

Performance-Based Earned Value®

Paul J. Solomon PMP
 Northrop Grumman Corporation
 Integrated Systems
 One Hornet Way TD21/C2
 El Segundo, CA 90245
SolomonPBEV@msn.com

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Abstract. Performance-Based Earned Value (PBEV) is an enhancement to the Earned Value Management Systems (EVMS) industry standard. PBEV supplements EVMS with principles and guidelines for true integration of project cost, schedule, and technical performance. It is derived from standards and capability and maturity models for systems engineering and project management.

PBEV overcomes several shortcomings of EVMS. EVMS specifically excludes the measurement of product quality and is silent on risk management. In contrast, PBEV bases earned value on product quality requirements, technical performance, and technical maturity. It also incorporates the outcomes of risk management into revised plans and the Estimate at Completion (EAC).

PBEV supports agile systems development because it is scalable to match the project risk and is responsive to changing product requirements. PBEV evolved from lessons learned in both the U.S. defense industry and the commercial software industry in India. It is also cost-effective. The principles and guidelines of PBEV provide a framework for process improvement.

PBEV

PBEV Characteristics. PBEV is a set of principles and guidelines that specify the most effective measures of cost, schedule, and product quality performance. It has several characteristics that distinguish it from traditional EVMS:

- Plan is driven by product quality requirements, not work requirements
- Focus on technical maturity and quality, not work completed
- Focus on progress towards meeting success criteria of technical reviews
- Adheres to standards and models for systems engineering, software engineering, and project management
- Provides smart work package planning
- Enables insightful variance analysis

Performance Based Earned Value

Sabine Zange



Performance Based Earned Value:

Performance-based Earned Value Paul J. Solomon, Ralph Rowland Young, 2007 A complete toolkit for implementation of Earned Value Management Performance Based Earned Value uniquely shows project managers how to effectively integrate technical schedule and cost objectives by improving earned value management EVM practices Performance-Based Earned Value Paul Solomon, Ralph Young, 2007 A complete toolkit for implementation of Earned Value Management Performance Based Earned Value uniquely shows project managers how to effectively integrate technical schedule and cost objectives by improving earned value management EVM practices Providing innovative guidelines methods examples and templates consistent with capability models and standards this book approaches EVM from a practical level with understandable techniques that are applicable to the management of any project Clear and unambiguous instructions explain how to incorporate EVM with key systems engineering software engineering and project management processes such as establishing the technical or quality baseline requirements management using product metrics and meeting success criteria for technical reviews Detailed information is included on linking product requirements project work products the project plan and the Performance Measurement Baseline PMB as well as correlating technical performance measures TPM with EVM With straightforward instructions on how to use EVM on a simple project such as building a house and on complex projects such as high risk IT and engineering development projects it is the only book that includes excerpts from the PMI's Project Management Body of Knowledge PMBOK CMMI the EVM System standard systems engineering standards federal acquisition regulations and Department of Defense guides Performance Based Earned Value allows both novices and experienced project managers including project manager of suppliers and customers in the commercial and government sectors software and systems engineering process improvement leaders CMMI appraisers PMI members and IEEE Computer Society members to Incorporate product requirements and planned quality into the PMB Conduct an Integrated Baseline Review Analyze performance reports Perform independent assessments and predictive analysis Ensure that key TPMs are selected monitored and reported Identify the right success criteria for technical reviews Develop techniques for monitoring and controlling supplier performance Integrate risk management with EVM Comply with government acquisition policies and regulations Written by Paul Solomon and Ralph Young internationally recognized industry experts Performance Based Earned Value is constructed from guidance in standards and capability models for EVM systems engineering software engineering and project management It is the complete guide to EVM invaluable in helping students prepare for the PMI PMP exam with practical examples and templates to facilitate understanding and in guiding project professionals in the private and public sectors to use EVM on complex projects PMI PMBOK PMP and Project Management Professional are registered marks of the Project Management Institute Inc **Performance-Based Project Management** Glen Alleman, 2014-02-13 Even the most experienced project managers aren't immune to the more common and destructive reasons for project collapses Poor time

and budget performance failure to deal with complexity uncontrolled changes in scope they can catch anyone off guard Performance Based Project Management can help radically improve your project's success rate despite these and other obstacles that will try to take it down Readers will discover how they can increase the probability of project success detailing a step by step plan for avoiding surprises forecasting performance identifying risk and taking corrective action to keep a project a success Project leaders wishing to stand out among their peers who are continually hampered by these unexpected failures will learn how to Assess the business capabilities needed for a project Plan and schedule the work Determine the resources required to complete on time and on budget Identify and manage risks to success Measure performance in units meaningful to decision makers By connecting mission strategy with project execution this invaluable resource for project managers in every industry will help bring projects to successful career enhancing completion

A Practical Guide to Earned Value Project Management Charles I. Budd PMP, Charlene M. Budd PhD, CPA, CMA, CFM, PMP, 2009-10-01 The Best Resource on Earned Value Management Just Got Better This completely revised and updated guide to earned value EV project management is the go to choice for both corporate and government professionals A Practical Guide to Earned Value Project Management Second Edition first offers a general overview of basic project management best practices and then delves into detailed information on EV metrics and criteria EV reporting mechanisms and the 32 criteria of earned value management systems EVMS promulgated by the American National Standards Institute and the Electronic Industries Alliance and adopted by the Department of Defense This second edition includes new material on EV metrics Implementing EVMS Government contracts Time based earned schedule metrics Critical chain methodologies

EARNED VALUE MANAGEMENT: Integrated View of Cost and Schedule Performance Piyush Solanki, 2009 This book is organized with a brief overview of EVM highlighting the key management questions EVM can help answer and exploring where EVM fits into the project management universe It also emphasizes EVM Performance Analysis and contains the basic elements of Earned Value Management This book also outlines basic EVM practices in their project management context and shows how EVM practices facilitate project planning and control for better management of project cost and schedule performance

The Earned Value Management Maturity Model Ray W. Stratton, Ray W. Stratton PMP, EVP, 2006-09 The Earned Value Management Maturity Model gives you the fundamental tools needed to build an effective Earned Value Management System EVMS This must have resource makes earned value management easy by defining a maturity model and describing metrics to measure the health and efficiency of your EVMS Discover valuable ways to improve your EVMS and achieve project success Through point by point discussions you will Gain fundamental knowledge of Earned Value Management EVM Learn how EVM can be applied to a team project program or organization Understand how to define what your organization wants from its EVMS Discover a five stage maturity model for EVMS implementation Bring your EVMS in line with ANSI 748 guidelines Review many real or imagined impediments to implementing EVM and how to overcome the real ones PLUS You ll

gain practical EVM experience through a comprehensive case study that follows a fictional company and newly hired project manager By applying the EVM knowledge and skills covered in the book the project manager illustrates the ease of implementing an effective EVMS

Performance Based Logistics: A Program Manager's Product Support Guide, 2005 Performance Based Logistics PBL is the preferred Department of Defense DoD product Support strategy to improve weapons system readiness by procuring performance which capitalizes on integrated logistics chains and public private partnerships The cornerstone of PBL is the purchase of weapons system sustainment as an affordable integrated package based on output measures such as weapons system availability rather than input measures such as parts and technical services The Quadrennial Defense Review QDR and the Defense Planning Guidance DPG directed the application of PBL to new and legacy weapons systems PBL Implementation is also mandated by DoD Directive 5000.1 The Defense Acquisition System May 12 2003 This guide is a tool for Program Managers PMs and Product Support Managers PSMs as they design product support strategies for new programs or major modifications or as they re engineer product support strategies for existing fielded systems It presents a method for implementing a PBL product support strategy PBL delineates outcome performance goals of systems ensures that responsibilities are assigned provides incentives for attaining these goals and facilitates the overall life cycle management of system reliability supportability and total ownership costs It is an integrated acquisition and logistics process for providing weapons system capability

Rethinking Earned Value & Schedule Management on Construction Projects J. Gerard Boyle, 2021-12-17 This is an essential groundbreaking book for public and private buyers of construction contractors and sub contractors designers project managers lawyers Earned Value specialists forensic claims analysts schedulers dispute resolution experts academics and anyone interested in improving performance and productivity on construction projects Among the topics discussed are the following Exhaustive critique of existing Earned Value analysis that compels changes to current theory and practice New Earned Value analytics for construction integrated with resource loaded CPM schedules represent a paradigm change Worked examples of resource loaded CPM schedules using the new EV Performance analytics Identification of reliable performance thresholds for progress productivity and resources Understanding the interconnection of progress and productivity and performance patterns over time How to create meaningful resource loaded CPM schedules Analyzing schedule float in concert with the new analytics Why current cause and effect delay analysis is fundamentally flawed because it ignores root causes Why delay claim analysis must always account for productivity The problem common to all contract delivery methods and how to correct it Why construction projects fail Specific steps in creating a successful construction program Game theoretical other approaches to implementing a performance based system Using commercial dispute resolution to contemporaneously resolve claims and improve performance going forward The importance of probabilistic Monte Carlo schedule analysis problems with current practice Named a Best Earned Value Book of 2023 this is an essential groundbreaking book for public and private buyers of

construction contractors and sub contractors designers project managers lawyers Earned Value specialists forensic claims analysts schedulers dispute resolution experts academics and anyone interested in improving performance and productivity on construction projects Earned Value Project Management (Fourth Edition) Quentin W. Fleming, Joel M.

Koppelman, 2016-12-20 Earned Value Project Management EVPM is a methodology used to measure and communicate the real physical progress of a project taking into account the work completed the time taken and the costs incurred to complete that work As a result EVPM allows more educated and effective management decision making which helps evaluate and control project risk by measuring project progress in monetary terms In the first two editions of Earned Value Project Management Quentin W Fleming and Joel M Koppelman provided guidance for project management practitioners already familiar with EVPM as well as those who were new to the use of this technique The third edition expanded the information available on EVPM for medium and smaller projects while still being relevant for larger projects An important addition to Earned Value Project Management Fourth Edition is the discussion of the two perceptions of the EVM concept Both are valid but one is better suited to the management of major projects while the other appropriate for use on all projects The authors cover both perceptions in this book with a bias in favor of simple broad based EVM for use on all projects **Project**

Management and Engineering José Luis Ayuso Muñoz, José Luis Yagüe Blanco, Salvador F. Capuz-Rizo, 2015-04-01 Project Management and Engineering is an emergent area Projects have a tendency to grow in size involve more stakeholders and be of greater environmental organizational and technological complexity They must also fulfil continuously increasing requirements This causes greater demands on the effectiveness of Project Engineering and the efficiency of Project Management This volume brings together a collection of recent work by researchers and professionals in the fields of project management and design in civil engineering environmental engineering energy efficiency rural development production and process engineering industrial design and information technology and communication **The Project Management**

Communications Toolkit, Second Edition Carl Pritchard, 2013-11-01 Effective communication is the most powerful tool a manager can use This is especially true for project managers who are tasked with coordinating the efforts of every project member as well as maintaining an open dialog with senior executives Helping professionals achieve a high level of communications expertise is the goal of this second edition book and CD ROM package The book explains how to energize projects create momentum and achieve success by talking and listening to staff members Moreover it teaches how to effectively communicate project status and requirements to executive management The valuable CD ROM supplies the tools to do the job right ready to use documents forms reports and project templates that help ensure effective clear and consistent communication This second edition also includes new changes from A Guide to the Project Management Body of Knowledge PMBOK Fifth Edition as well as new material on evolving tools such as social media As new technology has found its way to the marketplace simple approaches from years gone by are modified for cloud sharing tools social media and other

considerations **Air Force Journal of Logistics** ,2008 Managing Project Progress - Project Controls Planning Planet, The Managing Progress Module is to introduce tools techniques and methodologies associated with Earned Value Management that have been identified as being best tested and proven practices and which have been found to work on most projects most of the time provide a logical or rational sequence showing when those tools or techniques would normally and customarily be used and in selected instances show how to use those tools techniques and or where to find additional information on how to use or apply them **Risk and Financial Management in Construction** Simon A.

Burtonshaw-Gunn,2017-03-02 In today s climate the need for a closer understanding of the relationship between the two inter related topics of risk management and finance on construction projects is becoming increasingly crucial to achieving the objectives of the investor the end user and the constructor and its supply chain especially as interest in PFI and PPP arrangements continues to grow around the world Risk and Financial Management in Construction shows the relationship between the Construction Project Manager s task of balancing time cost and quality and the need to satisfy the client s requirements efficiently effectively and professionally whilst at the same time contributing to the contractor s future sustainability The book covers Risk Management describing the tools and methods to reduce the occurrence and consequences of risk and the financial management of construction projects from raising funding to contract strategy and through to estimating budgeting and cost control It includes a chapter covering international project risk bringing together the issues of risk management prime contracting and PFI funding for construction projects undertaken away from the contractors main home market Risk and Financial Management in Construction is aimed at those practising in or studying to enter the project management profession in providing a strategic and operational knowledge of these subjects allowing the reader easy access to the key points through a wide selection of models checklists and easy to find lists in all of the key areas

16th International Conference on Information Technology-New Generations (ITNG 2019) Shahram Latifi,2019-05-22 This 16th International Conference on Information Technology New Generations ITNG continues an annual event focusing on state of the art technologies pertaining to digital information and communications The applications of advanced information technology to such domains as astronomy biology education geosciences security and health care are among topics of relevance to ITNG Visionary ideas theoretical and experimental results as well as prototypes designs and tools that help the information readily flow to the user are of special interest Machine Learning Robotics High Performance Computing and Innovative Methods of Computing are examples of related topics The conference features keynote speakers the best student award poster award service award a technical open panel and workshops exhibits from industry government and academia

Engineering Management Fausto Pedro García Márquez,Benjamin Lev,2013-03-06 The Engineering Management book synthesises the engineering principles with business practice i e the book provides an interface between the main disciplines of engineering technology and the organizational administrative and planning abilities of management It is complementary to

other sub disciplines such as economics finance marketing decision and risk analysis etc This book is intended for engineers economics and researchers who are developing new advances in engineering management or who employ the engineering management discipline as part of their work The authors of this volume describe their pioneering work in the area or provide material for case studies successfully applying the engineering management discipline in real life cases The 10th International Conference on Engineering, Project, and Production Management Kriengsak Panuwatwanich, Chien-Ho Ko, 2020-03-03 This book gathers the proceedings of the EPPM 2019 conference and highlights innovative work by researchers and practitioners active in various industries around the globe Recent advances in science and technology have made it possible to seamlessly connect and integrate various elements of engineering systems and opened the door for innovations that have transformed how we live and work While these developments have yielded enhanced efficiency and numerous improvements in our current practices the problems caused by the increased complexity of these integrated systems can be extremely difficult Accordingly solving these problems involves applying cross disciplinary expertise to address the heterogeneity of the various elements inherent in the system These proceedings address four main themes I Smart and Sustainable Construction II Advances in Project Management Practices III Toward Safety and Productivity Improvement and IV Smart Manufacturing Design and Logistics As such they will be of interest to and valuable to researchers and practitioners in a range of industries seeking an update on the translational fields of engineering project and production management *How to Save a Failing Project* Ralph R. Young DBA, Steve M. Brady PMP, Dennis C. Nagle, 2009-05-01 You CAN Turn Around A Failing Project Poor project results are all too common and result in dissatisfied customers users and project staff With countless people goals objectives expectations budgets schedules deliverables and deadlines to consider it can be difficult to keep projects in focus and on track How to Save a Failing Project Chaos to Control arms project managers with the tools and techniques needed to address these project challenges The authors provide guidance to develop a project plan establish a schedule for execution identify project tracking mechanisms and implement turnaround methods to avoid failure and regain control With this valuable resource you will be able to Identify key factors leading to failure Learn how to recover a failing project and minimize future risk Better analyze your project by defining proper business objectives and goals Gain insight on industry best practices for planning **The Technology Procurement Handbook** Sergii Dovgalenko, 2020-04-03 With the rise of cloud services and the digitization of all business units procurement managers need to understand how to buy technology services in order to generate revenue drive innovation and retain customers The Technology Procurement Handbook provides a structured and logical view of the digital buying process It includes invaluable advice on how to manage digital demand prepare sourcing strategies analyze the cost and benefits of proposed solutions and negotiate and implement comprehensive agreements The Technology Procurement Handbook examines the multiple streams of data that feed into the technology procurement process such as ITIL service lifecycle data

PMI project management and cloud and software contract provisions The book includes case studies and extensive practical advice based on the authors experience from recent procurement projects There is also a chapter on modular contracting for the US market explaining the use of agile contracts for IT projects *GAO Cost Estimating and Assessment Guide* Barry Leonard,2009-11 To use public funds effectively the gov t must meet the demands of today s changing world by employing effective mgmt practices and processes including the measurement of gov t program performance Legislators gov t officials and the public want to know whether gov t programs are achieving their goals and what their costs are To make those evaluations reliable cost information is required and fed standards have been issued for the cost accounting that is needed to prepare that information This Cost Guide has been developed in order to establish a consistent methodology that is based on best practices and that can be used across the fed gov t for developing managing and evaluating capital program cost estimates Illustrations

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