 225  LRE: 217	Three Month Ra  Date: 6  BCWS: 6  ACWP: 6  ACWP: 6  LRE: 6	After Ration	Rating	2268 2257 2096 2268
Six Months Prior to Rating  Date: 3/30/93  BCWS: 20/2  BCWP: 19/2  ACWP: 16/3  Budget: 225  LRE: 217	Three Monti Ri  Date: 6  BCWS: 6  ACWP: 6  Budget: 76  LRE: 76	After Ration	Rating	2268 2257 2096 2268 2222
Six Months Prior to Rating  Date: 3/30/93  BCWS: 20/ BCWP: 19/ ACWP: 168  Budget: 223  LRE: 213  Derived Modera  Budget Volatility Inde	Three Month Ra  Date: 6  BCWS: 6  ACWP: 6  ACWP: 6  LRE: 6  tors  x: 0.017	After Ration	ng Rating  0/93 Date: 2/28/9  2268 BCWS:  1974 ACWP:  2268 Budget:  1995 LRE:	2268 2257 2096 2268 2222
Six Months Prior to Rating  Date: 3/30/93  BCWS: 20/2  BCWP: 19/2  ACWP: 16/3  Budget: 22/2  LRE: 21/2  Derived Modera  Budget Volatility Inde	Three Month Ra  Date: 6  BCWS: 6  ACWP: 6  ACWP: 6  LRE: 6  tors  x: 0.017	After Ration	Rating	2268 2257 2096 2268 2222
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## Appendix B: Data Supporting Analysis of Complete Data Set

This appendix contains the complete set of plots used to support the assumptions of normality. The plots were constructed by the statistical software package, *Statistix for Windows*.

### 1. Box Plots of CPI and SPI

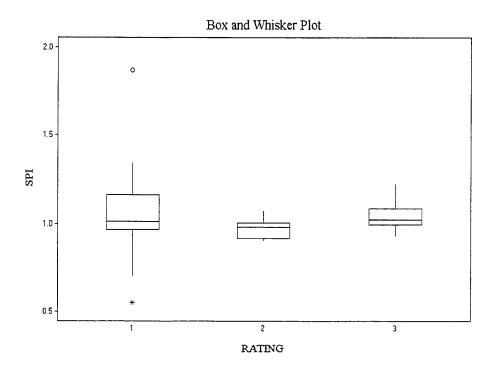


Figure B-1 Box Plot of SPI for Complete Data Set

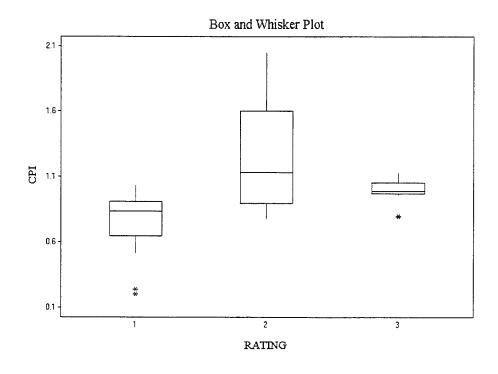


Figure B-2 Box Plot of CPI for Complete Data Set

### 2. Wilk-Shapiro evaluation of normality at each level

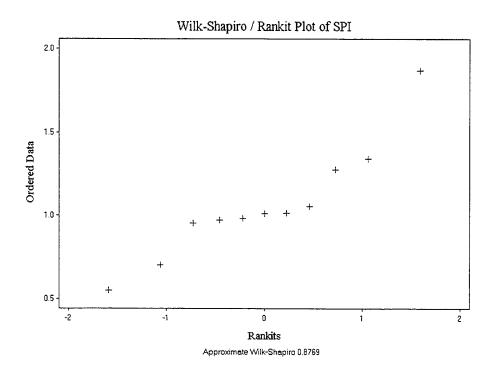


Figure B-3 Wilk-Shapiro Plot for SPI at Rating Level One for Complete Data Set

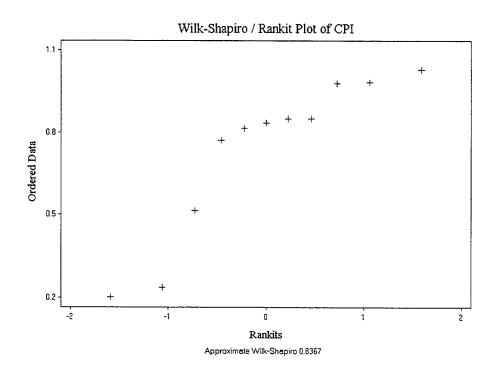


Figure B-4 Wilk-Shapiro Plot for CPI at Rating Level One for Complete Data Set

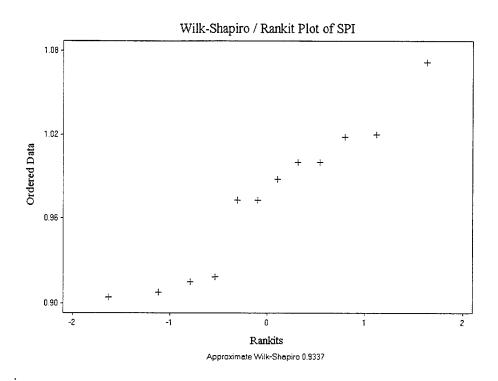


Figure B-5 Wilk-Shapiro Plot of SPI at Rating Level 2 for Complete Data Set

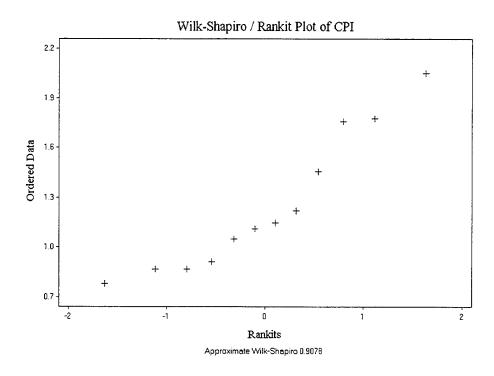


Figure B-6 Wilk-Shapiro Plot of CPI at Rating Level 2 for Complete Data Set

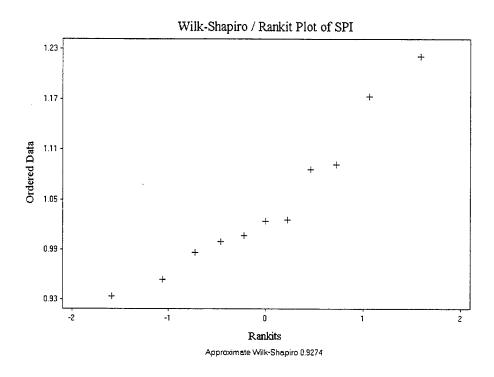


Figure B-7 Wilk-Shapiro Plot of SPI at Rating Level 3 for Complete Data Set

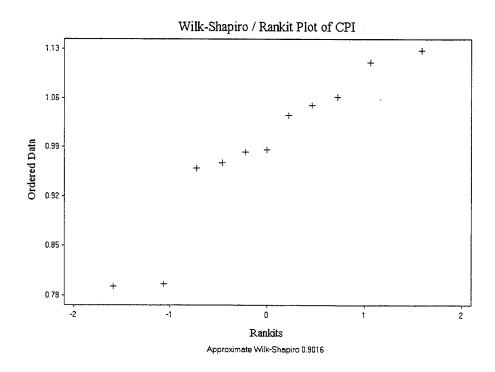


Figure B-8 Wilk-Shapiro Plot of CPI at Rating Level 3 for Complete Data Set

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## <u>Vita</u>

Lieutenant Schaefer

attended Eastlake North High School in Eastlake, Ohio, graduating in 1985. After high school, Lieutenant Schaefer attended Cleveland State University in Cleveland, Ohio.

While pursuing an undergraduate degree in computer engineering, Lieutenant Schaefer worked for Reliance Electric in the software research and development department as part of the cooperative education program.

While still an undergraduate, Lieutenant Schaefer enlisted in the Air Force on 25 May 1989. After finishing basic training at Lackland Air Force Base, Texas, and technical school at Keesler Air Force Base, Mississippi, he was assigned to the 38<sup>th</sup> tactical reconnaissance wing, 26<sup>th</sup> aircraft generation squadron Zweibruecken, Germany as a Guidance and Control Systems Specialist for the RF-4C aircraft. After closure of the base, Lieutenant Schaefer was assigned to Charleston Air Force Base, Charleston, South Carolina to work on the C-141 aircraft.

While there, Lieutenant Schaefer separated from the Air Force to join the Air Force Reserve Officer Training Corp. at Charleston Southern University. Upon graduation from Charleston Southern with a Bachelors of Technology in Computer Science/Mathematics, Lieutenant Schaefer received his commission on 21 May 1994. Upon commissioning, Lieutenant Schaefer was assigned to the Developmental Programming Office at Los Angeles Air Force Base, Los Angeles, California. While

there, Lieutenant Schaefer was selected to attend the Air Force Institute of Technology in May 1996.

Lieutenant Schaefer is married to his wife of six years, Alexandra and they are currently expecting their first child.

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#### 13. ABSTRACT (Maximum 200 Words)

Current methods for monitoring the performance of Department of Defense (DOD) software development contractors have not been successful in reversing the current trend of over budget and behind schedule software development. The DOD has adopted the Software Engineering Institute's (SEI's) Capability Maturity Model (CMM) as a method of determining the process maturity of a software developer with the idea that a more mature process will lead to improved cost and schedule performance. The goal of this research was to determine if a model based on the CMM rating level of a contractor could be developed and used in conjunction with statistical process control to determine if contractor performance was progressing in a satisfactory manner.

To investigate this possibility descriptive statistics were applied to historical contractor performance data and a model was established. A different set of historical data was then used to evaluate the performance of the new model. This performance was then compared to the performance of current methods of statistical control. The results obtained in this research suggest that using the CMM rating level of a contractor to set statistical control bounds is as good, and perhaps better than, the current method being employed.

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