



DEFENSE ACQUISITION UNIVERSITY EMPLOYEE SELF-ASSESSMENT

EVM 101 - Fundamentals of Earned Value Management

Note:

- Provide a justification(s) package referencing the numbered outcomes as appropriate on separate paper.
- Only the numbered outcomes (bold font) need to be addressed.
- The enablers (indented if specified) are provided to ensure the outcome is sufficiently addressed.
- The *Achieved* column is for use by the initial (functional) evaluator.
- Attach this guide with the justification to the DD form 2518 for a complete package.

150805

Outcomes and Enablers		Achieved?	
		Yes	No
1	Recognize key concepts about Earned Value Management (EVM) as an integrated program management tool that integrates cost, schedule, and technical performance		
	Recognize that Earned Value Management (EVM) is a management tool that program managers use for insight into cost, schedule and performance of Department of Defense (DoD) acquisition programs and that supports proactive decision-making		
	Define the terms for key EVM elements: budgeted cost for work scheduled (BCWS), budgeted cost for work performed (BCWP), actual cost of work performed (ACWP), budget at completion (BAC), and estimate at completion (EAC)		
	Recognize a favorable and unfavorable cost and schedule variance, given a graphic depiction of a time-phased performance measurement baseline (PMB), cumulative budgeted cost for work scheduled (BCWS), budgeted cost for work performed (BCWP), and actual cost of work performed (ACWP)		
	Given typical Earned Value Management (EVM) data and notional Government budget value, recognize that EVM provides information useful for updating budget and funding projections		
	Compare EVM and Technical Performance Measurement		
	Given a graphical depiction of the Department of Defense (DoD) risk management process, identify typical Earned Value Management (EVM) processes related to each step in the risk management process		
2	Describe the Earned Value Management System guidelines		
	Identify the purpose and benefits of the Earned Value Management System (EVMS) guidelines used by the Department of Defense (DoD)		
	Describe the purpose and goals for Department of Defense (DoD) Earned Value Management System (EVMS) validation and surveillance		
	Describe organizational responsibilities that the Defense Contract Management Agency (DCMA), Defense Contract Audit Agency (DCAA), Program Management Office (PMO), and the supplier share regarding Earned Value Management System (EVMS) compliance reviews.		
3	Describe DoD EVM policy and implementation activities		
	Identify the Department of Defense (DoD) policy requirements for application of Earned Value Management (EVM) to contracts and subcontracts		
	Recognize typical pre-contract and post-contract award activities relating to Earned Value Management (EVM)		
4	Describe the integrated management framework used in implementing Earned Value Management (EVM)		



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	Given contract scenario documents (Program Work Breakdown Structure, Contract Work Breakdown Structure, Statement of Work excerpt), recognize the use of the Work Breakdown Structure (WBS) as a management framework describing the scope of work in a contract		
	Given scenario documents (Integrated Program Management Report Format 1 and Format 6, risk register, technical performance measures), recognize the integrated program management information that is reported by the Work Breakdown Structure (WBS)		
	Given contract risk management and Earned Value Management (EVM) data and Department of Defense (DoD) guidance, select Work Breakdown Structure (WBS) elements for EVM reporting below WBS level 3		
5	Describe the roles and responsibilities of agencies, teams, and individuals in the Earned Value Management (EVM) process		
	Given a typical Department of Defense (DoD) Program Management Office (PMO) Integrated Product Team (IPT) organization chart, match PMO team members with their typical Earned Value Management (EVM) related activities		
	Given a notional contract scenario and contractor Organizational Breakdown Structure (OBS), recognize the use of the OBS in an Earned Value Management		
	Given a graphic depiction of the integration of a Work Breakdown Structure (WBS) and Organizational Breakdown Structure (OBS) forming a control account, recognize the importance of the control account in an Earned Value Management System (EVMS)		
	Select typical attributes of a control account in an Earned Value Management System (EVMS)		
	Given a snapshot from a contractor responsibility assignment matrix (RAM), recognize uses of the RAM		
	Compare the roles of the Department of Defense (DoD) Program Management Office (PMO) and the contractor PMO in implementing Earned Value Management (EVM) on an acquisition program		
	Recognize opportunities for joint Government/contractor processes and business rhythms that include Earned Value Management (EVM) data		
6	Explain key points about the Performance Measurement Baseline (PMB) in Earned Value Management (EVM)		
	Recognize the purpose of the performance measurement baseline (PMB) in Earned Value Management (EVM)		



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	Compare the role of the contractor and the Government with regard to the performance measurement baseline (PMB)		
	Given contract information and a graphic depicting the decomposition of the program contract price into key components of the performance measurement baseline (PMB), define the key components		
	Define the purpose of contractor management reserve		
7	Describe the three key phases in developing the PMB		
	Recognize how performance measurement baseline (PMB) scope is defined		
	Recognize the typical steps to build a schedule		
	Recognize the benefits of an accurately planned and statused contractor Integrated Master Schedule (IMS) and how it is used by the Government program manager (PM) in decision making		
	Recognize the use of the schedule critical path as a program management tool		
	Recognize how control account managers develop their budgeted cost for work scheduled (BCWS) for their work		
	Recognize the meaning of discrete, level of effort, and apportioned categories of work		
	Given a contract Integrated Program Management Report (IPMR) Format 3, recognize the information this format provides		
8	Given Department of Defense (DoD) policy and guidance documents, recognize the Integrated Baseline Review (IBR) process		
	Recognize the purpose and policy requirements of the Department of Defense (DoD) Integrated Baseline Review (IBR) process		
	Recognize key aspects of four management activities in the Integrated Baseline Review process		
	Recognize five categories of risk and questions to ask about them during the Integrated Baseline Review		
	Recognize Integrated Baseline Review team member roles		
9	Describe how the contractor monthly performance measurement information is documented in the Integrated Program Management Report (IPMR) and submitted to the Government		
	Given Integrated Program Management Report (IPMR) Formats 1 to 7 and the IPMR Data Item Description (DID), recognize the main purpose of each format		
	Given the Integrated Program Management Report (IPMR) Data Item Description (DID), recognize contractor submission requirements		



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10	Recognize the fundamentals of integrated performance Measurement		
	Given the Integrated Program Management Report (IPMR) Data Item Description (DID), identify Department of Defense (DoD) Earned Value Management System (EVMS) policy requirements for using the Integrated Master Schedule (IMS) to record and report the status of the project		
	Recognize typical Earned Value Management (EVM) progress measures		
	Given a graphic depiction of a Control Account Plan that displays work packages with various earned value methods and associated monthly and cumulative budgeted cost for work scheduled (BCWS), calculate budgeted cost for work performed (BCWP) for the work packages		
11	Calculate earned value metrics		
	Given sample SV and SV %, interpret the metrics		
	Given sample CV and CV %, interpret the metrics		
	Given sample Earned Value Management (EVM) data, calculate SV, SV %, CV, CV %, VAC, and VAC %		
	Given VAC and CV data, recognize the management value of comparing VAC and CV		
	Given sample % complete, % schedule, and % spent metrics, interpret the metrics		
12	Recognize the key elements of an Integrated Analysis Model that addresses the following 3 top level steps: Analyze Past Performance, Predict Future Performance, Formulate a Plan of Action		
	Recognize the steps and sub-steps of a three-step Integrated Analysis Model		
	Recognize typical Program Management Office Integrated Product Team member roles in EVM analysis		
13	Demonstrate the Analyze Past Performance step of the Integrated Analysis Model		
	Recognize key tasks in analyzing past performance		
	Given sample charts showing management reserve (MR) usage, interpret the chart		
	Given a risk matrix, TPMs, and Integrated Program Management Report (IPMR) Format 1 reports, recognize that TPM analysis may provide early indicators of problems that may result in cost and schedule performance problems		
	Given typical information sources (IMS, IPMR Format 1, IPMR Format 5,) recognize common analysis completed to select schedule drivers		
	Given an IPMR, recognize common analysis tasks completed to select cost drivers		
	Recognize the importance of understanding the root causes of variances.		
14	Demonstrate the Predict Future Performance step of the Integrated Analysis Model		



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	Given typical information sources (IPMR, TPMs), recognize typical analysis tasks completed to update estimates at completion (EACs)		
	Recognize the meaning of the cost performance index (CPI) and schedule performance index (SPI)		
	Given cost performance index (CPI and schedule performance index (SPI) trend charts, interpret the meaning of the indexes		
	Given sample Integrated Program Management Report (IPMR) Format 1 data, calculate the CPI, SPI, and TCPI		
	Given the necessary data, calculate a formula-based EAC using common performance factors		
	Given EVM data and trend charts, interpret if the contractor EAC appears reasonable		
15	Demonstrate the Formulate a Plan of Action step of the Integrated Analysis Model		
	Given integrated analysis results, recognize types of management decisions that EVM information supports		
16	Recognize contractor PMB maintenance processes, as documented in their Earned Value Management Systems (EVMS)		
	Identify three categories of changes to the Earned Value Management (EVM) performance measurement baseline (PMB): contract changes; internal contractor replanning; formal reprogramming (also known as over target baseline/schedule)		
	Recognize Earned Value Management System (EVMS) guidelines for making revisions to the Earned Value Management (EVM) performance measurement baseline (PMB)		
17	Recognize Earned Value Management System (EVMS) processes for the incorporation of contract changes into the PMB		
	Recognize Earned Value Management System (EVMS) practices for incorporation of contract changes into the performance measurement baseline (PMB)		
	Given Integrated Program Management Report (IPMR) Formats 1, 3, and 5, recognize how the formats display information about the incorporation of AUW, contract modifications, and UB		
18	Recognize contractor internal replanning processes as a category of change to the PMB		
	Recognize typical practices for contractor internal re-planning of the performance measurement baseline (PMB)		
	Given Integrated Program Management Report (IPMR) Format 3, identify the information on this format that analysts can use to determine internal replanning changes the contractor has made to the PMB		



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	Given a list of hypothetical management reserve (MR) uses, select correct statements about the use of MR		
	Recognize the impact of a "rubber baseline" on Earned Value Management (EVM) performance metrics		
19	Describe how formal reprogramming uses over target baseline/over target schedule (OTB/OTS) to implement changes to the PMB		
	Recognize typical practices for implementing an over target baseline/over target schedule (OTB/OTS)		
	Given a list, select factors to consider when deciding whether an OTB/OTS is appropriate to implement on a contract		