Department of Defense

Earned Value Management Implementation Guide

October 2006

Signed

KEITH G. ERNST
Director,
Defense Contract Management Agency

Department Of Defense Earned Value Management Implementation Guide October 2006

Jonathan Weinstein

Department Of Defense Earned Value Management Implementation Guide October 2006:

 Department of Defense Earned Value Management Implementation Guide October 2006 United States Government Defense Contract Management Agency (Dcma),2006-10-31 This guide provides the uniform procedures which have been approved by the Director Defense Contract Management Agency DCMA under assigned authority as the Department of Defense s Executive Agent for Earned Value Management Systems EVMS This document has been coordinated by SAF AQ SAF FM ASA ALT ASN RD A MDA PO NSA CSS and DCAA This document provides guidance to be used during the implementation and surveillance of EVMS established in compliance with DoD Guidelines Part I of this guide provides guidance for understanding EVMS concepts describes objective guidelines for EVM systems and provides guidance in interpreting those guidelines for use on Government contracts and programs Part 2 contains a description of procedures and processes for Government personnel for specifying evaluating and implementing EVM systems Part 2 also contains instructions and tailoring guidance for applying EVM requirements to contracts an introduction to analyzing performance baseline review and maintenance and other post award activities Additional reference material is contained in the appendices It should be noted that Department of Defense DoD EVM policy not only applies to contracts with industry but to intra government activities as well Throughout this document the term contract refers to both contracts with private industry as well as agreements with intra governmental activities that meet the DoD reporting thresholds Similarly the term contractor refers to entities within both private industry and Government This document was developed to serve as the central EVMS guidance document for DoD personnel Throughout the Earned Value Management Implementation Guide EVMIG additional references are made to additional sources of information such as EVMS standards handbooks guidebooks and websites These additional sources should be consulted as appropriate *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 **The Government Manager's Guide to the Work Breakdown Structure** Gregory T. Haugan,Gregory T. Haugan PhD, PMP,2013-07 The Government Manager s Guide to the Work Breakdown Structure The work breakdown structure WBS is a cornerstone of managing any project Every government manager should understand how to construct a WBS in the project or program lifecycle This quick reference presents the fundamental WBS principles

pragmatic steps for the government manager to follow in developing a project WBS and a checklist for the project manager to use in reviewing a WBS In addition DOD recommendations for avoiding pitfalls in constructing a WBS are highlighted

Earned Value Management Lingguang Song,2010-04-01 Funded by a research grant from Project Management Institute PMI and PMI s College of Performance Management CPM this study s aim is to help project managers better comprehend and gauge the current level of EVM practice and its user base A key element of the research is a survey of more than 600 project management practitioners providing a cross sectional view of the most current EVM practices To provide practical and meaningful comparison of EVM practice respondents are classified by industry sector motivation for EVM usage organization role and geographic location **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 The Government Manager's Guide to Project Management Jonathan Weinstein,2013-08 This realistic cross section of the project management discipline in the federal arena will help anyone leading working on or affecting the direction of a project team It covers the entire scope of project management from organization to methodology technology to leadership This volume focuses on the three project management organizational dimensions of culture systems and structure Federal practices and successes in the areas of communication project leadership stakeholders and key competencies are highlighted The book offers clear and practical advice drawn from a variety of project management successes in the federal arena **Defense Acquisitions: Navy Faces Challenges Constructing the Aircraft Carrier Gerald R. Ford within Budget** , *Work Breakdown Structures for Projects, Programs, and Enterprises* Gregory T. Haugan PhD, PMP,2008-08-01 Become an Expert on the Work Breakdown Structure The basic concept and use of the work breakdown structure WBS are fundamental in project management In Work Breakdown Structures for Projects Programs and Enterprises author Gregory T Haugan originator of the widely accepted 100 percent rule offers an expanded understanding of the WBS concept illustrating its principles and applications for planning programs as well as its use as an organizing framework at the enterprise level Through specific examples this book will help you understand how the WBS aids in the planning and management of all functional areas of project management With this valuable resource you will be able to Tailor WBSs to your organization s unique requirements using provided checklists and principles Develop and use several types of WBS Use WBS software to gain a competitive edge Apply the 100 percent rule when developing a WBS for a project or program Establish a WBS for a

major construction project using included templates Understand portfolio management and establish an enterprise standard WBS **Project Management Theory and Practice, Second Edition** Gary L. Richardson,2014-10-29 Updated to reflect the Project Management Institute s PMI s Project Management Body of Knowledge PMBOK Guide Fifth Edition the new edition of this bestselling textbook continues to provide a practical and up to date overview of project management theory Project Management Theory and Practice Second Edition explains project management theory using language that is easy to understand The book integrates the organizational environment that surrounds a project to supply the well rounded knowledge of theories organizational issues and human behavior needed to manage real world projects effectively This edition includes a new chapter on Stakeholder Management which is a new knowledge area covered in the new PMBOK Guide It also provides updated references and a new streamlined organization of chapters There are several project related model frameworks sponsored by PMI and many of these are covered in this text Specifically the book details Work breakdown structures WBS Earned value management EVM Enterprise project management EPMO Portfolio management PPM Professional responsibility and ethics For many of the major sections the PMI Global Accreditation curriculum learning objectives have been adapted with permission of PMI and used to guide the content Filled with end of chapter questions scheduling and budgeting problems and scoping projects this text is ideal for classroom use and essential reading for anyone seeking project management certification The book also includes sample empirically oriented worksheets that demonstrate various management decision and analysis oriented tools **Project Management Theory and Practice** Gary L. Richardson,2010-01-20 Although there are numerous project management resources available most are either too academic focus too heavily on IT or provide quick fix advice without the theory required to understand why the solutions work Following and expanding on PMI s Project Management Body of Knowledge PMBOK Project Management Theory and Practice provides students with a complete overview of project management theory in language they can easily understand This classroom tested textbook translates the abstract model vocabulary and processes from A Guide to the Project Management Body of Knowledge PMBOK Guide Fourth Edition into accessible discussions complete with contemporary views and projections for the future The text integrates the organizational environment that surrounds a project to supply students with the well rounded knowledge of theories organizational issues and human behavior needed to manage real world projects effectively Providing a clear picture of the state of the art in project management it details numerous project related frameworks including Enterprise project management Project portfolio management Work breakdown structures Earned value management Professional responsibility Project team productivity The text reaches beyond traditional core project management topics to include discussions on enterprise maturity virtual and outsourced organizations project management offices operational governance and multi project management Filled with numerous end of chapter questions scheduling and budgeting problems scoping projects and sample worksheets that illustrate various analytical tools and

management decisions this is the ideal text for classroom use and essential reading for anyone seeking project management certification   *Aerospace Project Management Handbook* M. Ann Garrison Darrin,Patrick A. Stadter,2017-05-22 The Aerospace Project Management Handbook focuses on space systems exploring intricacies rarely seen in land based projects These range from additional compliance requirements from Earned Value Management requirements and regulations ESA NASA FAA to criticality and risk factors for systems where repair is impossible Aerospace project management has become a pathway for success in harsh space environments as the Handbook demonstrates With chapters written by experts this comprehensive book offers a step by step approach emphasizing the applied techniques and tools and is a prime resource for program managers technical leads systems engineers and principle payload leads   **Achieving Project Management Success in the Federal Government** Jonathan Weinstein PMP,Timothy Jacques PMP,2010-02-01 Gain Valuable Insight into the Government s Project Management Best Practices Although project management is not new to the federal government the discipline has taken on renewed importance in the face of the ever increasing size complexity and number of mission critical projects being undertaken by every branch and agency This book addresses the key facets of project management from organization and structure to people and process A variety of government entities share their best practices in areas including leadership technology teams communication methodology and performance management Based on research and interviews with a wide range of project managers Achieving Project Management Success in the Federal Government presents a realistic cross section of the project management discipline in the largest single enterprise in the world the U S federal government   **Secure Border Inititive: DHS Needs to Strengthen Management and Oversight of Its Prime Contractor** ,   *Handbook for Construction Planning and Scheduling* Andrew Baldwin,David Bordoli,2014-04-16 The authoritative industry guide on good practice for planning and scheduling in construction This handbook acts as a guide to good practice a text to accompany learning and a reference document for those needing information on background best practice and methods for practical application A Handbook for Construction Planning Planning and Scheduling Techniques and Practices Planning and Scheduling Methods Delay and Forensic Analysis The authors include both basic concepts and updates on current topics demanding close attention from the construction industry including planning for sustainability waste health and safety and Building Information Modelling BIM The book is especially useful for early career practitioners engineers quantity surveyors construction managers project managers who may already have a basic grounding in civil engineering building and general construction but lack extensive planning and scheduling experience Students will find the website helpful with worked examples of the methods and calculations for typical construction projects plus other directed learning material This authoritative industry guide on good practice for planning and scheduling in construction is written in a direct informative style with a clear presentation enabling easy access of the relevant information with a companion website providing additional resources and learning support material the authoritative industry guide on construction

planning and scheduling direct informative writing style and clear presentation enables easy access of the relevant information companion website provides additional learning material **Defense Acquisitions** Paul L. Francis,2009 In Oct 2008 the U S Navy will begin construction of the first of two lead DDG 1000 Zumwalt Class destroyers at an expected cost of 6 3 billion Given the history of cost growth on shipbuilding programs as well as the Navy s request for approval of a third ship the author was asked to assess the progress of the program He examined 1 whether key systems can be delivered on time and work as intended 2 design maturity 3 shipyard readiness and 4 whether lead and follow on DDG 1000 ships can be built within budget Includes recommendations Charts and tables   Code of Federal Regulations, Title 48, Federal Acquisition Regulations System, Chapter 15-28, Revised as of October 1, 2009 Office of the Federal Register,2009-12-23

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