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ISO Earned Value Management Standard Development

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Agenda

- ISO Framework
- ISO Technical Committee 258
- ISO EVM Standard
- Why do we care?
- Why ISO?
- WG7 – EVM Table of Contents
- Possible future developments
- Next steps and questions
- Backup: WG7 ISO EVM Reference Materials

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The ISO Framework

- **ISO members are national standards bodies**
  - **i.e., Standards Australia, ANSI (USA), BSI (UK) …..**
- ISO manages 100s of project committees (PC – one-off jobs) and technical committees (TC – coordinated development in a 'knowledge domain)
- National bodies decide which of the many possible committees are important to them and create 'mirror committees' within their country to support the work of the ISO committee – P-Members (participating)
- National bodies may also be O-members and simply observe the work of the ISO committee
- Votes during the development of a standard are limited to P-members, final votes to accept a developed standard are open to all ISO members
- ISO has an option for expert bodies to join a committee as liaisons – their role is to bring expert knowledge to the deliberations of the committee (no vote)

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ISO/TC 258

- **The mission of Technical Committee 258 (ISO/TC 258) is to develop and maintain guidance standards and other ISO documentation regarding the management and governance of projects, programmes, and portfolios.**
  - The TC's 'value proposition' is to provide the global marketplace a common understanding and vocabulary with which to practice these management disciplines.
  - TC258 grew out of a PC set up to create an ISO standard for project management (ISO 21500)
- The Standards Australia 'mirror committee' is MB 12 –
  - Advances Australia's interests by engaging with all aspects of the TC's work
  - **Other countries "mirror committees" all have similar roles**

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ISO EVM Standard: Another story of global collaboration

- Technical Committee 258
- Working Group 7: EVM
- WG7: Core Writing Team

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Australia played an important role

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WG7 – Earned Value Management Table of Contents

1 Scope
2 Normative References
3 Terms and definitions, abbreviated terms
3.1 Terms and definitions
3.2 Abbreviated terms
4 Overview of Earned Value Management
4.1 Role and Benefits of Earned Value Management
4.2 Earned Value management
4.3 Performance management
4.4 Guidelines for an earned value management system
4.5 Earned value management planning
4.6 Using Earned Value performance measurements
5 Earned Value Management process description
5.1 STEP 1: Decompose the project scope
5.2 STEP 2: Assign Responsibility
5.3 STEP 3: Schedule the work
5.4 STEP 4: Develop time-phased budget
5.5 STEP 5: Assign objective measures of performance
5.6 STEP 6: Set the performance measurement baseline
5.7 STEP 7: Authorize and perform the work baseline
5.8 STEP 8: Accumulate and report performance data
5.9 STEP 9: Analyse project performance data
5.10 STEP 10: Take management action
5.11 STEP 11: Maintain the baseline
6 Earned Value Management System Review
6.1 Integrated Baseline Review
6.2 Demonstration review
6.3 Surveillance
Annex A (informative) Cost and performance measurement analysis using earned value management data
Annex B (informative) Schedule Analysis using earned value management data (Earned Schedule)
Annex C (informative) Integrating other project management processes with earned value management
Annex D (informative) Bibliography

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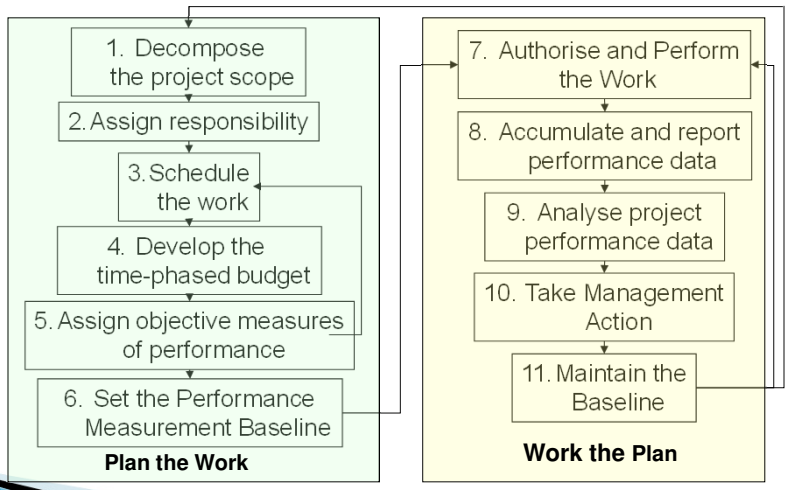
ISO EV Project Management Method

Adapted from AS4817-2006 p17
and DMO Project Controls Handbook, Chapter 3



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WBS & EVM – Why do we care?

- Lord Kelvin
  - "In physical *science* ***the first essential step in the direction of learning any subject is to find principles of numerical reckoning and practicable methods for measuring some quality connected with it***. I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind; it may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the state of Science, whatever the matter may be."
    - [PLA, vol. 1, "Electrical Units of Measurement", 1883-05-03]

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EVM – Why do we care?

- Also from Lord Kelvin:
  - "To measure is to know."
  - "If you can not measure it, you can not improve it."

only

- In project and program management
  - EVM remains (today) the "~~gold~~ standard" for measuring project performance and progress **in an integrated way**

- **Improved measurement provides opportunities**
  - **For improved project delivery outcomes**
  - **Improved project delivery outcomes, improves the public benefits derived from projects**

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Why ISO?

- ISO standards are **global** / **trans-national**
- Another option / approach for adopting EVM
- Trans-national standards
  - Avoids sensitivities which can arise in other countries utilising other countries standards
  - Resource for countries without their own national standard(s)
- National interests also at stake (EVM especially)
  - Australia: AS 4817-2006
  - United Kingdom: APM Guidelines and Handbook
  - USA: EIA 748C

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Potential Future Developments

- At ISO EVM level
  - Country based initiatives
  - **Proposal for modified adoption of ISO EVM standard by Australia**
    - Maintain AS4817-2006 normative requirements with an addendum
    - ISO EVM standard includes latest EVM "best practices"
- ISO
  - Multiple possible projects at TC 258 level
    - Subject to resourcing WGs
    - ISO EVM Implementation Guide ????

"Watch this space"

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Questions ??

- **Thank you**

Availability

- **ISO 21508:2018** Earned value management in project and programme management
- https://www.iso.org/standard/63582.html

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Backup: WG7 ISO EVM Reference Materials

- AS4817-2006 (AUS)
  - **"provided "for use" by Standards Australia**
- APM (UK)
  - Guidelines and Handbook
  - **"provided "for use" by Association for Project Management**
- Mr. Walt Lipke
  - **Permission "to use" Earned Schedule source materials**
- EIA 748C (USA)
  - SAE declined to provide permission to use 32 criteria as a cross reference to ISO EVM standard
- PMI EVM Practice Standard 2nd edition
  - Provided "for reference" only
- NASA SP-2012-599
  - Reference

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