Earned Value & Project Management

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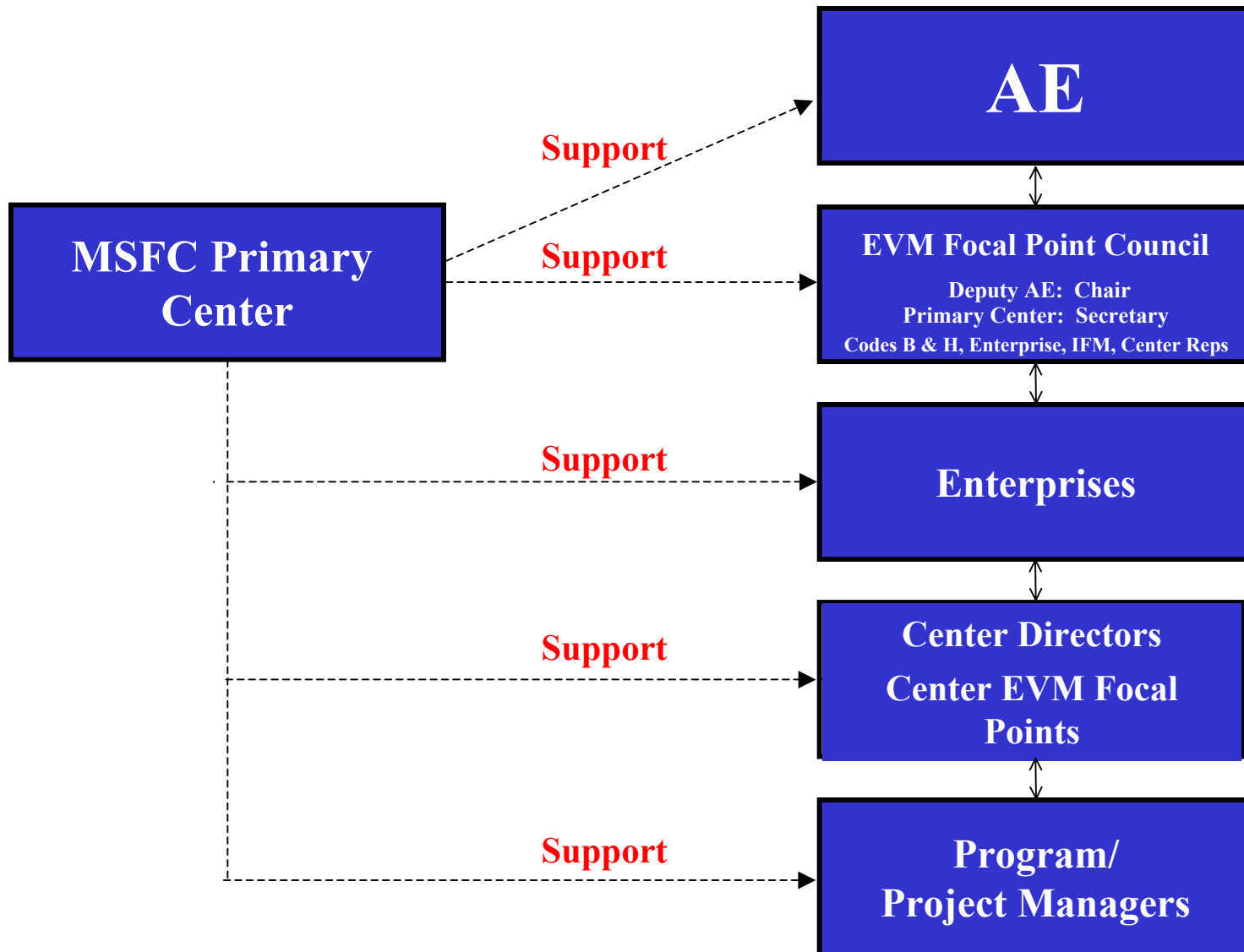
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Major Changes in the Draft EVM NPD

- Transfers responsibility for EVM from financial management to program/project management. - CFO to NASA CHIEF ENGINEER

- Identifies EVM as a key Program/Project Management process.

- EVM is applicable to all NASA Programs and Projects.

- Specifies that contracted programs and projects requiring EVM will follow the seven management principles in ANSI/EIA Standard 748. Work performed by NASA/Government on programs/projects requiring EVM will, also, observe these management principles.

- Specifies CPR reporting for Projects with full criteria EVM reporting requirements and identifies the CPR reporting formats for those Projects falling within the criteria for Modified Cost Performance Reports.

- Specifies EVM implementation responsibilities for the NASA PMC Chairperson, Chief Engineer, Enterprises, Center Directors, Project Managers, the EVM Principle Center, and the EVM Focal Council and Focal Points.

EVM POLICY IMPLEMENTATION

AE

Support

MSFC Primary Center

Support

EVM Focal Point Council

Deputy AE: Chair
Primary Center: Secretary
Codes B & H, Enterprise, IFM, Center Reps

Support

Enterprises

Support

Center Directors

Center EVM Focal Points

Support

Program/ Project Managers

FY03 Initiatives to Support Better Project Management

FY03 EVM Initiatives

Initiative # 1:

■ Integrated Baseline Review Process (IBR)

Objective:

- ■ Provide a uniform Agency-wide approach for conducting IBR's on NASA Projects.

Status:

- ■ Draft IBR process includes IBR planning, briefing, team training, and administrative procedures that will serve as a handbook has been developed.

- ■ Proposed process has been successfully utilized on three MSFC projects. Lessons learned incorporated. Process will be applied to near-term IBRs (pilot test).

- ■ Incorporate any resulting changes/improvements and coordinate with the EVMFPC for review and comment.

- ■ Prepare final version for Agency-wide implementation.

FY03 EVM Initiatives

Initiative # 2:

▊ EVM Implementation Assessment Model

Objective:

- ▊ Provide a formal assessment process for determining the quality of EVM implementation on NASA programs and projects.

Status:

- ▊ Initial draft developed and initial coordination in process.

- ▊ Revise and update draft.

- ▊ Pilot test of assessment process planned with selected projects. June/August timeframe.

- ▊ Incorporate changes/recommendations resulting from pilot testing.

- ▊ Coordinate assessment model - EVMFPC review and comment.

- ▊ Prepare final version for Agency-wide implementation.

FY03 EVM Initiatives

Initiative # 3:

Implement data analysis processes and tools

Objective:

- To provide projects with a tool to perform better EVM data analysis and be able to quickly identify cost and schedule drivers as well as provide an independent EAC.

Status:

- Current MSFC Users: Space Launch Initiative (SLI); Next Generation Launch Technology (NGLT); ISS Habitat Holding Rack; and the Space Shuttle Program (SSME, ET, RSRM).

- Planning pilot tests for NASA Hqs, Code M, and Code Y.

- Training planned for NASA Hqs, KSC, and LaRC.

FY03 EVM Initiatives

Initiative # 4:

Developed IT Infrastructure to support EVM activities

Objective:

- To provide a centralized database that will support the Agency-wide implementation of wInsight and other EVM initiatives.

Status:

- IT configuration developed and initial testing complete.

- IT Security Plan and documentation has been approved.

- Migration of MSFC's production wInsight databases ongoing.

- Parallel testing planned on the NISSU.

- Will be capable of supporting the Agency by the end of FY03.

FY03 EVM Initiatives

Initiative # 5:

■ In-house Earned Value System (EVS) development

Objective:

■ To provide smaller, in-house projects with a basic management tool for measuring and managing project performance.

Status:

■ Pre-development study & associated tasks. (Complete – Dec. '02)

■ Phase 1 – Develop "user-friendly" data entry worksheet. (Complete – Feb. '03)

■ Phase 2 – Develop Schedule interface & reports. (Complete – Apr. '03)

■ Phase 3 – Develop IFM & wInsight interfaces, and automation improvements. (Planned Finish – Jul. '03)

■ Pilot Tests (MSFC) – Conduct 2 project pilots. (Planned Start – May '03; Planned Finish – Fall '03)

FY03 EVM Initiatives

Initiative # 6:

- **Schedule Health Assessment process implementation**

Objective:

- To provide a quantitative method for determining a schedule's credibility and usability for managing a project.

Status:

- Process defined and initial format established. (Complete – Fall '01)

- Implementation at MSFC. (On-going; approximately 90 to 100 schedule assessments completed during last 18 months.)

FY03 EVM Initiatives

Initiative # 7:

- **"Scheduling Best Practices Guide" development**

Objective:

- To enhance the value and consistency of the scheduling discipline and products for project management within the agency.

Status:

- Schedule's Working Group (SWG) develop draft document. (Complete – Feb. '03)

- Review & update document for Preliminary issuance and review. (Working, Planned Finish – Jun. '03)

- Review & update for MSFC Final issue. (Planned Finish – Aug. '03)

- Prepare final version for Agency-wide implementation.

Where do we go from here ……

EVM Implementation Plans

- **Senior Executive level support to champion EVM has been identified!**

- **Finalize our new EVM NPD & NPG.**

- **Incorporate EVM into NPG 7120.**

- **Assign Enterprise key management representatives on the EVMFPC in support of EVM implementation and to provide a "top down" emphasis.**

- **Task the Focal Point Council to develop and Agency EVM Plan to support a robust implementation beginning in FY04.**

  - **Enterprise Coordination.**

  - **NASA Chief Engineer (Code AE) approval.**