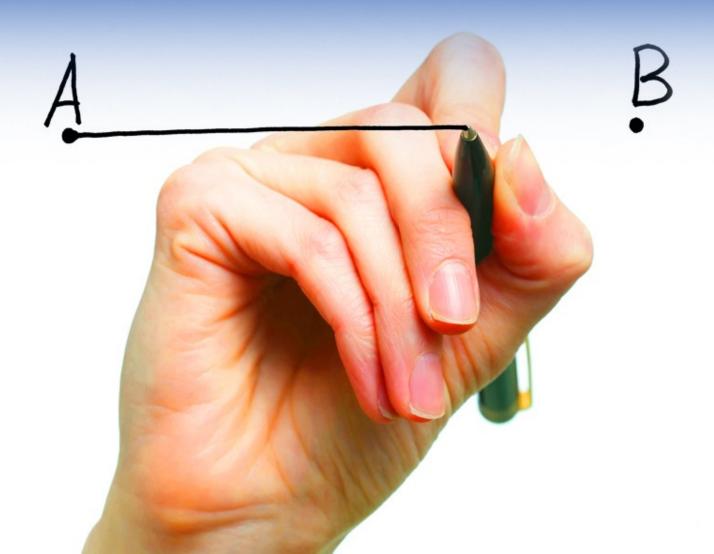
Understanding Objective Measures

2018 Spring IPM Division Meeting



Determine Discrete Work & Objective Measures

- The EVT is selected based on how the work is planned and performance will be earned. The objective is to identify and plan authorized work within a CA using discrete, short-spanned WPs comprising all measurable effort.
- Where long duration WPs are unavoidable, interim milestones representing measurable, technical accomplishment (Objective Measures) are required for performance measurement.
- Common EVTs for WPs with longer durations
 - Incremental (Weighted) Milestones
 - Percent Complete with Quantifiable Back-up Data (QBD)
- Is EVTs at the detailed task level another option?



Incremental (Weighted) Milestone EVT

- Is an EV technique where specific tasks which represent milestone activities, are assigned weights and BCWP is earned when those tasks/milestone activities are completed.
- At a minimum, WP start and completion Milestones are established, requires the identification of specific completion criteria for each milestone, there must be at least one milestone per month and If a milestone is not completed in a given month, no BCWP is earned for it.

ID	CA#	WP#	MS#	Task Name	EVT	EV%	Dur	Baseline St	art Baseline Finish	2017 Jan Feb Mar Apr May Jun Jul
4	1.1.01			Control Account 1		0	115 days	1/2/17	6/12/17	6/12
9	1.1.01	1.1.01.5		Work Package 5	IM	0	90 days	2/6/17	6/12/17	2/6 📜 6/12
10	1.1.01	1.1.01.5	1.1.01.5.01	Milestone 01		0	15 days	2/6/17	2/24/17	2/6 2/24
11	1.1.01	1.1.01.5	1.1.01.5.02	Milestone 02		0	10 days	2/27/17	3/10/17	2/27 2/20 3/10
12	1.1.01	1.1.01.5	1.1.01.5.03	Milestone 03		0	15 days	3/13/17	3/31/17	3/13 3/31
13	1.1.01	1.1.01.5	1.1.01.5.04	Milestone 04		0	20 days	4/3/17	4/28/17	4/3 4/28
14	1.1.01	1.1.01.5	1.1.01.5.05	Milestone 05		0	20 days	5/1/17	5/26/17	5/1 2333332 5/26
15	1.1.01	1.1.01.5	1.1.01.5.06	Milestone 06		0	10 days	5/30/17	6/12/17	5/30 5/30 6/12

Questions for Incremental (Weighted) Milestone EVT

- Is a requirement to create start milestones or allow %Start/%Complete against tasks (50/50, 25/75, etc.), based on the work/resources to be performed in the period?
 - Do we need to include a Technical Accomplishment for determining the %Start?
 - Without a Start milestone how do we reflect accurate schedule variances and align ACWP with BCWP?
- When a task occurs over two consecutive accounting periods and can't be broken into two separate monthly tasks can %Start/%Complete be used to claim some BCWP?
 - Is Technical Accomplishment needed for %Start?

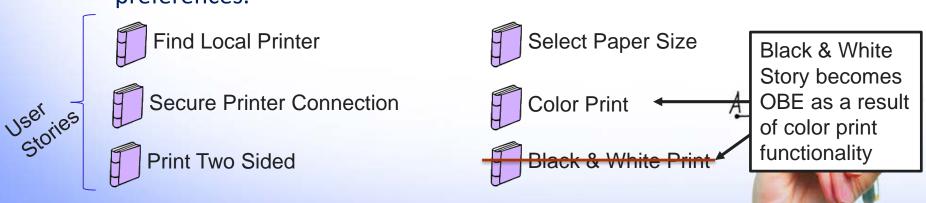


Quantifiable Back-up Data (QBD)

- An EV technique where the CAM defines detailed steps that are measureable outputs or technical accomplishments that need to be completed
 - Each step must be weighted to properly reflect progress as work is completed
 - As each step is completed the full value of that step is earned
 - Steps do not have to occur in series but can be done in any order within the planned Work Package period of performance (POP).
- The QBD WP is represented in the IMS as a single line which reflects the cumulative percentage complete for the WP.
 - If there is a need to track at a lower level of detail in support of a desired level of tracking or IMS logic (giver/receiver points to support critical path logic) steps are gathered under sub-activities
 - This will result in a QBD WP being represented in the IMS as a summary with sub-activities as children and identified within the QBD

QBD Changes without a baseline change

- How the scope of a work package is completed may evolve through execution - No change to the WP POP and total budget -
 - As the work is executed some steps may no longer be necessary to complete the scope of the work package
 - Steps overcome by events are not deferred to another work package
 - A necessary step that was overlooked may be required to fulfill the scope of the work package
 - The base or denominator , # of planned units, may change
- Example: Print from Mobile Device (Feature Work Package-Agile)
 - Scope: The ability to securely print from my smart phone with three preferences.



Questions for QBD

- If QBD steps aren't baselined, are any additional approvals required to update QBDs?
 - How does the approval or documentation keep the process flexible?
- Are QBD requirements different for Agile development programs versus traditional waterfall?
- If steps are added or removed is the entire weighting redistributed or just the remaining weights?



EVTs below the work package

- The EVT is assigned at the detailed task level
 - Earned Value Techniques (EVTs) are assigned to Tasks not to the Work Package (WP)
 - The detailed task under the WP may have various EVTs based on how the work is planned and performance will be earned.
 - EV% Complete is claimed at the Task level and is summarized to the WP
 - IMS Tasks Contain objective entrance and exit criteria, are logically linked to a predecessor task (predominantly with finish to start relationships)

8

- Once the work package begins the assigned EVT for the detailed task is not changed
- If the detailed task uses QBD there is a separate
 QBD sheet that provides the EV % complete value



EV Below the WP example

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GBD		141-GXX-0101-LBR	QBD	280 Summ 1319 Summ No 282 Summ No 283 Summ 2527 Summ 2527 Summ Yes Yes Yes Yes Yes Yes Yes Yes Yes Yes	Weighte was 18 48.542 wars in 31.582 command in 35.842 command in 35.852 command in	Value \$ 84.542; 1-7.032; 1-7.032; 1-7.032; 1-7.032; 1-7.032; 1-7.032; 1-7.002; 1-7.0	41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1	LBI SW De LBI Groun Will Ta LBI System Will Ta LBI COD B LBI Update Reviev Compi Interna Compi Review Compi Review Review Review Review Review Review Review Review Review	evelopment Through Segment Integrated of Seg	ration Defect Corr S. Will create detailed YS III) Defect Corr S. Will create detailed Correction & Supp ym Engineering Inpu	cetion & Suppo JBD near start of oction & Suppo JBD near start of ort	t 1–15) n (RB) ask t t ask	61,854.28 5,130.00 3,098.00 0.00 8.00 0.00 3,20 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	\$6,162,33 60,000 0.000 0	91.03% 0.00% 0.00% 100.00% 100.00%		No	tes				40
CED Ves 10 00% 10 00% Review historical data 0,80 0		141-GXX-0101-LBR	GBD	280 Summin 1319 Summin No 282 Summin No 283 Summin Yes Yes Yes Yes Yes 2294 Summin Yes	Weights Wei	Value % 84.542; 1 7.032; 1 0.002; 4 4.252; 1 0.002; 1 0.002; 1 10.	41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1 41-GXX-0101-1	LBI SW De LBI Groun Will Ta LBI System Will Ta LBI System Compi Interna LBI Incorp Review Compi Interna LBI Incorp	evelopment Throid Segment Integ de EV off Tost Point Net Point Net EV off Tost Point Net Net Point Net Point Net Net Net Net Net Net Net Net Net Ne	ration Defect Corr S. Will create detailed YS III) Defect Corr S. Will create detailed Correction & Supp ym Engineering Inpu	cetion & Suppo JBD near start of oction & Suppo JBD near start of ort	t 1–15) n (RB) ask t t ask	61.854.28 5.130.00 0.00 3.098.00 0.00 0.00 0.00 0.00 0.00 0.00 0.	56,162,33 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0	91.03% 0.00% 0.00% 100.00% 100.00%		No	tes				
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Questions for EVT below the WP

- Can EVTs be set at the detailed task level?
- If allowed what techniques can be used as the detailed task level within the work package?
- If using EVTs at the Detailed task level how long can the WP be?

