

ISO 21508:2018-04 (E)

Earned value management in project and programme management

Contents		Page
Foreword		iv
Introduction		v
1	Scope	1
2	Normative references	1
3	Terms, definitions and abbreviated terms	1
4	Overview of earned value management	4
4.1	Earned value management	4
4.2	Purpose and benefits of earned value management	4
4.3	Guidelines for an earned value management system	4
4.4	Earned value management planning	5
4.5	Using earned value measurements and performance metrics	5
5	Earned value management process steps	6
5.1	General	6
5.2	Step 1: Decompose the project or programme scope	7
5.3	Step 2: Assign responsibility	7
5.4	Step 3: Schedule the work	7
5.5	Step 4: Develop time-phased budget	8
5.6	Step 5: Assign objective measures of performance	9
5.7	Step 6: Set the performance measurement baseline	10
5.8	Step 7: Authorize and perform the work	10
5.9	Step 8: Accumulate and report performance data	11
5.10	Step 9: Analyse performance data	12
5.11	Step 10: Take management action	12
5.12	Step 11: Maintain the baseline	13
6	Earned value management system review	13
6.1	General	13
6.2	Integrated baseline review	14
6.3	Demonstration review	14
6.4	Surveillance	15
Annex A (informative)	Cost and schedule performance measurement analysis using earned value management data	16
Annex B (informative)	Schedule analysis using earned value management data (earned schedule)	19
Annex C (informative)	Integrating other project or programme management processes with earned value management	23
Bibliography		25