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Handbook: The Program Managers' Guide to the Integrated Baseline Review Process

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Handbook: The Program Managers' Guide to the Integrated Baseline Review Process

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**Government Electronics and Information Technology Association
(GEIA)**

**The Program Managers' Guide to the Integrated Baseline Review
Process**

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The Program Managers' Guide to the Integrated Baseline Review Process

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Forward

In accordance with Department of Defense (DoD) acquisition policy, Program Managers (PMs) must conduct Integrated Baseline Reviews (IBRs) on contracts with Earned Value Management (EVM) requirements. IBRs are intended to provide a mutual understanding of risks inherent in contractors' performance plans and underlying management control systems. Properly executed, IBRs are an essential element of a PM's risk management approach. However, for some time there has been concern about IBRs meeting their stated goal. In response to this concern, a team reviewed the IBR Process to assess IBR conformance to DoD policy.

The team found that most IBRs generally conform to DoD policy. However, the team found inconsistent policy interpretation, which resulted in the development of individual Service/Agency IBR guidebooks, differing perceptions of purpose and value, and inconsistent IBR execution. The team also found that the degree of focus on operational management processes broadly ranged from high to low during IBRs.

As a consequence, *The Program Managers' Guide to the Integrated Baseline Review Process* was developed to improve the consistency of the overall IBR Process. This guide identifies the purpose of the IBR Process and conveys the need to make it a continuous process. This guide also integrates the IBR with risk management, within the framework of the IBR Process.

This guide is the principal IBR reference and should be used to implement an integrated baseline discipline on an acquisition program. PMs are strongly encouraged to use this guide during IBR training, when preparing for an IBR, and then again during the actual execution and conduct of the IBR.