Question	Response
Organization	
1. Tell me about your area of responsibility on the project.	Refer to the OBS and PEP for what your role is (PM, CAM, Project Manager) and use your WAD(s) to show what area(s) you are responsible for specifically.
2. How long have you been in this position?	On this current project and you can talk about other projects.
3. What's your previous experience with EVM and Project Management?	Give some example projects. Admit if this is your first time. Talk about the training you have had (on this project or others).
4. Is your time totally dedicated to this project, or do you also work on other projects?	State if you are fully dedicated to this project. If you aren't, what percentage are you allocated to this project? Will it be a problem that you are on more than one?
5. Show me how you fit into this organization and to whom you report.	Refer to the OBS for this project.
6. How many control accounts are under your responsibility?	Refer to the RAM for this number. You also have a WAD/WAF for each Control Account.
7. How many are currently active?	Don't confuse this with authorized. Work can be authorized but not yet active. CAs that have a start date some time into the future may not be active yet. Refer to the WADs to determine this answer. Those CAs that are listed as Open are active. If the CA is listed as Unopened, they are not yet active but are authorized. These will be switched to active as the work approaches. If it is Closed, then the WAD should also be closed.
8. What is the difference between a work package and a planning package?	Refer to the PMSD definitions (Appendix E Procedure 4).
9. How many work packages are included in your control account(s)?	Refer to your schedule.
10. Who manages the work packages and how are they authorized?	Work Packages are managed by the CAM and authorized with the WAD of that control account.
11. Do you have any planning packages? Are these time phased?	Refer to your WAD, WBS Dictionary, and schedule to determine if you have planning packages. Planning packages should be designated as such. These should be time phased as best as possible and documented in the Basis of Estimate in your WAF.

Work Authorization	
12. What document authorizes you to begin work on a control account?	The signed Work Authorization Document (WAD). You should have a copy of all of your WADs in the CAM notebook.
13. How are control accounts opened or closed?	Controls accounts are opened with the signed WAD. They are closed once all work scope has been completed, all effort has been reported, and all bills have been paid. The PM and CAM verify that all has been completed, the charge code is closed, and the WAD is processed as closed (through change control).
14. How do you know when a control account or work package is open or closed?	The WAD and the Monthly Workpackage Summary (Tab 13 in CAM NB) are all a resource for this information.
15. What documents define the work you are to do and the schedule and budget to which you are to adhere?	The WAD has the Control Account Plan, WBS Dictionary (which defines the work scope), a schedule, and a budget by month for your control accounts. You also have information in the PEP.
16. Who authorizes these documents?	The WAD is authorized by the Project Manager and signed by the CAMs. In some cases where the CAM is the PM, the next higher level of management has to sign for authorization.
17. Do you have any input regarding the work scope, schedule and/or budget on these documents?	The CAM, together with the project team and stakeholders, is responsible for developing the WBS. The CAM is also responsible for preparing the WBS Dictionary and creating a fully integrated and resource loaded schedule that is logically tied and contains control milestones. Also refer to the PMSD and PMSD Appendix E Procedures 2 through 7.
18. Show how the document(s) is/are traceable to the WBS Dictionary.	The Control Account numbers are listed in the WBS Dictionary.

Planning, Budgeting, Estimating, & Scheduling	
19. Did you develop your schedule? If so, explain your scheduling responsibilities and how you schedule your work.	The CAM is responsible for developing the schedule. Project Management and Project Controls are support and approval functions. The reviewers want to know that you OWN your schedule and that this was created in an iterative process. Make sure not to seem as though it was created in a vacuum (you involved others to plan the work for a well rounded schedule). Refer to the PMSD and PMSD Appendix E Procedure 6.
20. What role did you have in formulating the estimated budget for this effort?	The CAM is responsible for developing the budget. Project Management and Project Controls are support and approval functions. The reviewers want to know that you OWN your budget and that this was created in an iterative process. Refer to the PMSD and PMSD Appendix E Procedure 6.
21. How did you arrive at your proposal estimates? Do you have the backup details or worksheets from which these estimates were derived?	Refer to your Basis of Estimate documents from the WAF. Make sure to show it was based on something (past experience, historicals, a contract already in place, etc). Provide whatever backup detail they may request.
22. What is your total budget (for each control account and the total of all control accounts)?	This is found on the RAM and WAD.
23. What is your total authorized budget?	This is found on the WAD.
24. How was this budget established?	Budget was established through the iterative process of scheduling the activities and resource loading. Through this process, a time-phased budget was developed.
25. Does it reflect an achievable value for the resources to fully accomplish the control account scope of effort? Is your budget adequate?	The budget established for my control account is sufficient to accomplish the scope of work.
26. What process was used to time phase the budget resources into monthly planning packages, tasks, work packages, or summary activities?	Detailed information is found in PMSD Appendix E Procedure 6. In summary, after the CAMs developed the logically tied schedule, the activities were resource loaded. The schedule was then resource leveled to correct over assignment of

	resources. This information was put into a cost tool (Cobra) to produce the time-phased budget, or cost plan. The budget was reviewed and approved by project management.
27. Show how your control account schedule is vertically and horizontally integrated with the intermediate and/or master schedules.	A copy of the Resource Loaded Schedule is in the CAM Notebook. Each activity and milestone is logically tied with predecessors and successors throughout the schedule.
28. When are you required to detail plan planning packages or summary activities?	Prior to the start of the work. At least one month ahead is recommended so that there is adequate time to process a change request. Refer to PMSD Appendix E Procedure 4.
29. What schedule document or system is used to develop detail planning for your control account?	The scheduling tool is Primavera Project Management. Documents are PMSD Appendix E Procedure 6 and 7.
30. Do you have any supplemental schedules; show how they relate to the baseline schedule?	If you do have supplemental schedules that you manage, discuss how you manage those and how they tie into the baseline (via milestones or higher level activities).
31. Do you directly support any major milestones? Which ones?	Milestones at all levels are schedule in the CAM Notebook. Milestones at the L1 and L2 are also listed in the PEP.
32. How do you provide input into the current schedule?	CAMs work directly with a Project Controls Analyst, who inputs information into the scheduling tool. Also see PMSD Appendix E Procedure 8.
33. How do you receive updated schedule information?	The Project Controls Analyst provides update information at least monthly. Also, point out that we are a team and you feel comfortable reaching out to the Project Controls person at anytime for a copy of the schedule. Also see PMSD Appendix E Procedure 8 for the types of schedule updates that should be provided to the CAMs & PMs.
34. What process do you use to ensure that your schedules are aligned with the schedules of other CAMs and with the program schedule?	This is a communication question. Refer to the weekly meetings you have where issues are discussed. Also refer to the fact that schedules were developed in at iterative process with the team involved.
35. How do you inform others of any changes in your scheduled activities? (Alternatively, how do others inform you of the same?)	Again, same as above. Through the use of various communication methods. Weekly meetings, variance discussions, etc.

36. Select specific work packages and explain how the amounts of budget hours or values were determined.	Select several activities in your schedule and explain how the budget hours were determined.
37. Are your budgets time phased? How is this shown on your control account plan?	Yes. Refer to the Control Account Plan in the WAD.
38. How do you know that the work within your control accounts to be performed by other organizations has been properly planned?	If you have work that involves other organizations, it was still planned by you, the CAM.
39. How do you check the status and performance of work on your control account by outside performing organizations?	The status of work performance is checked through monthly project support team meetings. When the subcontracts are written, the process that is used for checking status and performance is documented in the PMSD.
40. How far in advance do you convert planning packages into work packages and what is the process?	Prior to the start of the work. At least one month ahead is recommended so that there is adequate time to process a change request. Refer to the PMSD and PMSD Appendix E Procedure 4 for more information. The basic process is initiating a change request, generating a what-if schedule with budget to assess the over impact, and obtaining approval of the change request. This officially allows the conversion of the planning packing into a work package within the control account.
41. Can you transfer budget between planning packages and work packages? Between work packages?	Tricky question. You cannot transfer budget between planning packages and work packages, or between work packages without the transfer of scope. You can replan a planning package into work packages using the budget originally assigned to the planning package or a new budget if available. No matter what the change control process has to be used.
42. What rates did you use and show how they are applied?	WAF supplied rates.
43. Are you responsible for any subcontracts? If so, how many and what is the dollar value?	Refer to your WAD for a list of resources within a control account. If you have subcontracts listed, determine how much and what the total value is for that control account. If you need a specific run from the cost tool (Cobra), that is possible to provide. Notify your project controls person that it is needed.

44. How was the budget determined and planned for the subcontracted effort?	Refer to your Basis of Estimate document (WAF).
45. How is the subcontracted effort incorporated into your schedule?	Refer to your Basis of Estimate document and control account plan in the WAD. If you have a contract in place, a schedule of values from the subcontractor should support the values incorporated into your schedule.
46. Which control accounts contain major risks?	Refer to the Risk Registry/WAF.
47. Are these items tracked in a risk register?	Yes. Refer to the risk registry.
48. How is Contingency Reserve calculated?	Refer to the WAF/Risk Register.
49. What is the Contingency relationship to the Risk Register?	Refer to the PMSD and PEP for more details.
50. Who "owns" Contingency?	Remember the bottom line that Contingency is owned by the Federal Project Director. However, it is controlled by thresholds as outlined in the PEP. Additionally, the use of contingency requires the processing of a change request.

Earned Value Measurement	
51. When do you assign the Earned Value technique to the control account?	Guidance was given to the CAMs during development of the schedule on available earned value techniques. During the scheduling process and before the control account plan/WAD is finalized, an earned value technique is assigned by the CAM working with the Project Controls Analyst to each resource loaded work package. Further information can be found in the EVM-SD and EVMP.004 and 005. It is important to note that Planning Packages to NOT have EV techniques assigned until they are converted to Work Packages.
52. What options does your system provide for Earned Value techniques?	See the PMSD Section 2.1.2.1 for options. Also, in training slides.
53. How do you determine what method and how does it get into the system?	See the PMSD for how we apply each method. Make sure you understand how they are applied to your control account. These methods make it into the scheduling system (P3) by the CAM working with the Project Controls Analyst and filling out the appropriate field. The scheduling system then passes this information along to the cost system (Cobra) where it is maintained in the baseline.
54. How do you status your control accounts and how does the performance status get into the system?	Refer to PMSD Appendix E Procedure 8 and the project reporting schedule. Monthly the Project Controls Analyst sends the CAM a formal status sheet to update. The CAM gathers, updates, and validates the status information and provides it back to the Project Control Analyst. This sheet is then used to update the working copy of the schedule in the scheduling tool by the Project Controls Analyst. Once updated, the values are passed to the cost system for performance data. This comes out of the cost system in the form of reports.
55. Where is it indicated how you are taking earned value?	See the Monthly Work Package Summary in the CAM Notebook (via Tab 5).
56. What percentage of your work is LOE? What portion is discrete?	Refer to the RAM for this percentage.

57. What type of work has the LOE technique been assigned? Describe the work associated with these.	The goal of this question is to prove that you understand what makes something LOE. This type of work has no definite deliverable. You should be able to determine what activities in your schedule are LOE.
58. Do you have any control accounts which contain a mixture of LOE and discrete effort? What is the breakout of each?	You can determine this from the RAM.
59. Do you have any EV techniques that use milestones or steps to measure performance? If so, how are those documented?	See the Monthly Work Package Summary in the CAM Notebook (via Tab 5).
60. How do you monitor performance on subcontracts? How do you take earned value?	Performance should be collected and monitored monthly by requesting information from the subcontractor. They will most likely ask for documentation of what is received each month.

Reporting and Analysis	
61. What reports do you receive that identifies cost and schedule status of your control accounts?	The CAM Notebook has a copy of reports issued (if applicable). Each month a CAM gets the Contract Performance Reports (CPRs), Variance Analysis Reports, and Job Cost Reports.
62. Which reports to you use most frequently and why?	Discuss what you find most useful for performing analysis. They are interested in seeing what you use and that you use something here.
63. What are the variance thresholds for your control account?	Refer to the Project's PEP.
64. How do you know when you have exceeded a threshold?	This is noted on the Cost Performance Report and Variance Analysis Report.
65. How do rate changes affect your control accounts?	Rate changes would impact your control account if a resource within your area is included in this rate change. Once identified an assessment would be done on the complete impact and this change would have to be incorporated in to your ETC.
66. Who is responsible for rate variance analysis?	The project controls group monitors rates and rate changes come from the Budget Office. Additionally, the CAM should monitor all costs to their control account.
67. How do you know when you must prepare a variance analysis report?	Anything that exceeds the documented thresholds in the PEP must have a VAR prepared.
68. Show me samples of your variance analysis reports.	Refer to your reporting section in the notebook. They are trying to determine that these show a statement of problem, the variance, its cause and impact, and proposed corrective action.
69. Who receives your variance reports and what action is taken on the reports?	VARs are received by the PM and project controls team. The information from these reports are reviewed for incorporation into the CPR Format 5.
70. Do you develop corrective action plans for variances? Who approves these plans?	YES. VARs require corrective action plans and they are approved by the PM.
71. How do you follow through corrective action plans to ensure they are carried out?	We communicate these at status meetings.
72. Do you ever have mischarges to your control accounts? How are these corrected?	If you have had mischarges, you may want to pull an example. These should all be corrected with an RFBA and the correction itself will appear in the following month. It is important to note that it will appear in the next month and not be retroactive.

73. What's the accrual process for subcontracts?	This process should involve getting information from the subcontractor and providing this information to Accounting for an accrual.
74. Who reviews labor hours and validates charges to your control accounts?	The CAM should review all charges to the control account. Additionally, the project controls personnel review charges to the control accounts.
75. How do you calculate forecasts (EAC and ETC)? How often is yours revised?	Review the PEP, PMSD (2.3.7) and PMSD Appendix E Procedure 7 for more information. PEP requires that each fiscal year
76. What process do you use for revising forecasts?	Review the PMSD and PMSD Appendix E Procedure 7. When monthly reports are received, revisions are made by assessing pending change requests and variances associated with the control account. The provided values are then revised and incorporated into the CAMs ETC for the control account and provided in the monthly reports.

Revisions and Change Control	
77. Have you had any changes to your control account? If so, show an example change. If not, explain how one would be handled.	Refer to the section of the CAM Notebook that covers change requests. Walk through an example and the process. Refer to PMSD and PMSD Appendix E Procedure 9 for additional details on the process.
78. What is the process for making changes to your budgets?	Of course this depends on what kind of change is being referred to by the reviewer. This has to be an authorized budget change. Step them through the change control process for a budget change. Remember budget and scope move together. Make sure you discuss no changes to historicals, thresholds, and levels. Refer to PMSD and PMSD Appendix E Procedure 9 for additional details on the process.
79. What are the thresholds for making changes?	Refer to the PEP.
80. How is budget transferred between a control account and contingency reserve?	Discuss the process of transferring to and from these. Contingency always involves the Federal Project Director (be sure to know what level requires higher than that). Don't forget the use of logs here. Refer to PMSD and PMSD Appendix E Procedure 9 for additional details on the process.