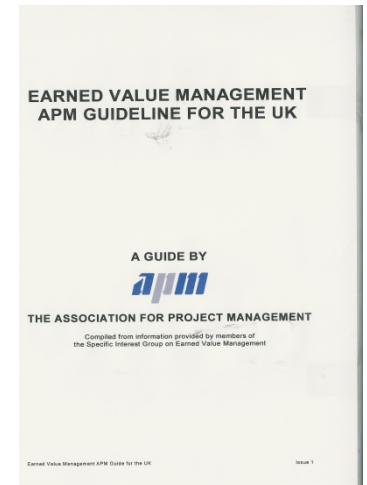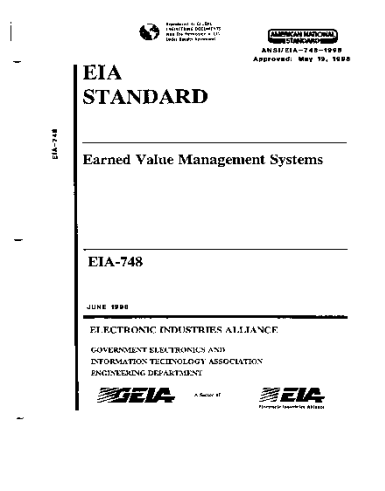# Steve Wake
Chairman
Association for Project Management
UK

The UK MoD EVM operating environment

(maybe)

Two nations divided by a common language

2004

Earned Value Management System Standard Equivalence Agreement

Government Electronics and Information Technology Association (GEIA) Systems, Standards and Technology Committee and National Defense Industrial Association Program Management Systems Committee (NDIA) are the subject matter owners for the ANSI/EIA-748-A; Earned Value Management Systems (EVMS) reaffirmed August 28, 2002.

Association for Project Management (APM) is the subject matter owner for the APM Earned Value Management (EVM) Guide dated May 2002 ISBN code1-903494-03-6.

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APM and NDIA will publicize this agreement to Government and Industry organizations and encourage them to recognize the equivalency of ANSI/EIA 748 and APM EVM Guide in contracts, partnering agreements and other applicable business transactions.

This Equivalency Agreement for EVM Guidelines is effective commencing July 1, 2004 and remains in effect until either APM or NDIA provides written notification of withdrawal, to be effective 90 calendar days after the date of the notification.

Information contacts:
The Chairman
Association for Project Management
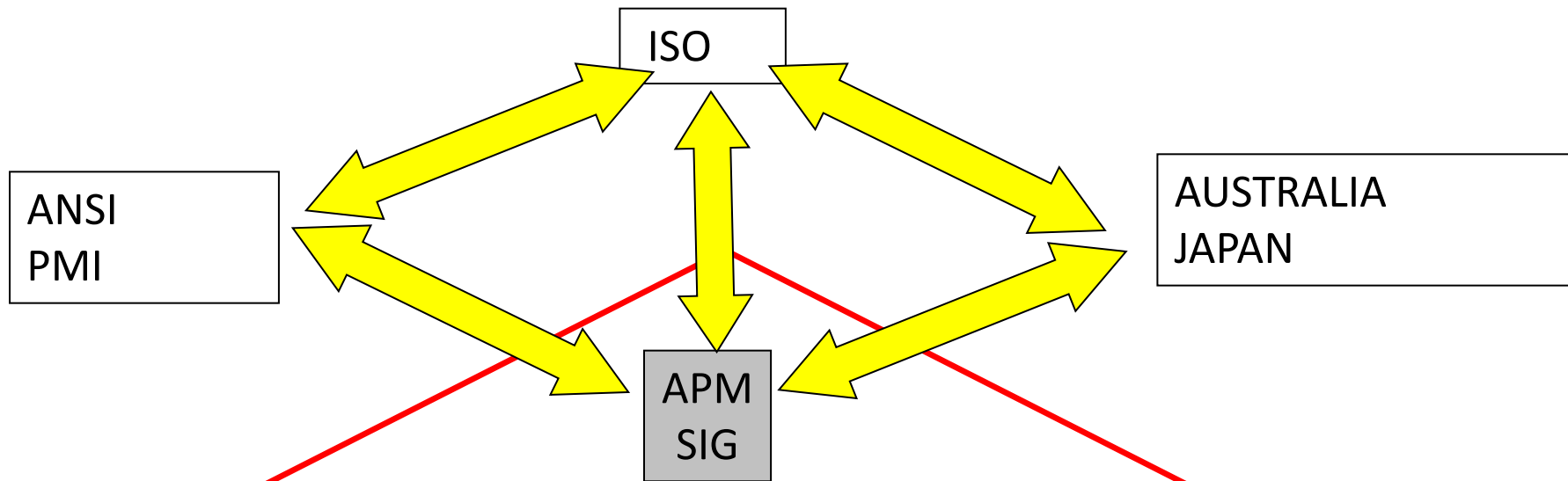150 West Wycombe Road
High Wycombe
Buckinghamshire
HP12 3AE
UK

Director for Procurement
National Defense Industrial Association
2111 Wilson Boulevard, Suite 400
Arlington, Virginia 22201-3061
USA

For APM:

For NDIA:

Steve Wake
APM Council
APM Earned Value SIG Chairman

for Jim Gasbarro
NDIA
PM Systems Committee Chair

ISO

ANSI
PMI

AUSTRALIA
JAPAN

APM
SIG

UK SECTORS: DEFENCE,GOVERNMENT,
TRANSPORT,CONSTRUCTION,RETAIL,ENGINEERING ETC

MOD

OGC

NAO

EPMF
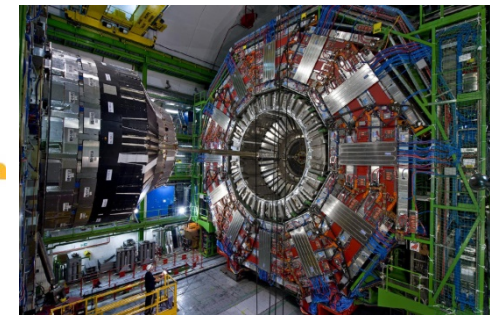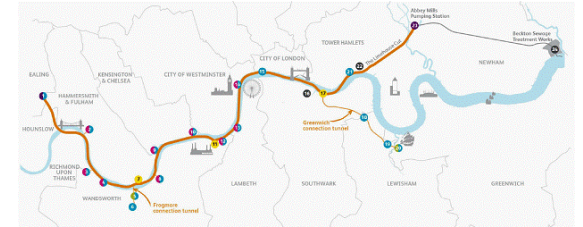
PROFESSIONAL
BODIES

HMG

PAC
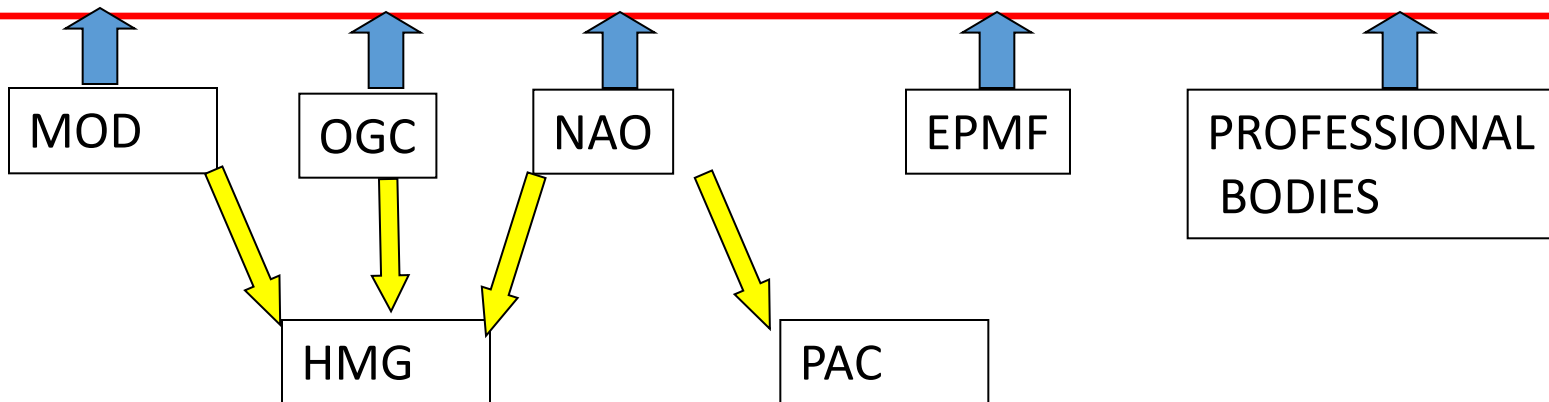
2006 The Mandate

Mandate the use of EVM from 01 Jan 06 for the Demonstration phase of all new Category A, B and C projects for DPA and DLO hosted IPTs.

Encourage IPTs to assess the usefulness of EVM for the management of all other stages particularly Assessment and Manufacture for STP projects.

It was a trap

Nevertheless…

2015

Earned Value Management System Standard Equivalence Agreement

The National Defense Industrial Association Integrated Program Management Division, through SAE International's Technical Standards Board, is the subject matter owners for the EIA-748-C: Earned Value Management Systems (EVMS) reaffirmed March 2013.

Association for Project Management (APM) is the subject matter owner for the Earned Value Management: APM Guidelines 2nd edition, ISBN 978-1-903494-26-4 and the Earned Value Management Handbook, ISBN: 978-1-903494-50-9.

NDIA and APM agree that:

- The EVMS Guidelines in the respective documents cited above are equivalent in their intent as of the date of this agreement.
- Both are living documents and must be revisited periodically to reflect emerging program performance management practices.
- NDIA and APM will review EIA-748 and EVM: APM Guidelines every five years at a minimum and more frequently in the event of a significant change to either document in order to maintain equivalence.
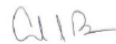
NDIA and APM will publicize this agreement to Government and Industry organizations and encourage them to recognize the equivalency of EIA-748 and APM EVM Guidelines in contracts, partnering agreements and other applicable business transactions.

This Equivalency Agreement for EVM Guidelines is hereby reaffirmed as of February 14, 2015 from the original Agreement dated July 1, 2004 and remains in effect until either NDIA or APM provides written notification of withdrawal to be effective 90 calendar days after the date of the notification.

Information contacts:

The Chairman
National Defense Industrial Association 150
Integrated Program Management Division
211 Wilson Boulevard, Suite 400
Arlington, Virginia 22201-3061
USA

The Chairman
Association for Project Management
West Wycombe Road
High Wycombe
Buckinghamshire HP12 3AE
UK

For NDIA IPMD

Carol S. Boser
NDIA IPMD Chair

For APM

Steve Wake
APM Chair

The UK MoD EVM operating environment

(maybe)

When was this?

DE&S lacks systems and expertise on most equipment projects to link industry payments to progress, even though this technique, known as earned value management, has been mandated since the 1990s. Our review of a sample of major defence projects found that most underspend had not come from efficiencies, but from poor project team or contractor performance.

MINISTRY OF DEFENCE

KEEP CALM NOTHING WILL HAPPEN

Here's a list of things I'd like to do today.

GENERAL ELECTION 2015

Opinion polling for the 2015 United Kingdom General Elec

50.00%
45.00%
40.00%
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%

41578   19–20 Jun 23–24 Feb 21–24 Oct 21–22 Jun 1–2 Feb 28–29 Sep
41279   30–31 Aug 18–19 Apr 18–19 Dec 23–24 Aug 7–8 Apr 24–25 Nov 20–21 July

—— Conservative   —— Labour   —— Lib Dem   —— UKIP   —— Other
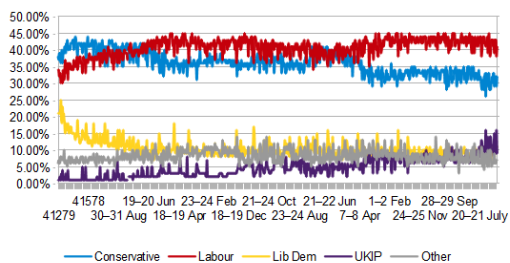
Don't worry..... (maybe)

MINISTRY OF DEFENCE

Cabinet Office

association for
project management
apm

Ministry of Defence

Long transformation programme

Finally resulting in new body April 2015

Performance measures as yet unset.

EVM in MOD

Earned Value Management Our Policy

EVM is mandated for all Defence Equipment and Support (DE&S) Cat A, B and C projects (i.e. with a value of £20M or more), that are entering Demonst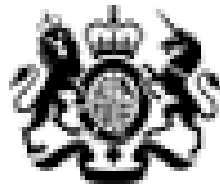ration phase. Beyond the mandated group, the use of EVM or other project control techniques must be considered, based on the level of risk and value for money.

Source: The Commercial Toolkit on AOF – Vers 1.1 dated 1 Sep 2010

https://www.aof.mod.uk/aofcontent/tactical/toolkit/downloadsindexed/evm/evm_cps.pdf?zoom_highlight=%22earned+value%22#search="earned value"

MOD (Old)

MOD (New)

Bespoke Trading Entity

Policy: Defence Board

MOD Boundary

Whitehall Boundary

Deliverer: DE&S

Sponsor & User: Front Line Commands

Manufacture: Industry
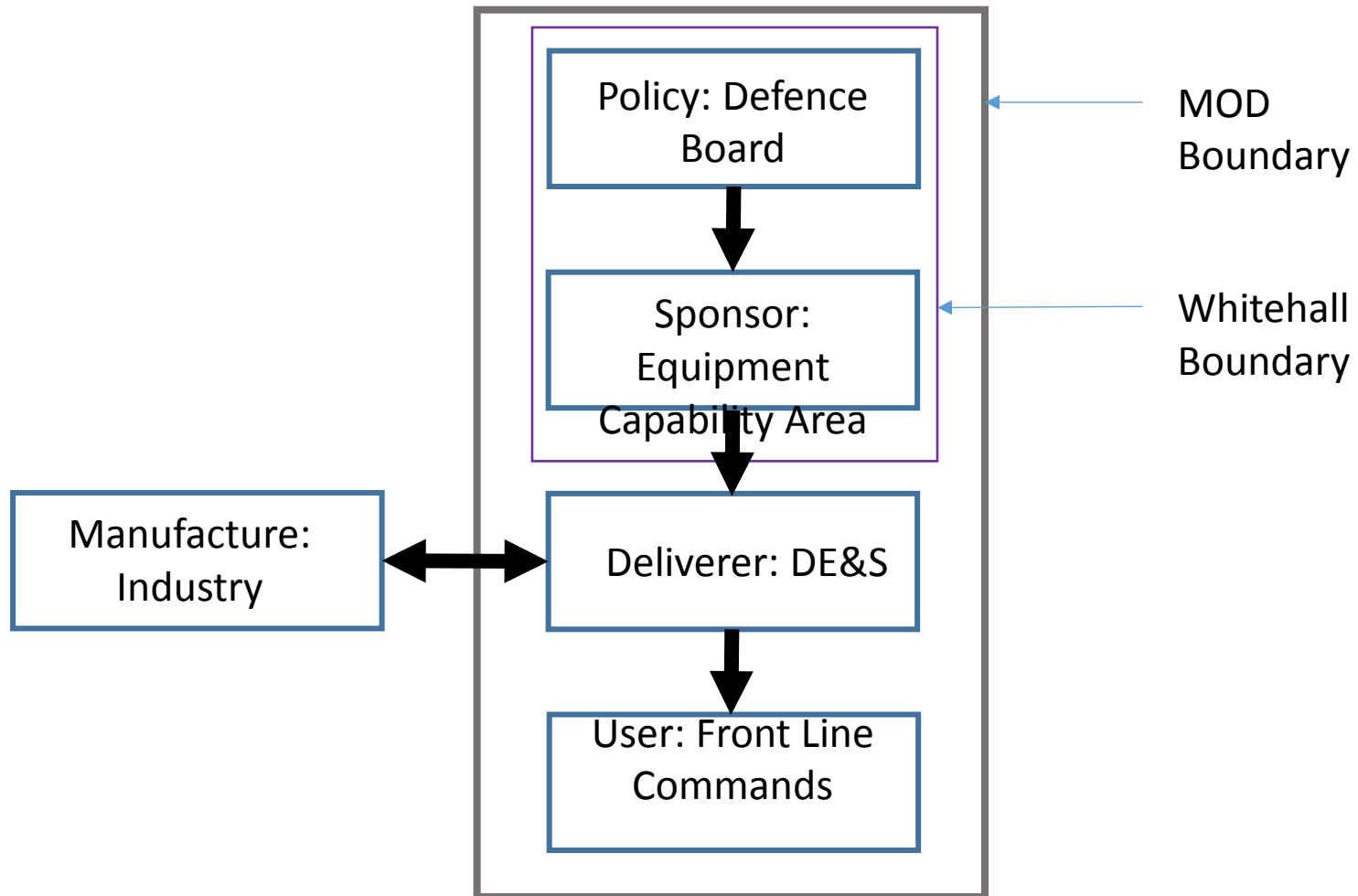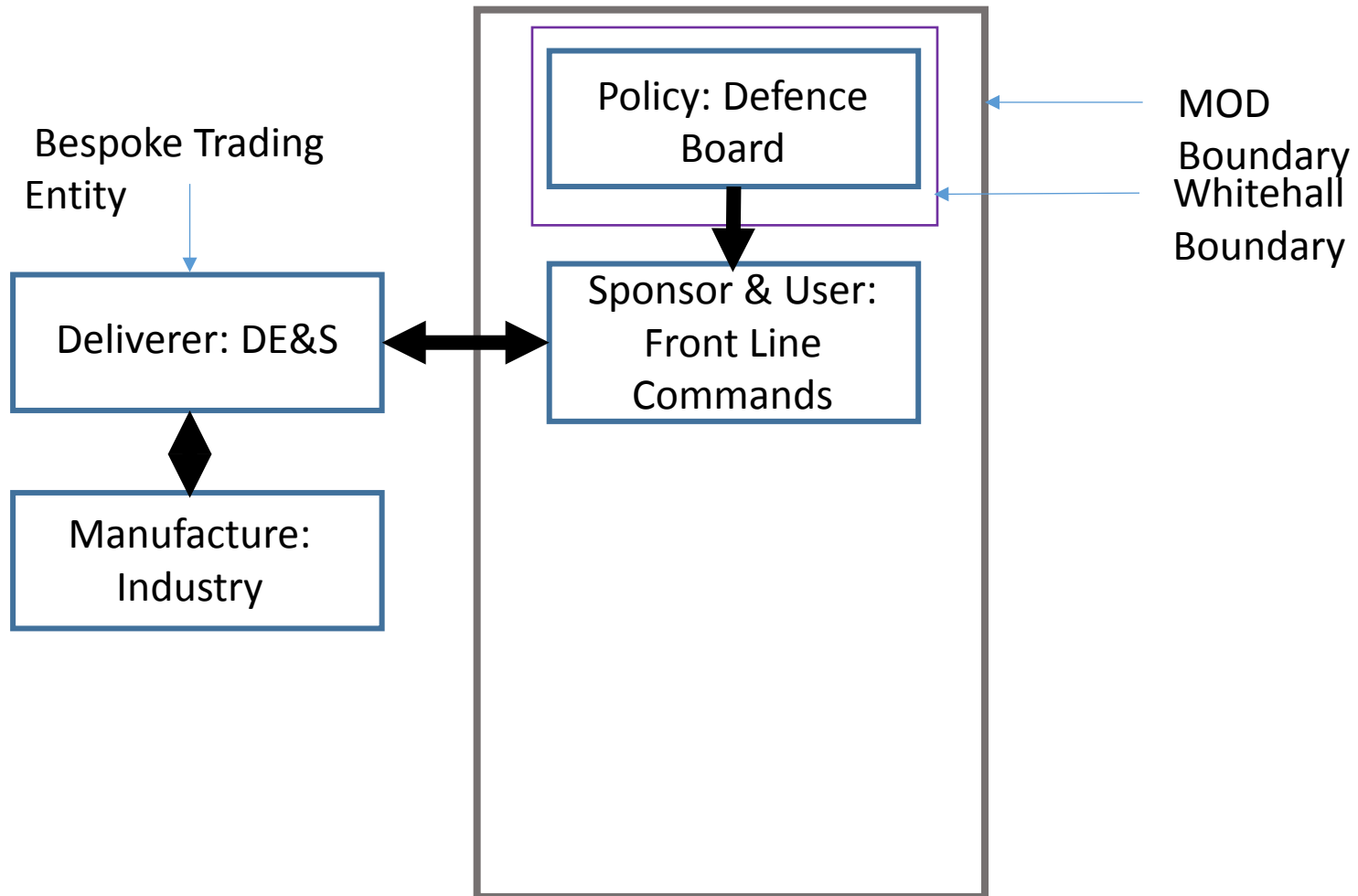
Major Projects Authority

Looks at project performance across government.
High level sponsorship

Accountability

- Project leaders need to be empowered to get the job done, we currently have:
    - complex accountability structures
    - unclear lines of responsibility

- We are increasingly clarifying the accountability and responsibility of project leaders with formal letters of appointment, explaining:
    - the role
    - accountability
    - tenure

- With a full understanding of remit, SROs will be able to have more rigorous discussions with decision makers

Strategic Prioritisation / Front end loading

- Vision – Strategic Prioritisation

    - Make the right decisions about the projects portfolio based on a holistic understanding of resourcing, constraints, risk and interdependencies

    - Identify underperforming projects early and intervene where necessary to turnaround, disaggregate or cancel these projects

    - Inform transition discussions around the department's project portfolio in advance of, and following, the 2015 election

Vision – Front end loading

- Ensure that the initiation phase of a project is undertaken rigorously and only the right projects are started, by assessing:

    - alignment with policy priorities, deliverability, benefits and risks, and that delivery options are flexible

Why people matter

Talent Management Leads to Success

	Ongoing project manager training	Formal process to develop project manager competency	Formal process to mature project management practices	Formal knowledge transfer process	Defined career path	Effective knowledge transfer process
% with each in place	60%	62%	63%	63%	63%	70%
% without each in place	48%	50%	49%	49%	50%	45%

Study Average 56%

■ % successful strategic initiatives with each in place
■ % successful strategic initiatives without each in place

Source: PMI' Pulse of the Profession: The High Cost of Low Performance, 2014,

We are developing capability at several levels

1. INDIVIDUAL - build competence, capability and confidence.

2. PROJECT TEAM – individual competence is critical but a complex project will not achieve success without a high-performance team. Mix of hard and soft elements

3. DEPARTMENTS – create the environment for success

4. CROSS GOVERNMENT- provide professional leadership, advocacy and focus for learning and evolution

association for
project management

apm

Government and APM
40 years of co-existence
Not at the table

"IF YOU'RE NOT AT THE TABLE, YOU'RE ON THE MENU."

MICHAEL ENZI

how

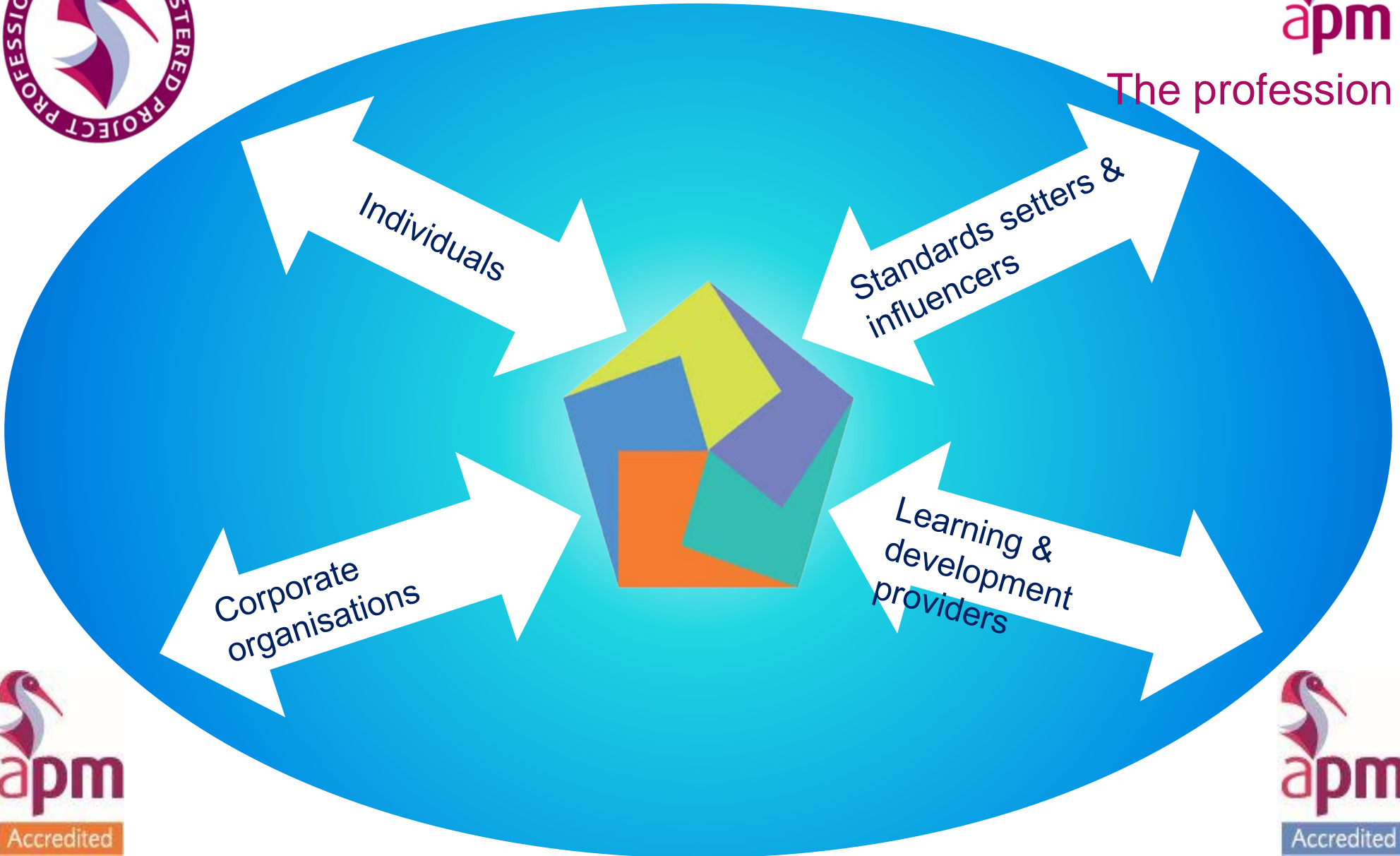# The community we serve
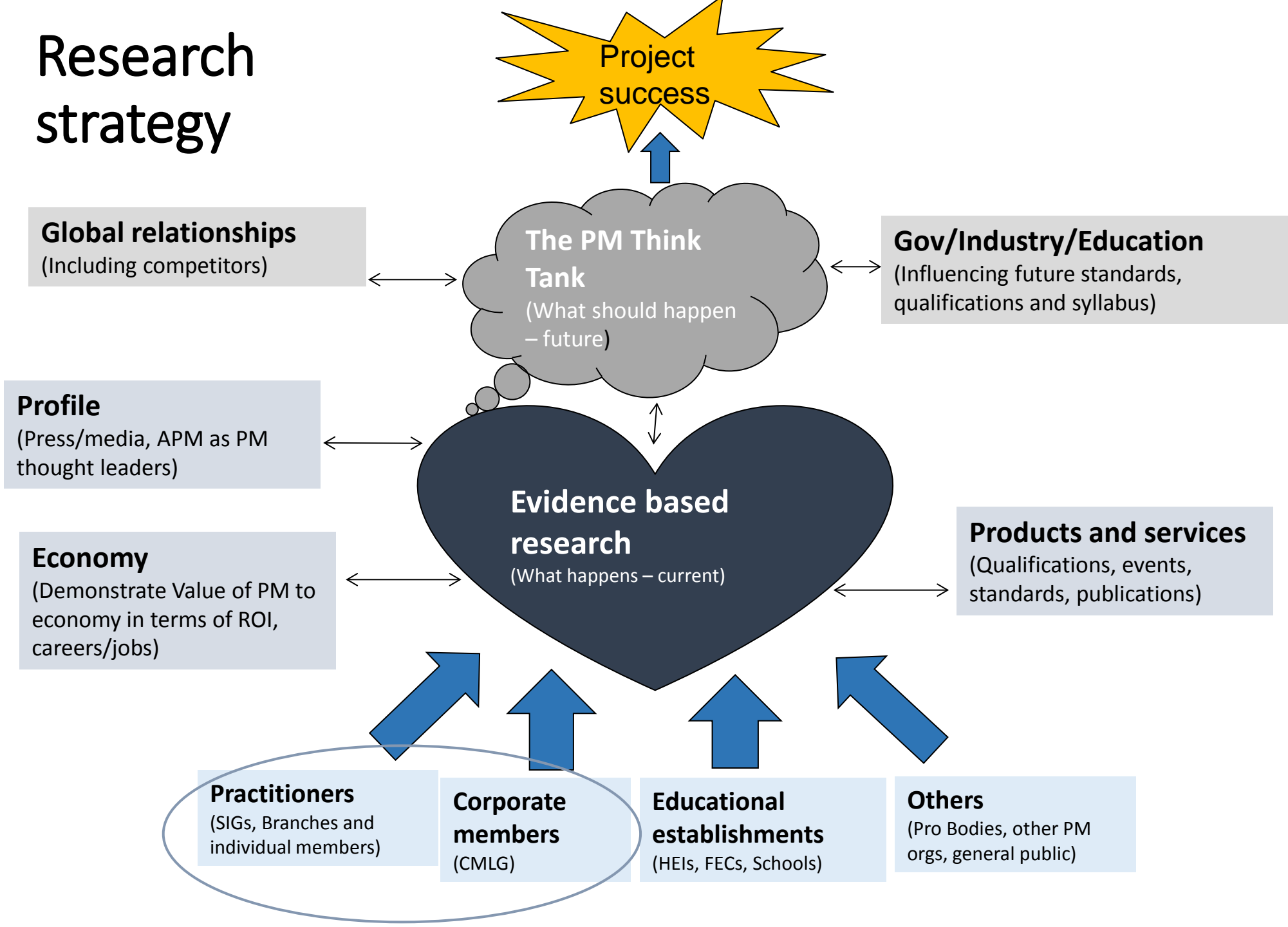
Individuals

Standards setters & influencers

Corporate organisations

Learning & development providers

The profession

Research strategy

Project success

Global relationships
(Including competitors)

The PM Think Tank
(What should happen – future)

Gov/Industry/Education
(Influencing future standards, qualifications and syllabus)

Profile
(Press/media, APM as PM thought leaders)

Evidence based research
(What happens – current)

Economy
(Demonstrate Value of PM to economy in terms of ROI, careers/jobs)

Products and services
(Qualifications, events, standards, publications)

Practitioners
(SIGs, Branches and individual members)

Corporate members
(CMLG)

Educational establishments
(HEIs, FECs, Schools)

Others
(Pro Bodies, other PM orgs, general public)

About APM

c.21,000 individual members	c.560 corporate members	Engaging with c. 500,000 people online
Leading member of the IPMA	c.90,000 APM qualified and growing	200+ events nationally every year
Educational charity	Turnover £7m+	Preparing to become a chartered body

APM Update

21,567 individual members

567 corporate members

c.15,000 APM qualifications takers year to date

Application for Chartered Status ongoing

Project magazine re-launched March 2015

Refreshed *APM Competence Framework*

Revised Practitioner Qualification

Award winning association

Annual conference held on March 19th

APM – keeping good company

Making it work

- Major Projects Authority sets the framework
- Major Projects Leadership Programme develops senior management (300 so far)
- Next level down 800 starting 2015
- APM sets the standards and provides knowledge drawn from practitioners.
- Chartered status will help a bit too.

Today

- Major Project Authority creating

    Project Delivery Community throughout Central Government including MoD.

- Workshops formulating recommendations to Cabinet Office throughout 2015. APM is participating.

Considerations April 2015

- MoD - DE&S April 1st set up as a bespoke trading entity Bechtel C2MHill

    Bernard Gray til end 2015

    Tony Douglas New Civil Aviation T5 He brings a wealth of international experience and expertise in project and programme management, organisational leadership and business strategy,

- Cabinet Office – Francis Maude ?

    Major Projects Authority ?- John Manzoni CEO CS

    New Head ?

    Current Tim Banfield Director Strategy

- National Audit Office – Reforming Defence Acquisition
- PAC – Public Accounts Committee – Margaret Hodge??
- Association for Project Management

    Chartered status

- Oxford University – Said – Major Projects Leadership   Academy
    - **–SROs – Paul Chapman**
        - Cranfield-Next tier down

What is my objective for this conference?

My objective for this conference is to bring project management into your life and organisation

What do you need for project management to happen?

I need:

To recognise that there is a problem
Proof that it works
People who can do it

BUT

I won't do it unless someone gives me a very good reason to.

Project management needs to become part of the culture.
A combination of mindset and toolset supported by strong sponsorship.

Are standards worth it?

Some are good and get used(or not)

Some are bad and get used (or not)

BS6079 Project management

PRINCE

PMC SIG Publications

apmKNOWLEDGE

Interfacing Risk and Earned Value Management

apmKNOWLEDGE

Earned Value Management
APM Guidelines

apmKNOWLEDGE

The Earned Value Management Compass

apmKNOWLEDGE

Earned Value Management Handbook

March 2013

apmKNOWLEDGE

Introduction to
Project Control

apmKNOWLEDGE

The Scheduling Maturity Model

apmKNOWLEDGE

Introduction to Project Planning

apmKNOWLEDGE

Earned Value Management
APM Guidelines

EV gui

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apm   **NDIA**

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For APM:

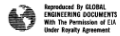For NDIA:

Steve Wake
APM Council
APM Earned Value SIG Chairman

for Jim Gasbarro
NDIA
PM Systems Committee Chair

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Earned Value Management Handbook

Earne
VALU

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ENGINEERING DOCUMENTS
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Under Royalty Agreement

AMERICAN NATIONAL
STANDARD
ANSI/EIA-748-1998
Approved: May 19, 1998

EIA-748

EIA STANDARD

Earned Value Management Systems

EIA-748

JUNE 1998

ELECTRONIC INDUSTRIES ALLIANCE

GOVERNMENT ELECTRONICS AND
INFORMATION TECHNOLOGY ASSOCIATION
ENGINEERING DEPARTMENT

GEIA   A Sector of   EIA
Electronic Industries Alliance

APMG-International

Earned Value Management

APMG-International™
Earned Value

Syllabus
May 2011

APMG-International

Earned Va

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Earned V

APMG-International™
**Earned Value**

APMG'S EARNED VALUE MANAGEMENT FOUNDATION EXAMINATION

SAMPLE PAPER

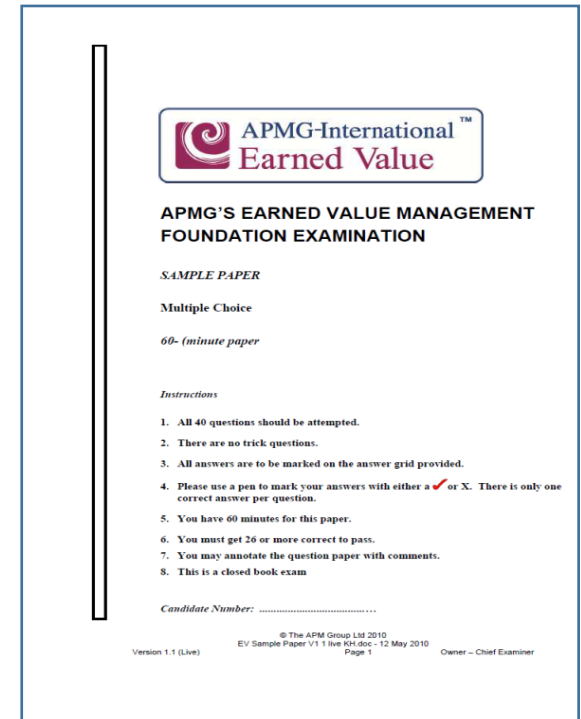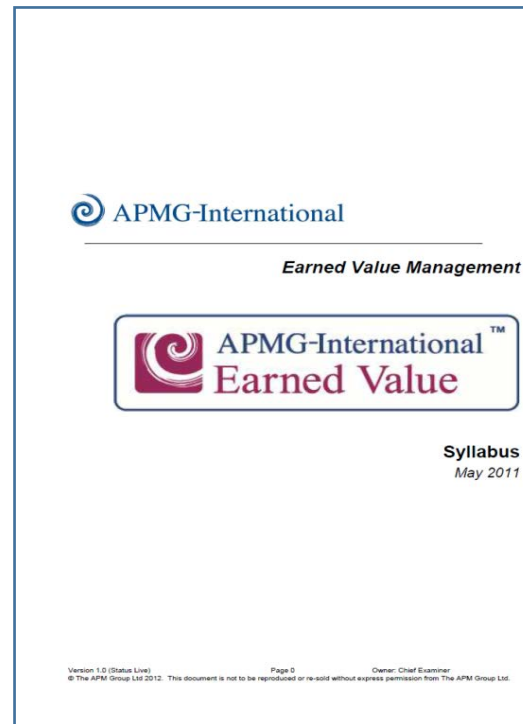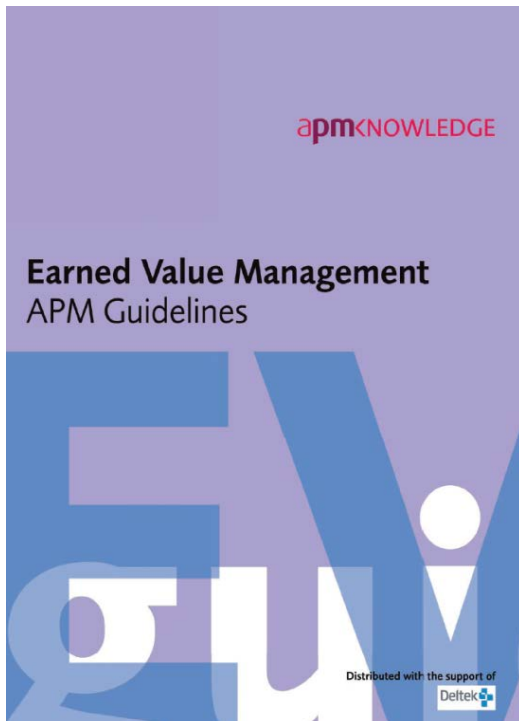**Multiple Choice**

60- (minute paper

Instructions

1. All 40 questions should be attempted.
2. There are no trick questions.
3. All answers are to be marked on the answer grid provided.
4. Please use a pen to mark your answers with either a ✓ or X. There is only one correct answer per question.
5. You have 60 minutes for this paper.
6. You must get 26 or more correct to pass.
7. You may annotate the question paper with comments.
8. This is a closed book exam.

Candidate Number: ....

The APM Guideline is the de facto standard for EV in the UK.
It is reciprocal with the US ANSI 748 EV standard via an agreement
between the APM and the NDIA.
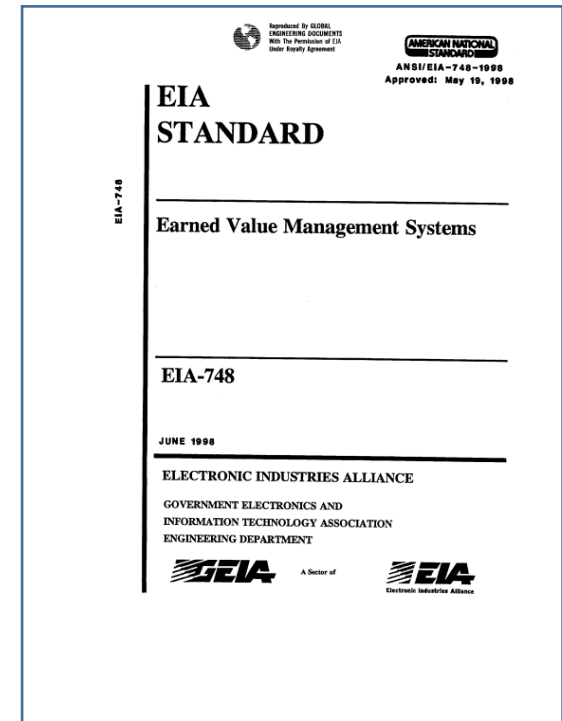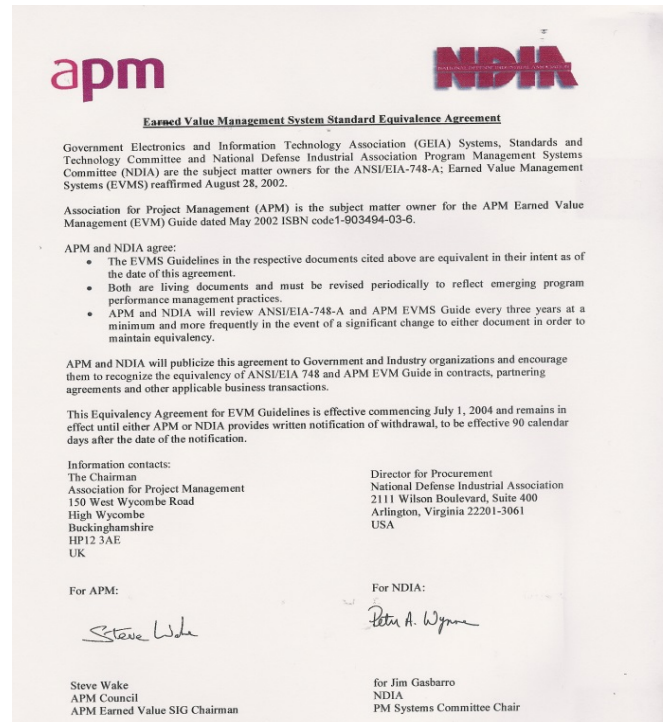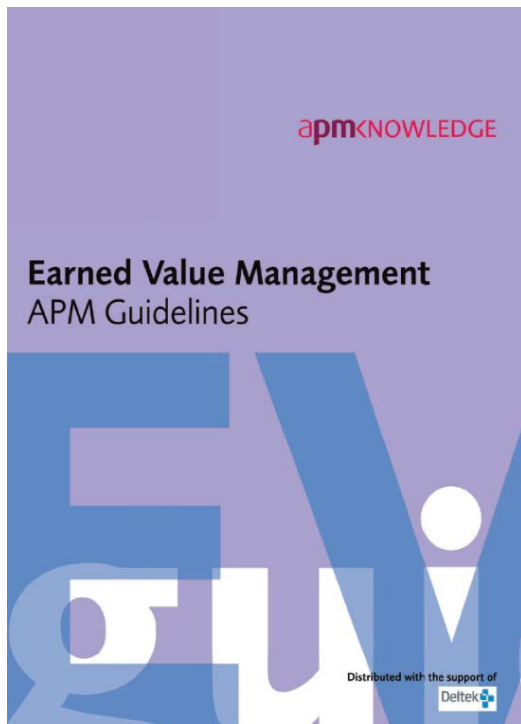
The APM Guideline is linked to the APMG Syllabus.
The APMG Syllabus is linked to the APMG Foundation exam.
The APM Guideline is the study guide for the EV Foundation level exam.

apmKNOWLEDGE

Earned Value Management
APM Guidelines

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Syllabus
May 2011

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Earned Value

APMG'S EARNED VALUE MANAGEMENT FOUNDATION EXAMINATION

SAMPLE PAPER

Multiple Choice

60- (minute paper

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EV Sample Paper V1 1 live KH.doc - 12 May 2010
Version 1.1 (Live)   Page 1   Owner – Chief Examiner

The APM EVM Handbook incorporates the APM Guideline and expands the material.
The APMG syllabus is linked to the EVM Handbook.
The APMG syllabus is linked to the EV Practitioner exam.
The EVM Handbook is the study guide for the EV Practitioner exam.
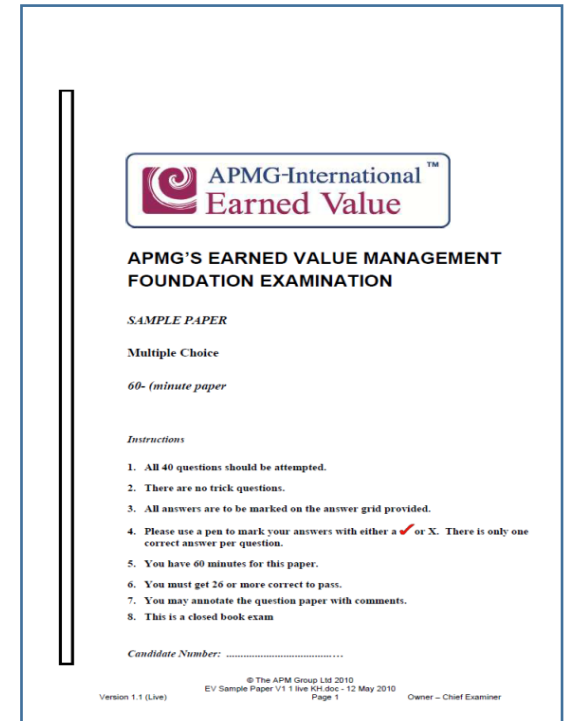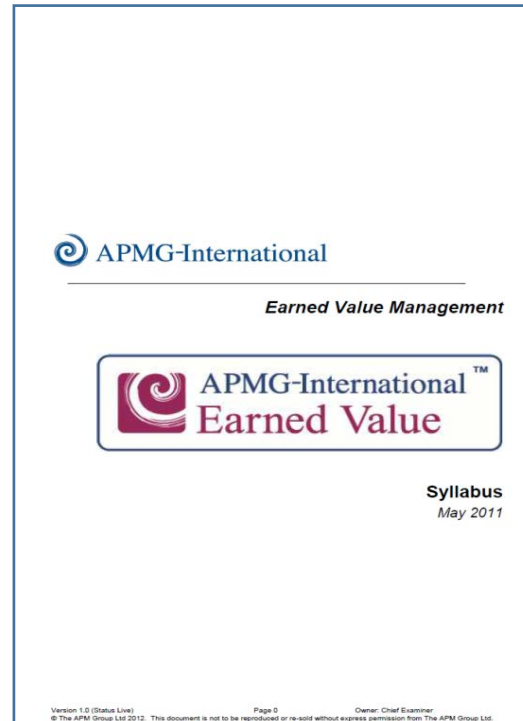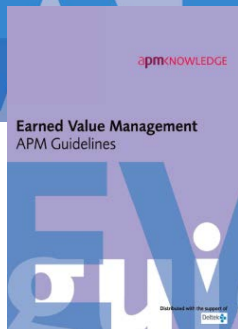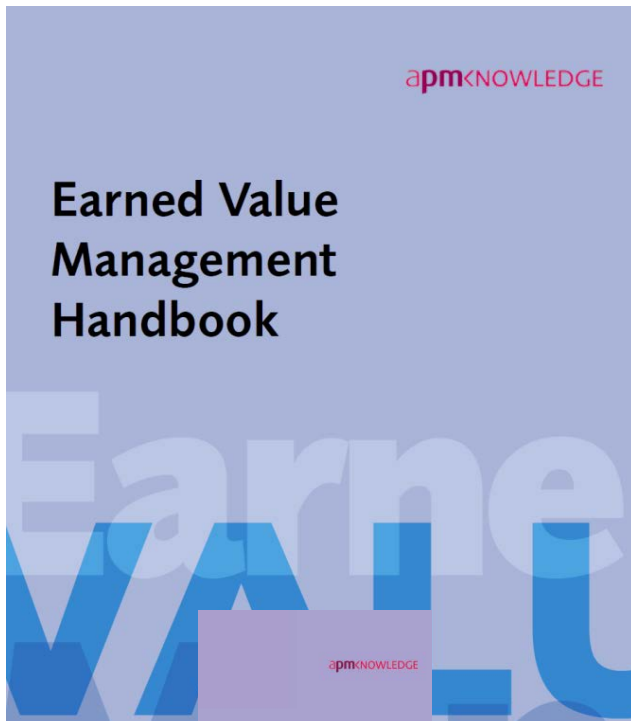
The NDIA APM Agreement

- Reinforces the power of EVM as THE control method.
- Makes the globalization EVM easier and cheaper and possible through equivalence.
- Makes industry, government and the profession take EVM seriously.
- Reinforces that EVM is here to stay and is recognised around the world.

BUT!!!!!!!!!!!!!!!!!!!!
If we want our projects to succeed
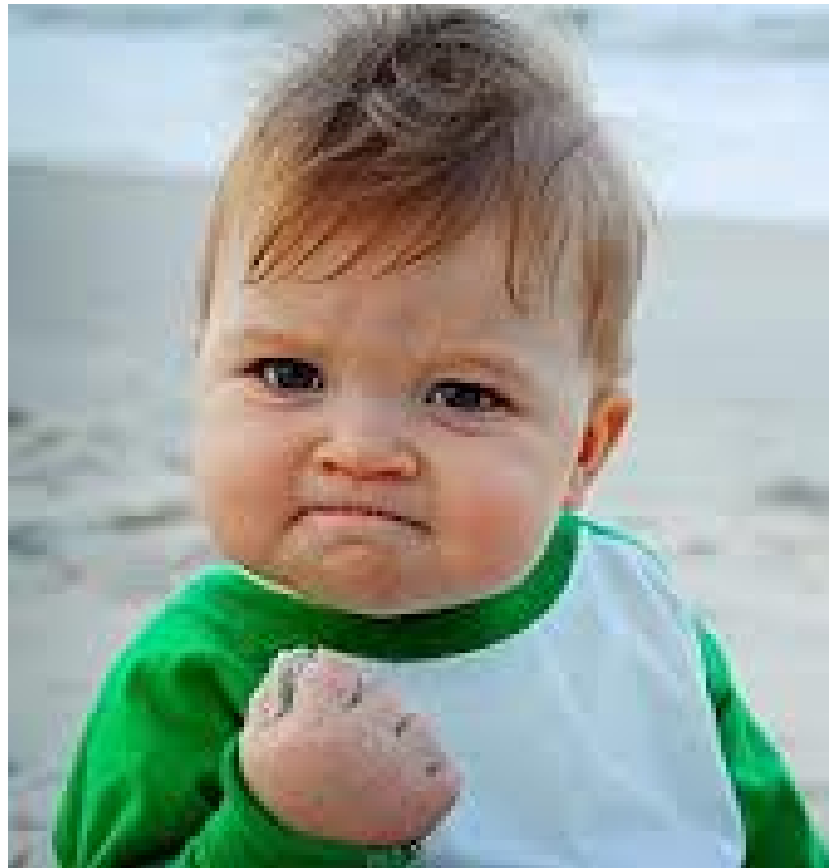
Keeping our foot on the gas

2 APM supported events

EVA in the UK 20 June 16 17 London
ITER 3 4 September France

www.evaintheuk.org

swprojects@blueyonder.co.uk