



**ATTACHMENT 15 – CONTRACT WORK BREAKDOWN STRUCTURE (CWBS)**

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## GLOSSARY OF ABBREVIATIONS AND ACRONYMS

Acronym	Description
BOM	Bill of Materials
CLIN	Contract Line Item Numbers
CMMI	Capability Maturity Model Integration
CWBS	Contract Work Breakdown Structure
ERA	Electronic Records Archives
FOC	Final Operational Capability
IOC	Initial Operational Capability
IP	Integrated Plan
IPT	Integrated Product Teams
IS	Integrated Schedule
ISO	Industry Standards Organization
LM	Lockheed Martin
N/A	Not Applicable
NARA	National Archives and Records Administration
O&S	Operations & Support
OCM	Organizational Change Management
PMO	Program Management Office
PWBS	Program Work Breakdown Structure
PWS	Performance Work Structure
QA	Quality Assurance
RCM	Requirements Cross Reference Matrix
SBU	Sensitive but Unclassified
SEIT	System Engineering Integration and Test
SH	System High
SL	System Low
St.	Saint

## CONTRACT WORK BREAKDOWN STRUCTURE (CWBS) INTRODUCTION

The CWBS forms the foundation of the Lockheed Martin Team’s business information framework. It aligns responsibility with accountability within the organization and establishes the single numbering system that serves as the thread for the overall business information framework.

### Overview

This Electronic Records Archives (ERA) CWBS organizes major management and technical activities into elements which serve as the basis for scheduling, planning and control across the program. The CWBS was derived from the National Archives and Records Administration (NARA) Program Work Breakdown Structure (PWBS) provided in NARA Request for Proposal NAMA-03-R-0018. The CWBS code associated with each data element provide the linkage to the PWBS; the numbers to the left of the hyphen are the original NARA references while the numbers to the right of the hyphen indicate Lockheed Martin tailoring. The CWBS forms the basis of the business information framework and provides a means of tracking and accounting for specific work elements within the program. A CWBS Index, a data dictionary and a pictorial representation of the CWBS structure is provided in this document.

The CWBS is one of the six management plan documents that comprise the ERA business information framework. The framework, shown in Figure A-1, provides the means for guiding and controlling work within the ERA program.

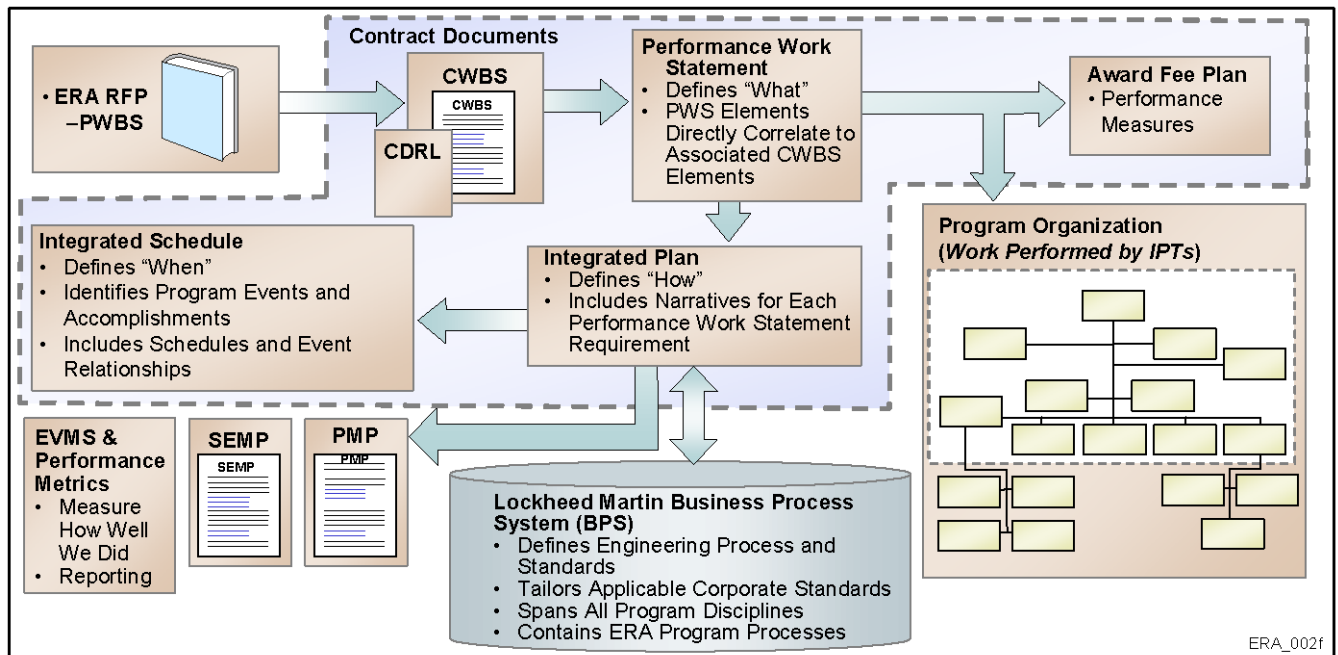


Figure A-1. ERA Business Information Framework

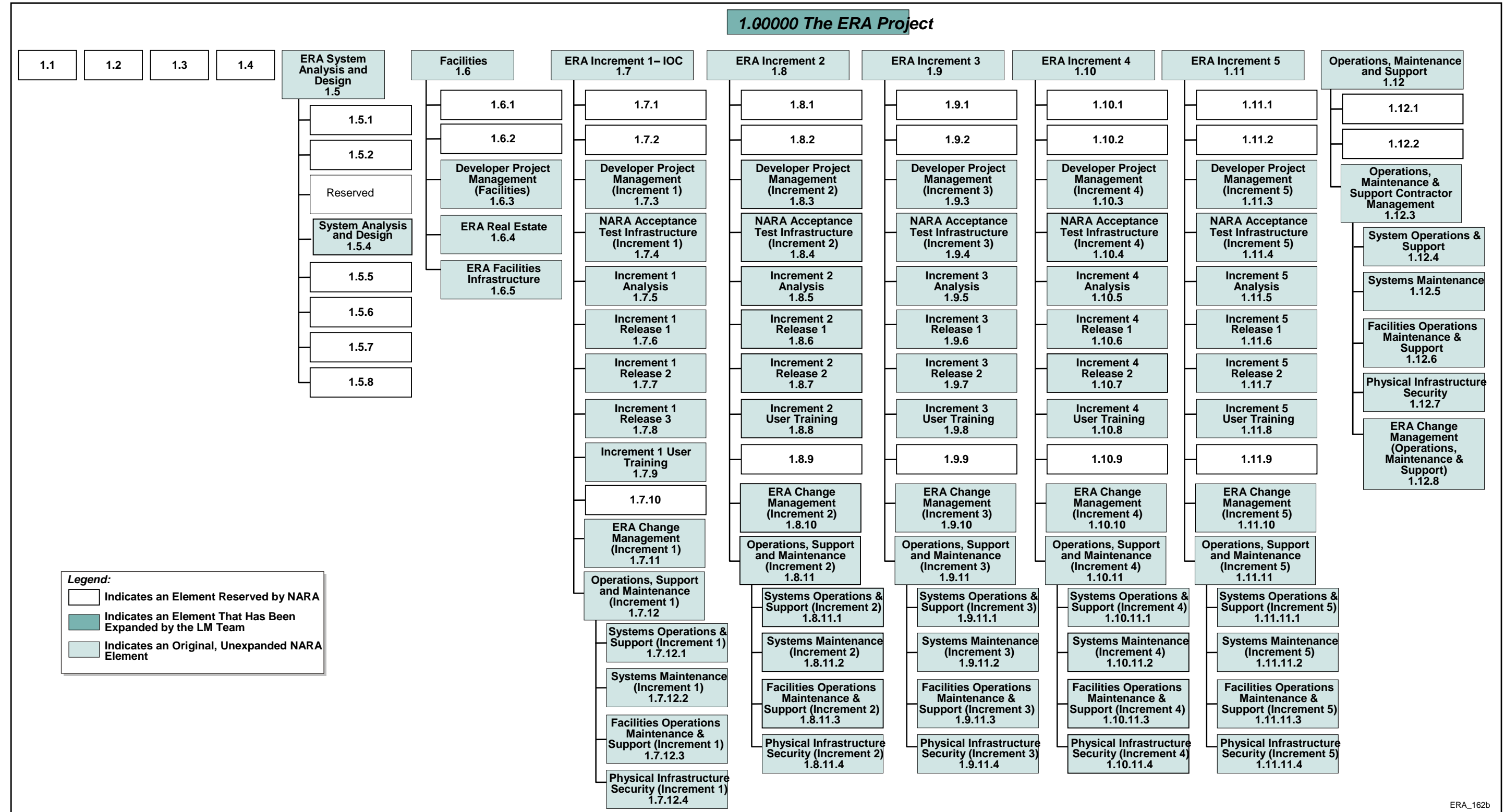


The contents of the management plan documentation is driven by the requirements and information found within the ERA Request for Proposal (RFP). For example, the Contract Work Breakdown Structure (CWBS) is derived from the NARA Program Work Breakdown Structure (PWBS), and the Contract Data Requirements List (CDRL) has enhanced the ERA RFP's CDRL with additional Lockheed Martin Team delivery recommendations. The Performance Work Statement (PWS) explains 'what' work will be performed, as organized by the CWBS work structure, while the Award Fee Plan describes how Lockheed Martin Team performance will be rewarded. The Integrated Plan (IP) explains 'how' the work described in the PWS will be performed, and the Integrated Schedule (IS) describes 'when' the work will be performed. The management plan documentation is further described in the following list. Please refer to the individual documents for detailed information. ERA management plans include:

- **Contract Work Breakdown Structure (CWBS).** This defines the scope of the effort and how the team will accumulate costs. The CWBS aligns responsibility with accountability within the team's organization and establishes the single numbering system that serves as the thread for the overall business information framework. The PWS, the Integrated Plan (IP) and the Integrated Schedule (IS) all use the numbering system documented within the CWBS.
- **Contract Data Requirements List (CDRL).** The CDRL defines the data to be delivered to NARA. For the ERA program, data may be defined as software, hardware, documentation, or formal program reviews. The Lockheed Martin Team has enhanced the original NARA CDRL with recommendations for additional data items.
- **Performance Work Statement (PWS).** The PWS describes the work to be performed under the ERA contract. The work is associated with the specific CWBS element which will be used to provide accountability, along with the specific CDRL items that it produces or modifies.
- **Integrated Plan.** The Integrated Plan consists of two principal parts: the event tables that define what will be achieved (i.e., the program events, significant accomplishments, and accomplishment criteria) and the process narratives that say how the Lockheed Martin Team will perform the effort to satisfy the program events, significant accomplishments, and accomplishment criteria. Through the definition of the program events, the Integrated Plan defines the capabilities that will be provided with each increment. The System Engineering Management Plan (SEMP) is developed from the Integrated Plan and becomes the governing Engineering Management Plan for program execution. All engineering processes map into the SEMP. The Program Management Plan (PMP) defines the organizational structure, roles and responsibilities that execute the processes captured within the Integrated Plan.
- **Integrated Schedule.** The Integrated Schedule shows the dates and network relationships for the program events, significant accomplishments, and accomplishment criteria defined in the Integrated Plan. The Lockheed Martin Team updates the Integrated Schedule regularly to show the status and progress toward achieving the program events, significant accomplishments, and accomplishment criteria.
- **Award Fee Plan.** The Award Fee Plan uses performance measures to assess the Lockheed Martin Team performance. The measures are regularly re-evaluated and adjusted by NARA in conjunction with the Lockheed Martin Program Management Team.



SECTION 3 CWBS STRUCTURE

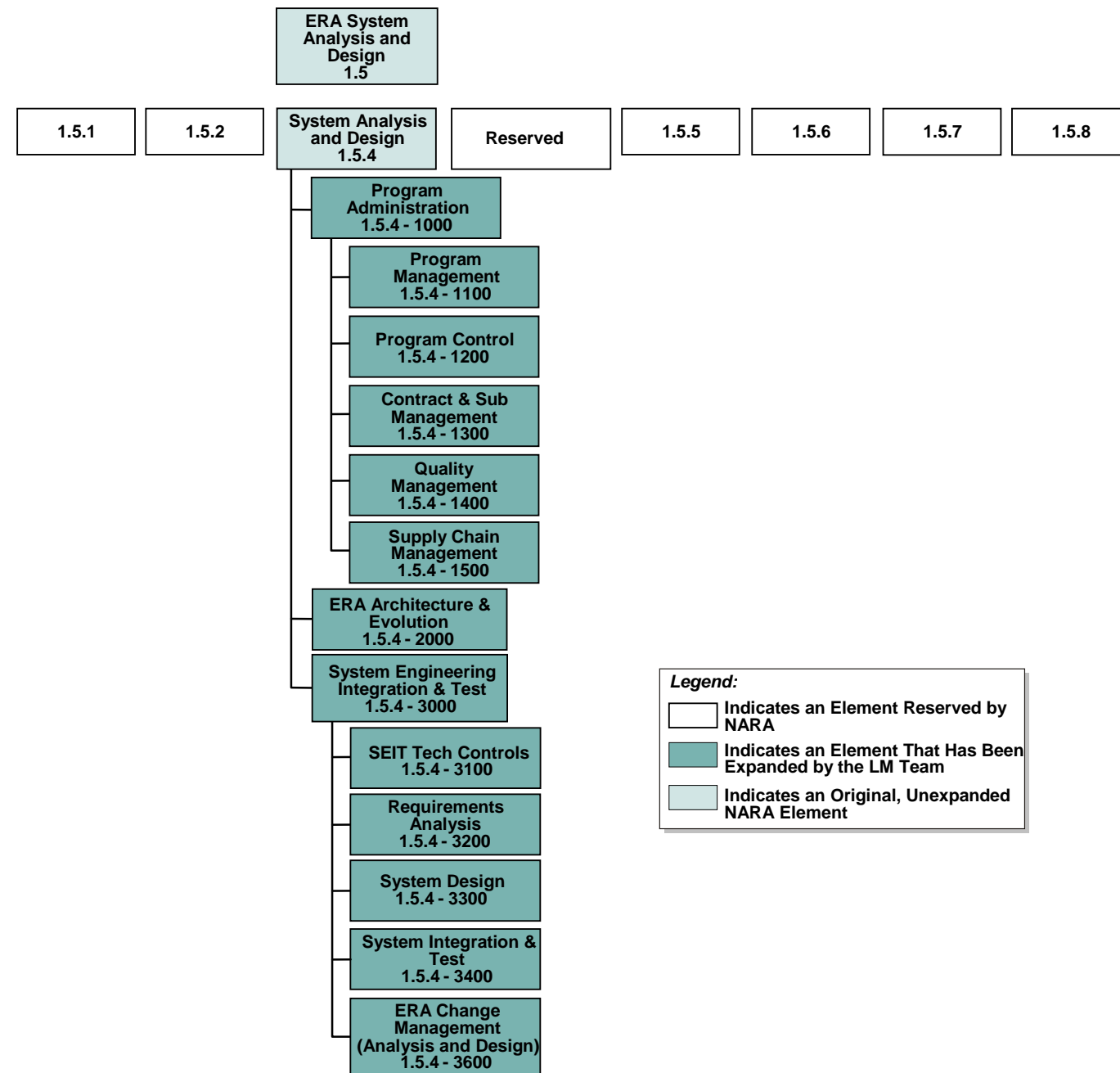


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Figure A-2. Original NARA PWBS plus one Lockheed Martin defined 'Project Element'

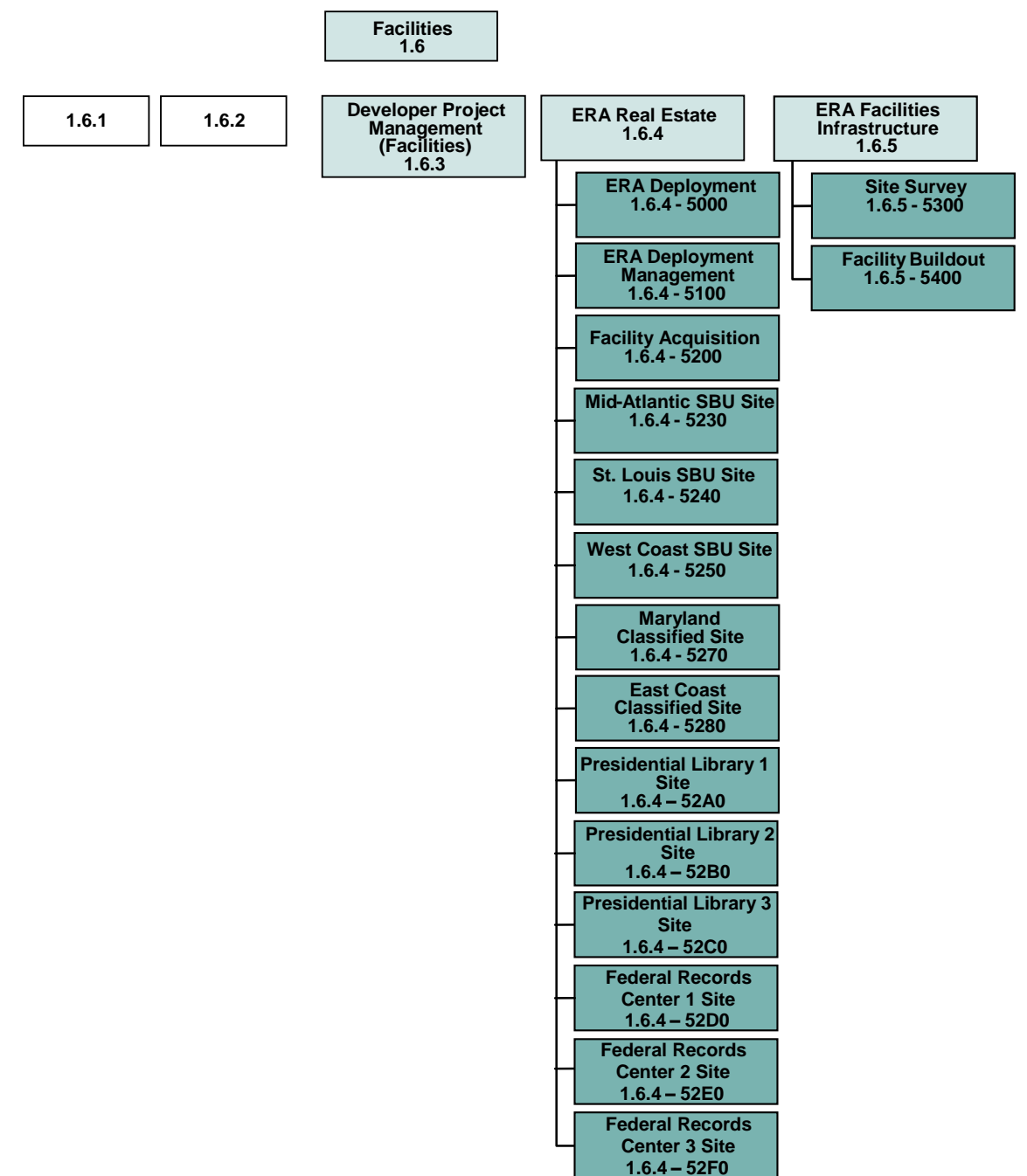


**CWBS Level 1.5, ERA System Analysis & Design**



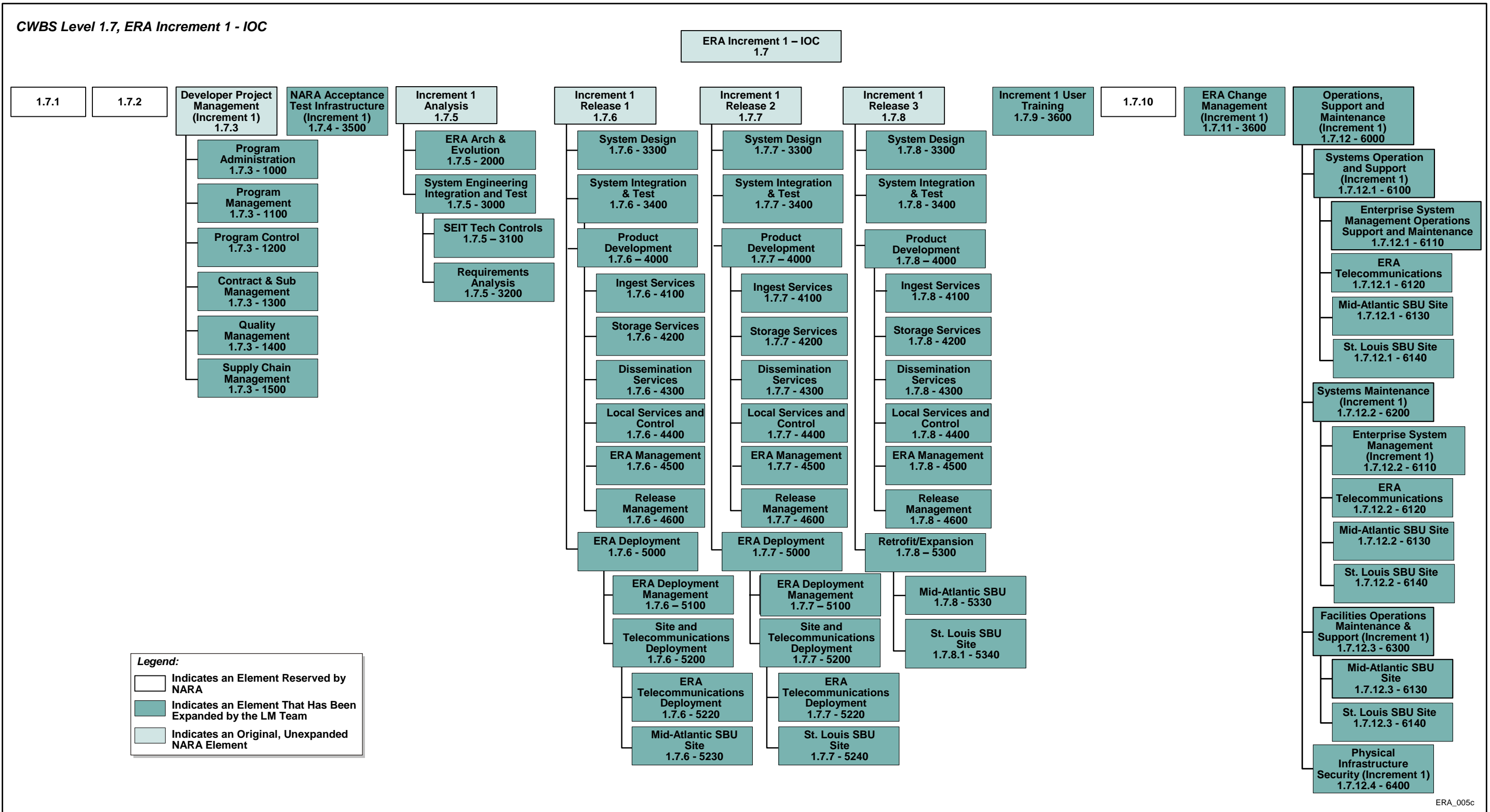
**Legend:**  
 [White Box] Indicates an Element Reserved by NARA  
 [Green Box] Indicates an Element That Has Been Expanded by the LM Team  
 [Light Green Box] Indicates an Original, Unexpanded NARA Element

**CWBS Level 1.6, Facilities**



ERA\_004b

Figure A-3. Level 1.5 ERA System Analysis and Design



ERA\_005c

Figure A-4. Level 1.7 ERA Increment 1 - IOC





# NARA Electronic Records Archives (ERA) Original Contract

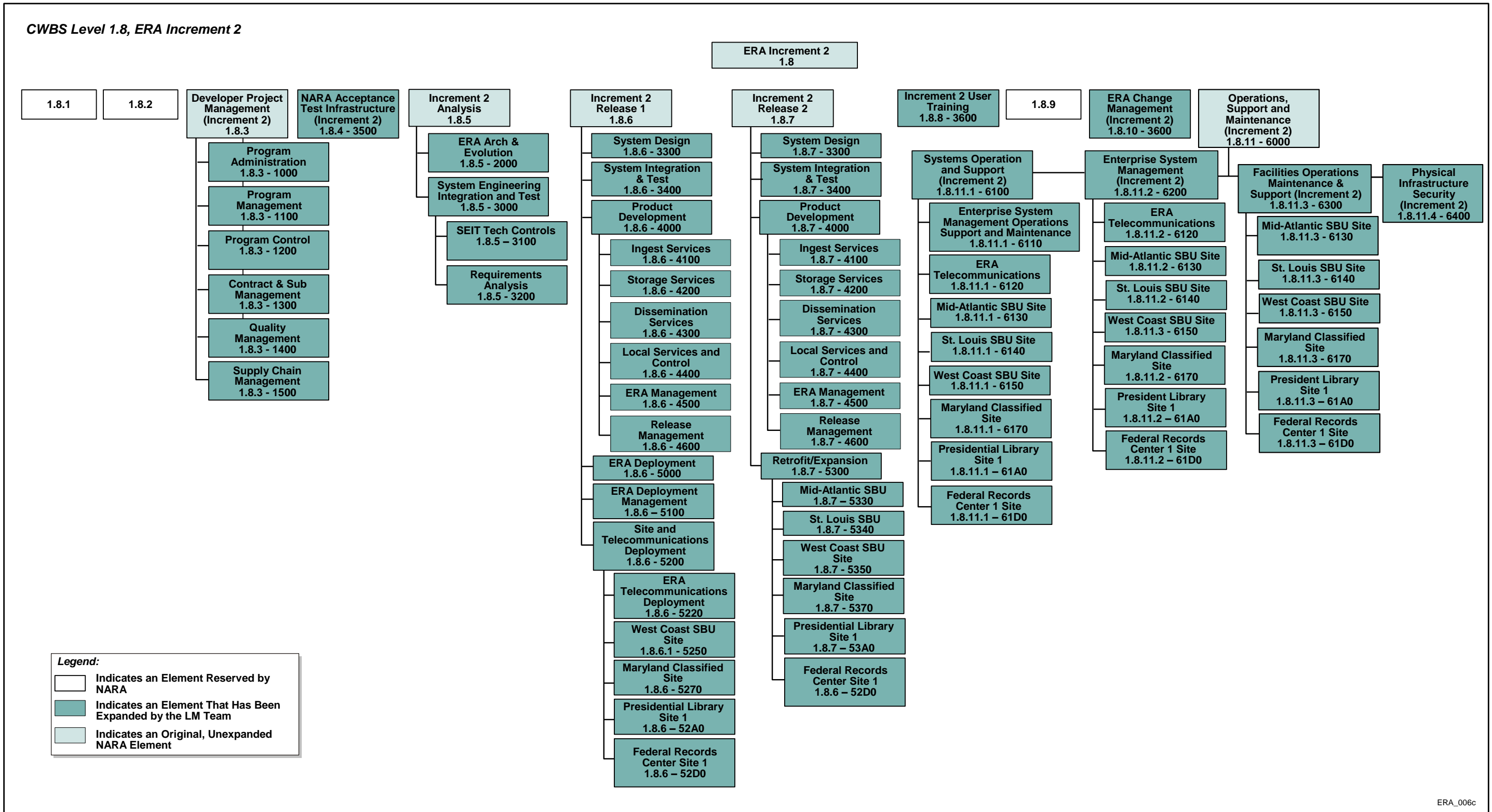


Figure A-5. Level 1.8 ERA Increment 2





# NARA Electronic Records Archives (ERA) Original Contract

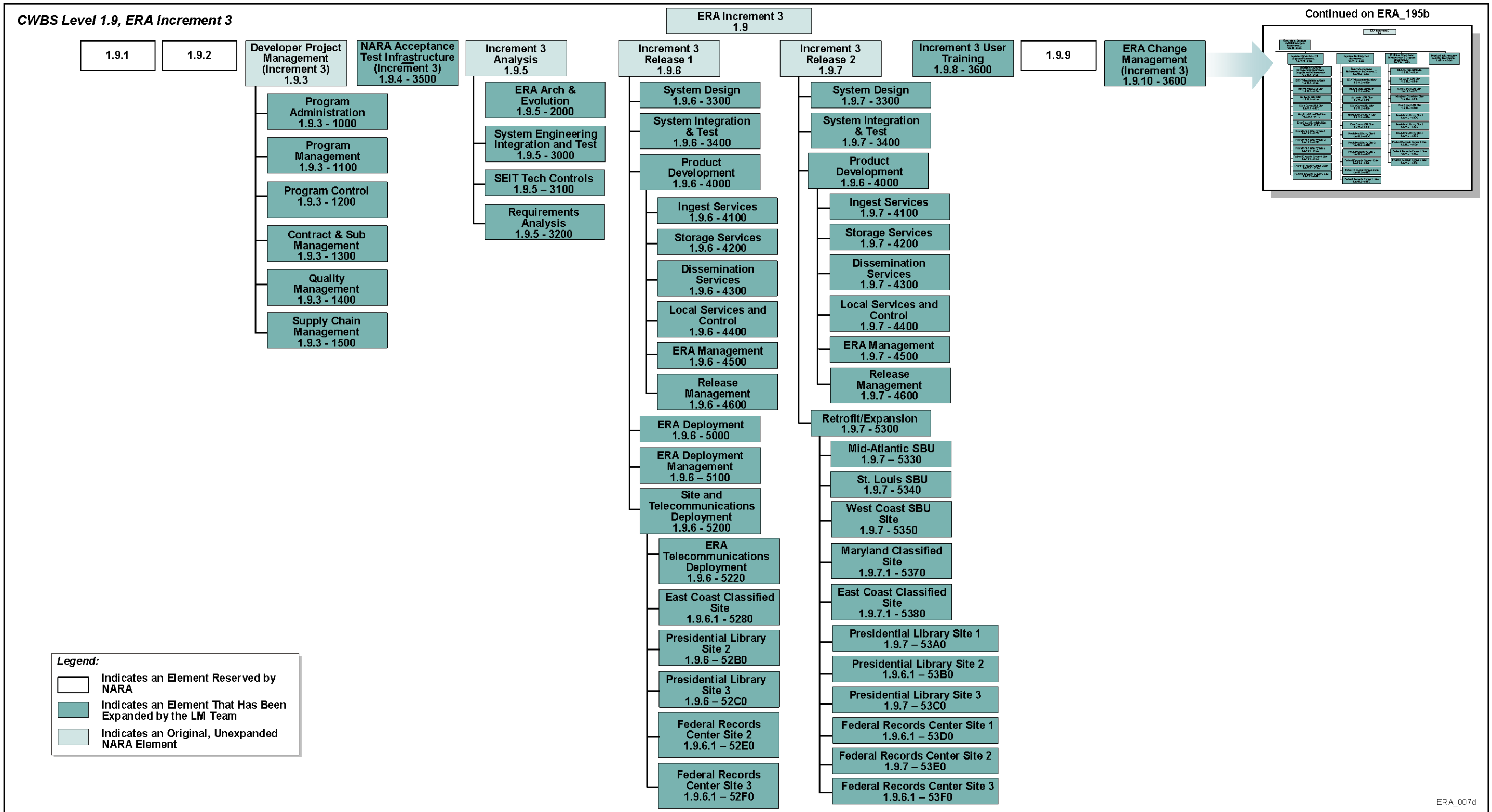


Figure A-6. Level 1.9 ERA Increment 3

CWBS Level 1.9, ERA Increment 3, Part 2

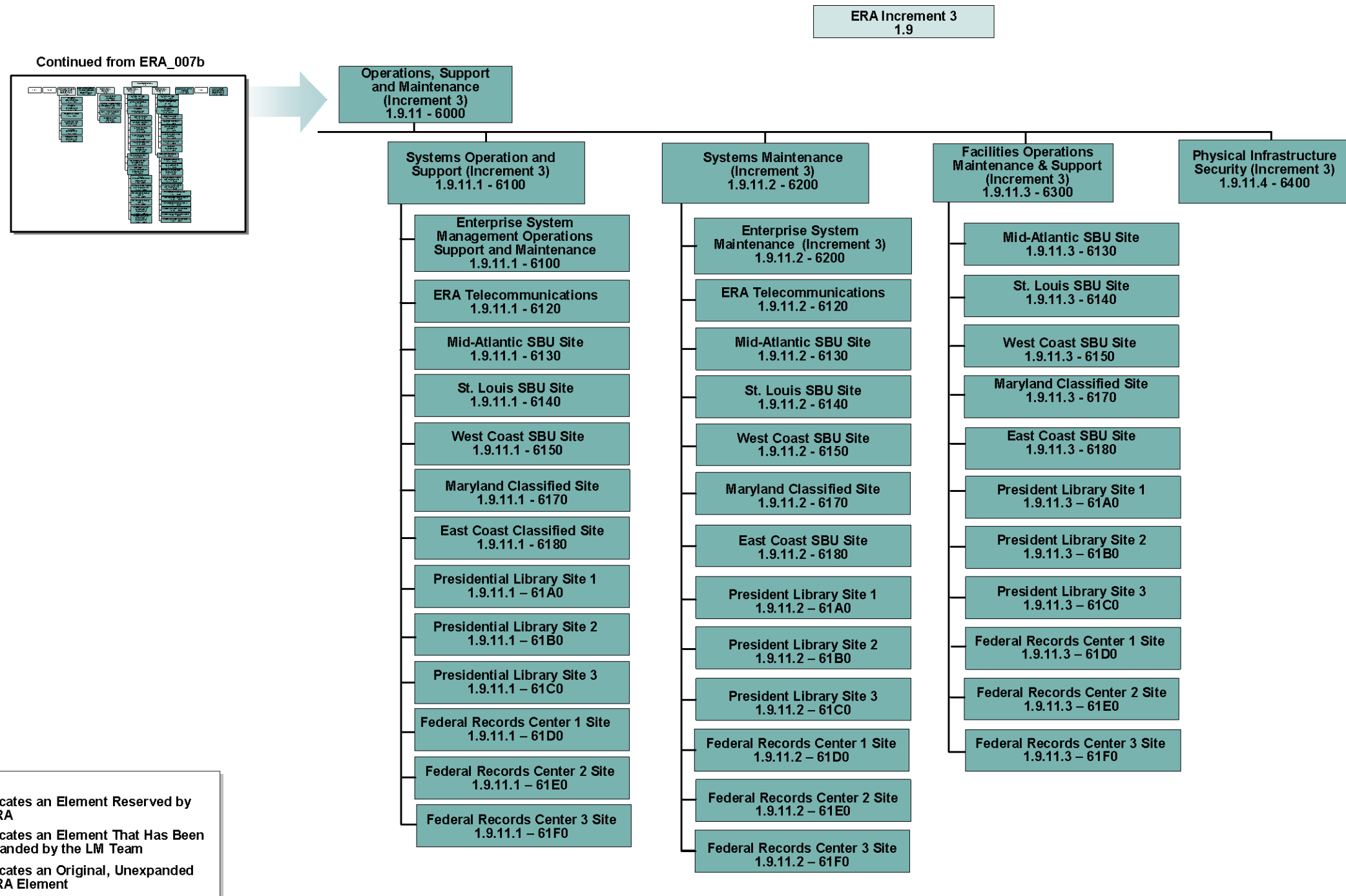
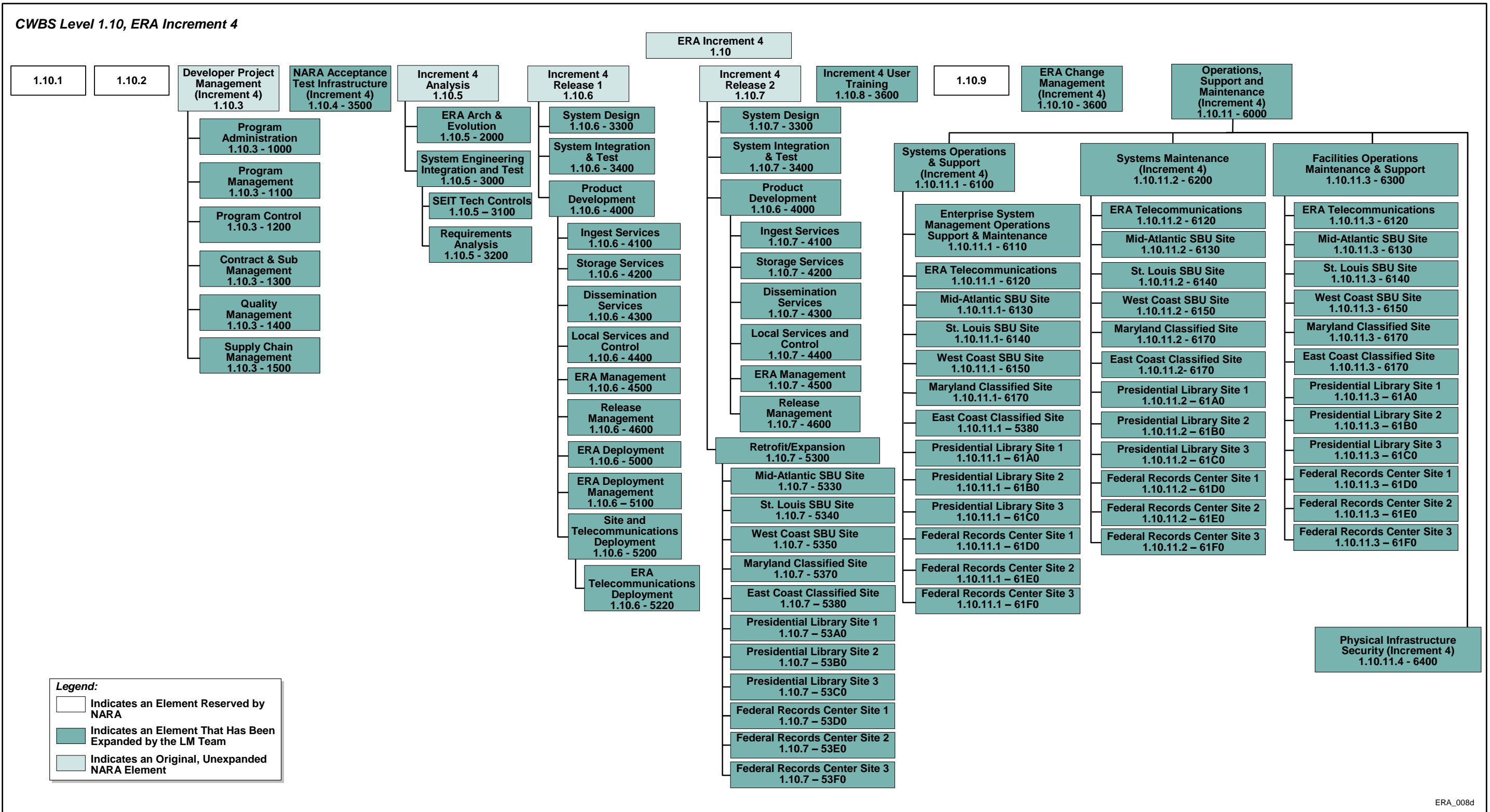


Figure A-6. Level 1.9 ERA Increment 3 (continued)



# NARA Electronic Records Archives (ERA) Original Contract

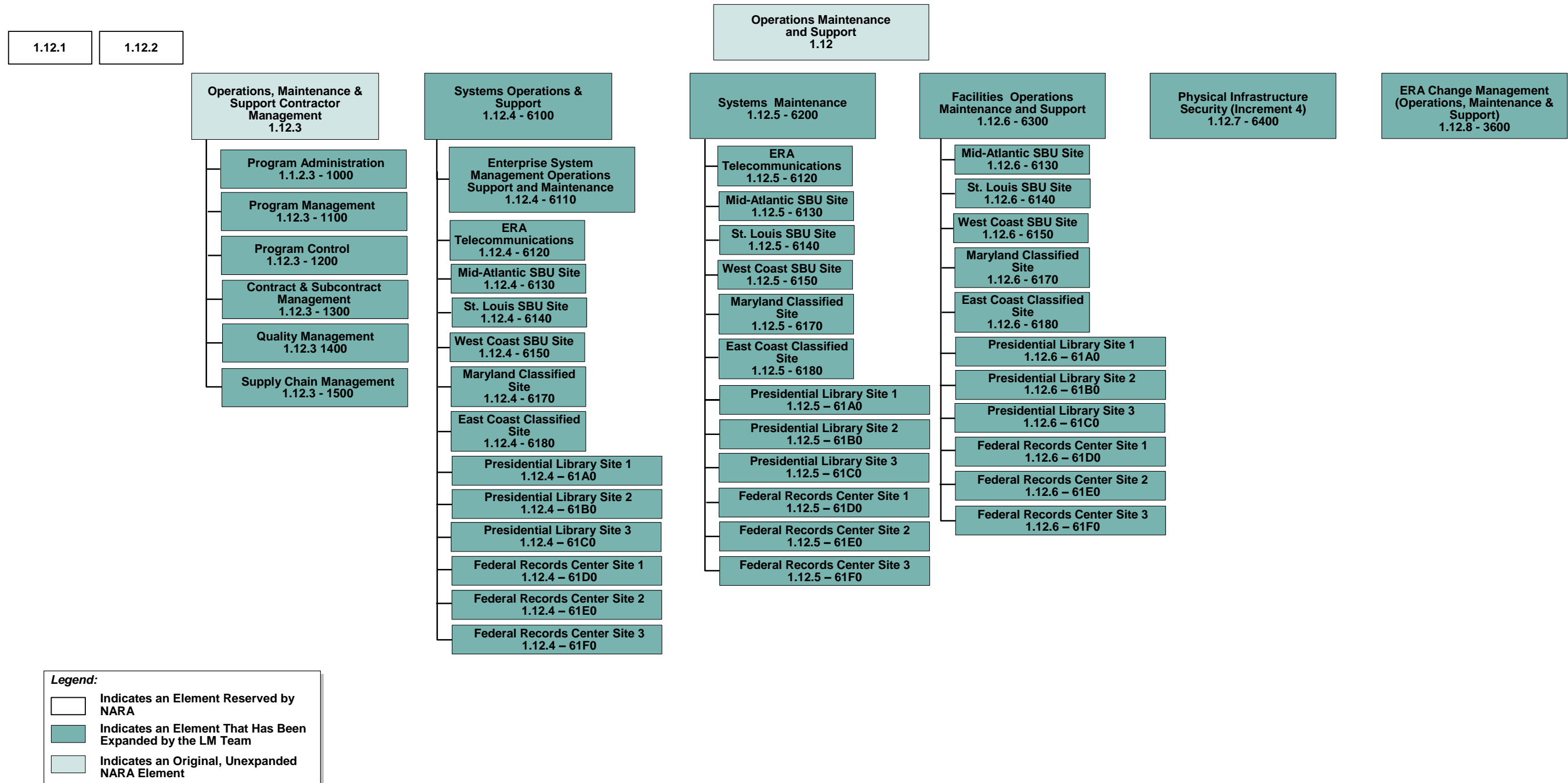


ERA\_008d

Figure A-7. Level 1.10 ERA Increment 4



CWBS Level 1.10, ERA Increment 4



ERA\_194b

Figure A-7. Level 1.10 ERA Increment 4 (continued)



CWBS Level 1.11, ERA Increment 5

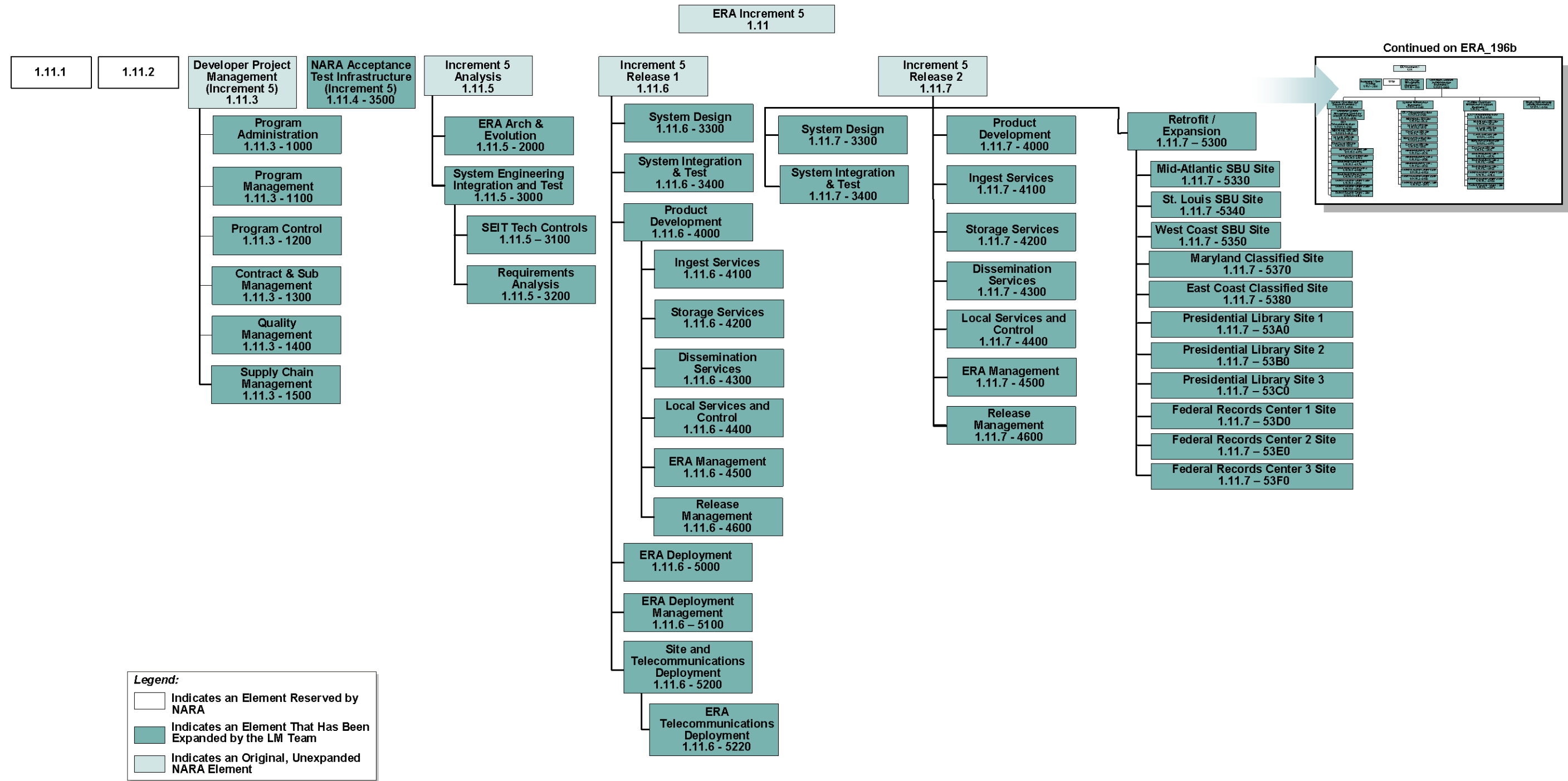
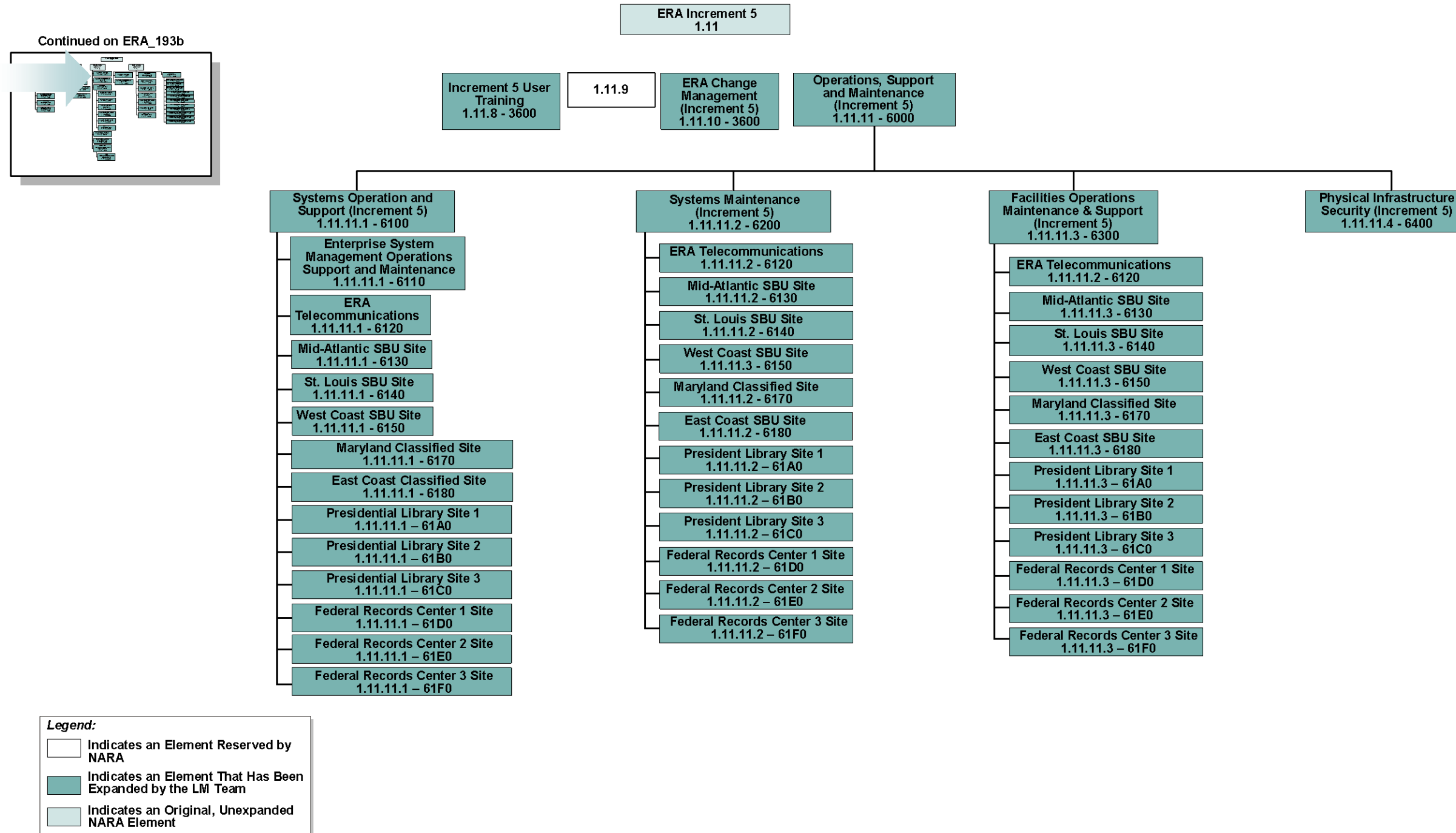


Figure A-8. Level 1.11 ERA Increment 5

CWBS Level 1.11, ERA Increment 5



ERA\_196b

Figure A-8. Level 1.11 ERA Increment 5 (continued)