

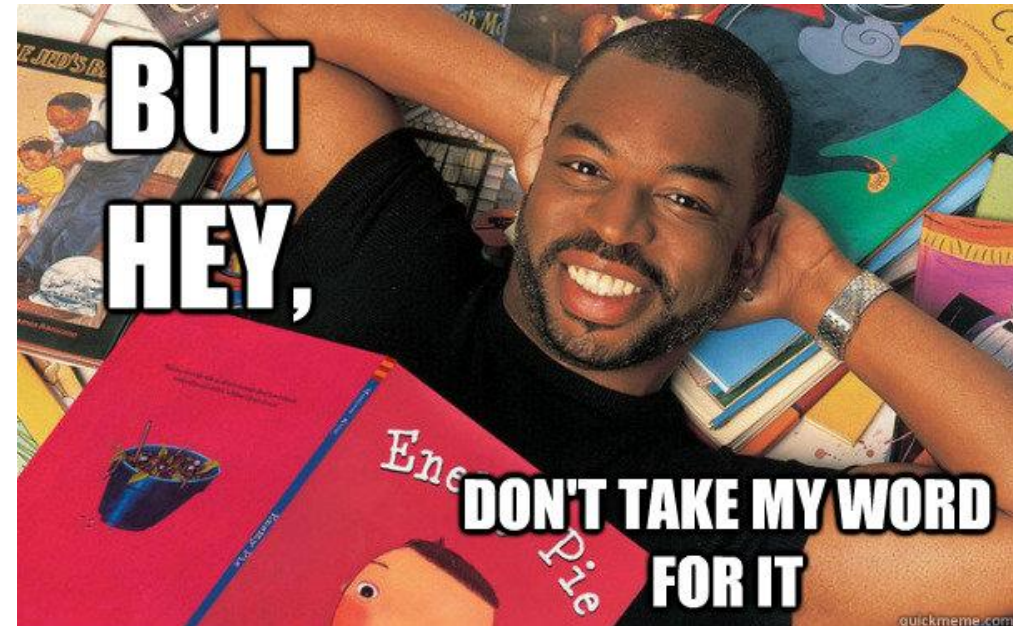
EVM without the 32 Guidelines

MICHELLE STORM – CLEARPLAN CONSULTING

EVM in Non-Regulatory Environments

This is not novel on the “outside.”

- Construction
- Manufacturing
- Information Technology
- Facilities
- Healthcare



Peer-Reviewed Research



Academic journal database search

- Published in the last year
 - Peer-reviewed
-

“Earned Value” and “Construction” yields 68 results

“Earned Value” and not “Defense” yields 72 results

Project Management Journal has 204 articles on EVM

Journal and Industry Diversity



Project Management Journal
Journal of Facilities Management
IEEE Software
Applied Clinical Trials
International Journal of Advanced
Manufacturing Technology
Fuzzy Information and Engineering
Journal of Information Technology in
Construction

Archives of Civil Engineering
Computational Intelligence and
Neuroscience
Journal of Civil Engineering and
Management
Sustainability (MDPI)
International Journal of Production
Research

Thematic Summary



UNIVERSAL CONCEPTS

Iron triangle

Basic gold card elements

Cost/Schedule Alignment

HIGH FREQUENCY CONCEPTS

Product-based WBS

Critical Path Methodology

Statistical Extensions

IPM

EVM

Portfolio Strategy

Stakeholder/Customer

Safety

Sustainability

Initiate
Plan

Execute

Monitor/Control
Risk Mgmt

Gov't Reporting

Change Control

Data Quality

Variance Analysis

Corrective Action

**Holistic view
of program
health**

**Measuring
performance
to baseline**

Phase Earned Value Analysis: A Proposal for Simplifying yet Enhancing EVM¹

By Douglas C. Bower, MBA, MSc, PMP, Government of Ontario

Introduction

In this paper, I describe Phase Earned Value Analysis (PEVA), which I have proposed...

and re...
imple...

The call for simplification is not new, but the renewed message is clear.

The screenshot shows a web page for the Defense Acquisition University (DAU). At the top, there is a navigation bar with a 'MENU' icon, the 'DAU' logo, an 'OPERATING STATUS' indicator showing 'FULLY OPERATIONAL' with a green checkmark, and a link to 'Apply for a Course'. The main heading of the article is 'It's Time to "Reboot" Earned Value Management'. Below the heading is a large image of a hand holding a glowing gear with a circular arrow inside, set against a background of a network of nodes and lines. At the bottom of the image, it says 'Written by: Wayne F. Abba | March 06, 2023'. Below the image, the beginning of the article text is visible: 'Defense systems development has accelerated dramatically through developer security operations, Agile methodologies, and... companies are in the forefront, led by the pion...

Why don't we hear the same objections about EVM outside FARs?

Less project complexity

Management Use of Data

Less focus on data quality

What is EV without the 32 Guidelines

- Simultaneous view of cost and schedule
- Clarity of scope
- Product-based decomposition of work
- Proactive acquisition of resources
- Regular review of progress
- Regular review of remaining scope
- Proactive management of event and variation-based uncertainty



NDIA

National Defense Industrial Association
Integrated Program Management Division

Earned Value Management System
Guideline Scalability Guide

January 29, 2020

Revision 2

National Defense Industrial Association (NDIA)
2101 Wilson Blvd., Suite 700
Arlington, VA 22201
(703) 522-1820
Fax (703) 522-1885
www.ndia.org

PM Project
Management
Institute
GLOBAL STANDARD

THE STANDARD FOR
**EARNED VALUE
MANAGEMENT**

Applications in Non-Regulatory Environments

- Initial Considerations
- Deployment
- Tailoring

Initial Considerations



- Project complexity and risk
- Organizational support
- IT and Data infrastructure
- Knowledgeable practitioners

Deployment



- Organizational process assets
- Training, mentoring, and cultural adoption
- Software integration

Tailoring

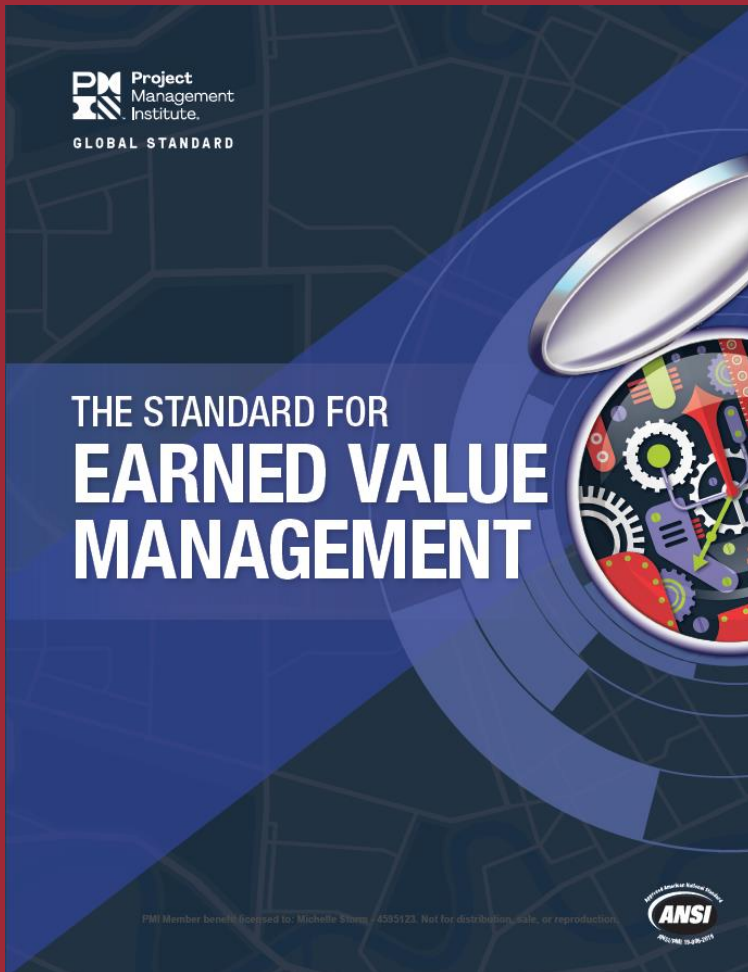


- Level of detail
- Frequency of review and reporting
- Thresholds
- Partial scope
- Subcontract involvement
- Ground rules on data sources
- Minimally prescriptive

“The decision to tailor an EVM approach should be made during the initiating phase, described in the project charter prior to the planning phase, and finalized during the planning phase.”

Standard for Earned Value Management p. 24

The Call For Simplification



- Need for something between basic project management and ANSI-748
- Tailoring of practices based on risk and complexity
- Organizational and IT support