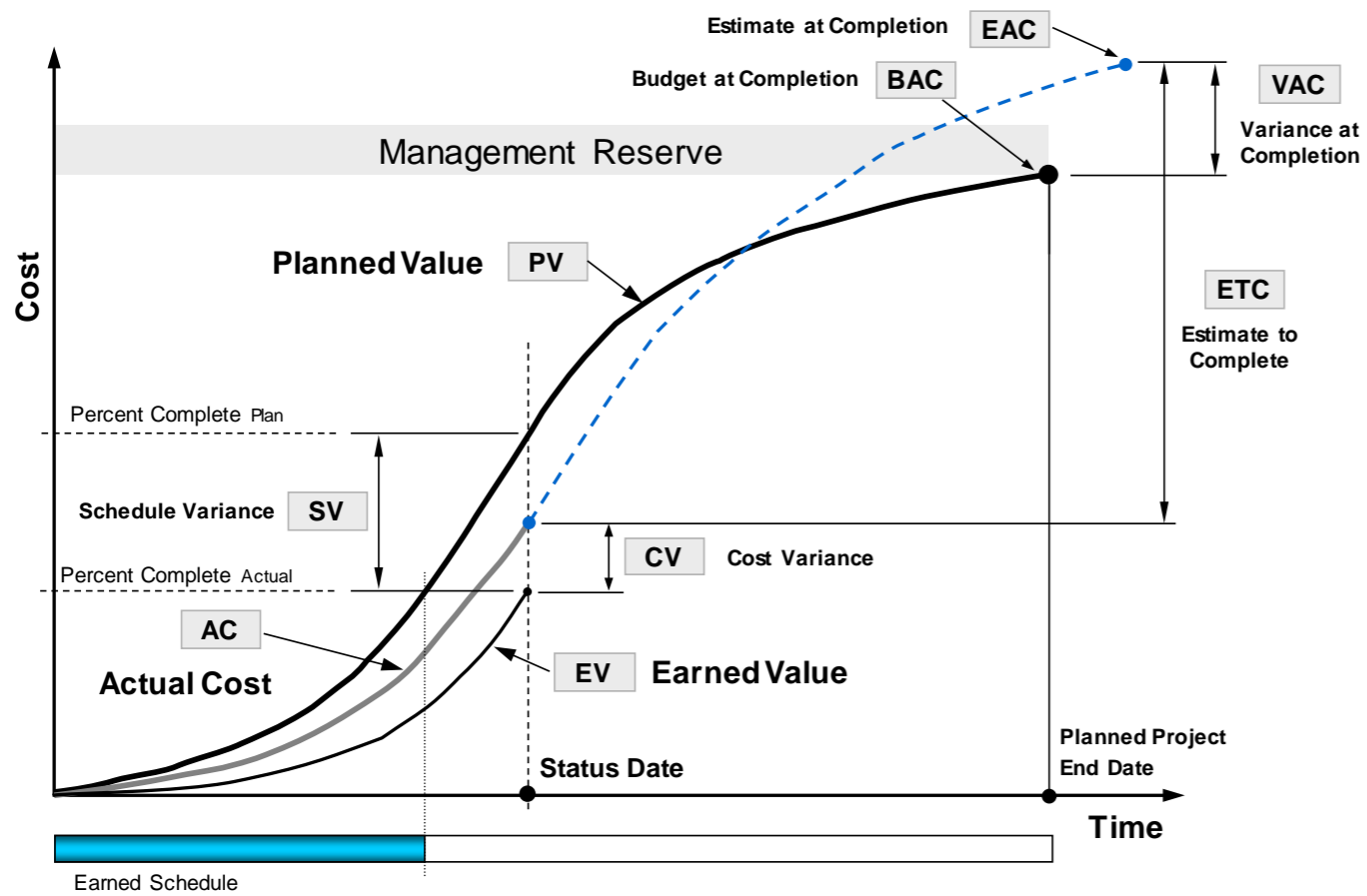




Earned Value Management

Quick Access Card



Base Key Figures (* old EVM key figure sometimes still in use)

- EV** Earned Value or *(BCWP, Budgeted Cost of Work Performed)
- PV** Planned Value or (BCWS, Budgeted Cost of Work Scheduled)
- AC** Actual Cost or (ACWP, Actual Cost of Work Performed)
- BAC** Budget at Completion

Variations (Favorable is positive, Unfavorable is Negative)

- CV** Cost Variance $CV=EV-AC$ or $CV=BCWP-ACWP$, $CV\% = CV/EV$ or $CV/BCWP$
- SV** Schedule Variance $SV=EV-PV$ or $SV=BCWP-BCWS$, $SV\% = SV/PV$ or SV/BCW
- VAC** Variance at Completion $VAC = BAC - EAC$

Performance Indices (Favorable is >1.0, Unfavorable is <1.0)

- SPI** Schedule Performance Index $SPI=EV/PV$ or $SPI=BCWP/BCWS$
- CPI** Cost Performance Index $CPI=EV/AC$ or $CPI=BCWP/ACWP$

EAC – Estimate at Completion (BAC - EV = Remaining Work)

- EAC** = $AC + (BAC - EV) / 1$ optimistic Method
- EAC_{CPI}** = $AC + (BAC - EV) / CPI$ realistic Method
- EAC_{CPIxSPI}** = $AC + (BAC - EV) / (CPI \times SPI)$ pessimistic Method

ETC – Estimate to Complete

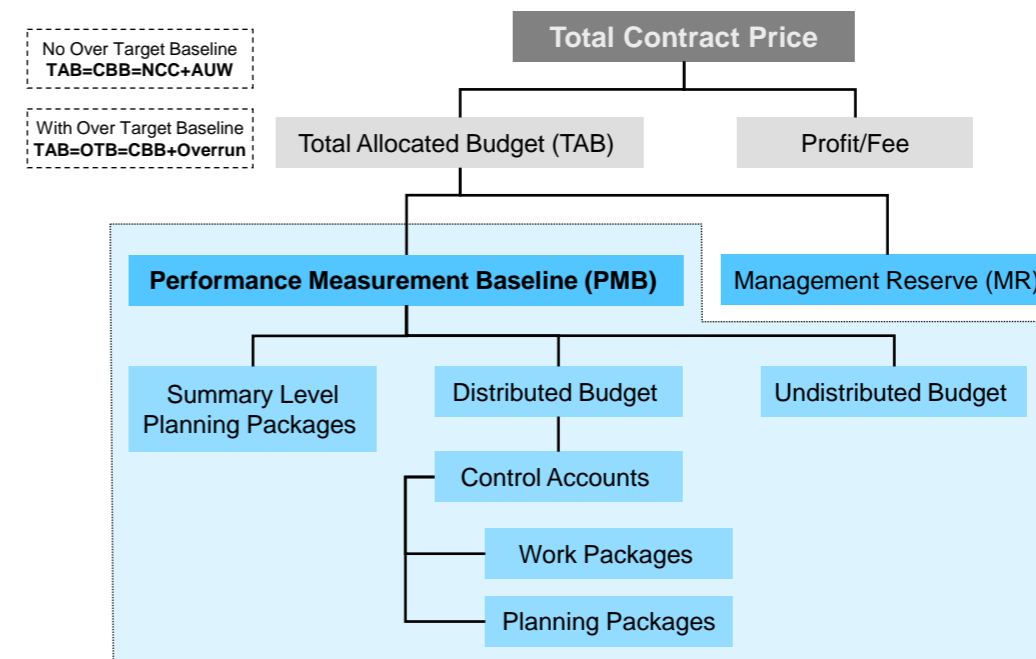
- $ETC = (BAC-EV)/1.0$ optimistic Method
- $ETC_{CPI} = (BAC-EV)/CPI$ realistic Method
- $ETC_{CPIxSPI} = (BAC-EV)/(CPI \times SPI)$ pessimistic Method

To Complete Performance Index

- $TCPI_{BAC} = (BAC-EV) / (BAC-AC)$
- $TCPI_{EAC} = (BAC-EV) / (EAC-AC)$

Overall Status

- % Schedule $PV_{cum} / BAC \times 100$
- % Complete $EV_{cum} / BAC \times 100$
- % Spent $AC_{cum} / BAC \times 100$



AUW	Authorized Unpriced Work	Work contractually approved, but not yet negotiated / definitized
CA	Control Account	Lowest CWBS element assigned to a single focal point to plan & control
CBB	Contract Budget Base	Sum of NCC & AUW
CWBS	Contract Work Breakdown Structure	WBS for a specific Government contract accord with MIL-HDBK-881
DB	Distributed Budget	Budget allocated to Control Accounts
MR	Management Reserve	Budget withheld by Contr PM for unknowns / risk management
NCC	Negotiated Contract Cost	Contract Price minus Profit or Fee(s)
OTB	Over Target Baseline	Sum of CBB + additional budget approved for remaining work
PP	Planning Package	Far-term CA activities not yet defined into WPs
TAB	Total Allocated Budget	Sum of all budgets for work on contract = NCC, CBB, or OTB
PMB	Performance Measurement Baseline	Contract time-phased budget plan
SLPP	Summary Level Planning Package	Far-term contract activities not yet assigned to a CA scope/schedule/budget
UB	Undistributed Budget	Broadly defined activities not yet time-phased for distribution to CAs or SLPPs
WP	Work Package	Near-term, detail-planned activities within a CA