



JOHNS HOPKINS



WHITING SCHOOL
of ENGINEERING





Earned Value Management

0/100

Planning

	
Start	Complete
Milestone	Budget
1	0
2	500
Total	500



Status

 9/12	 9/25	
Start	Complete	
Milestone	Budget	Earned Value
1	0	0
2	500	500
Total	500	500



- No Budget allocated to start milestone
- Total budget allocated to completion milestone
- All work claimed only when task is complete
- Spans one accounting month

Percent Start / Percent Complete

Planning (50%/50%)

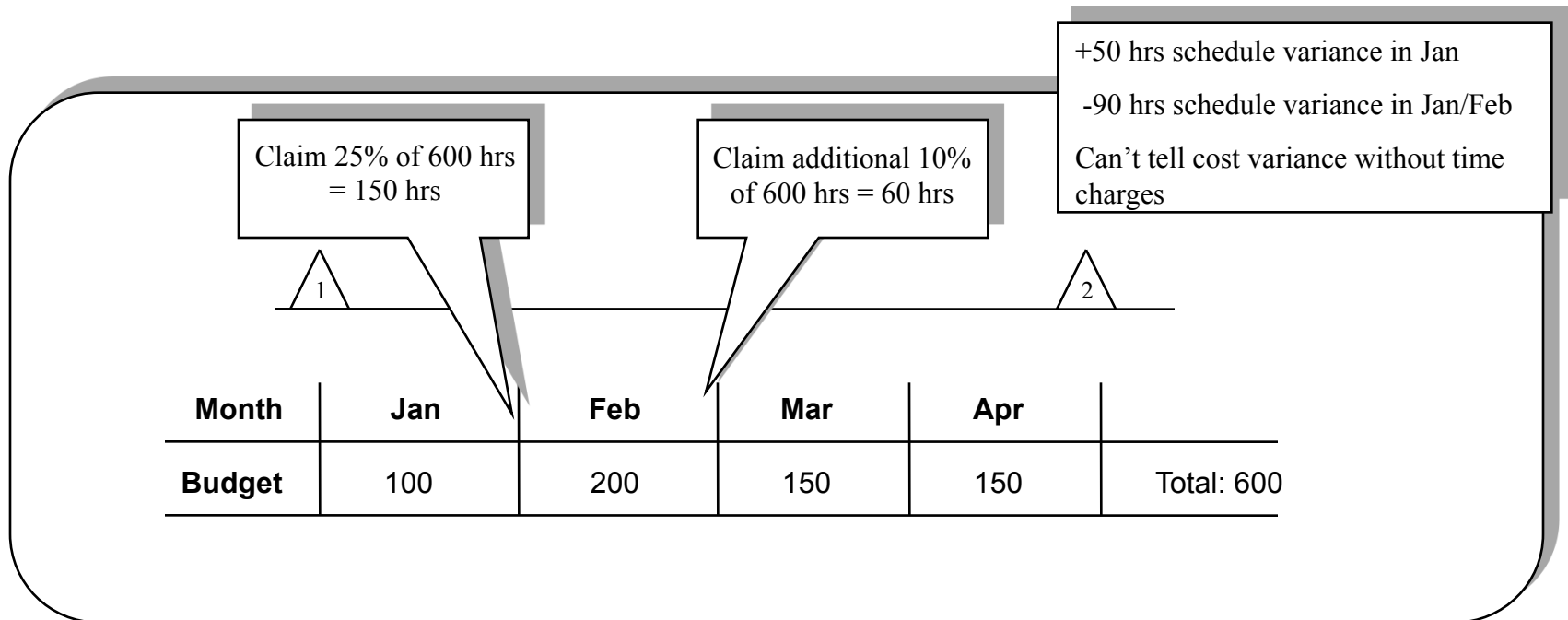
	
Start	Complete
Milestone	Budget
1	500
2	500
Total	1000

Status

	10/18	
Start		Complete
Milestone	Budget	Earned Value
1	500	500
2	500	0
Total	1000	500

- Examples of weights: 25/75, 30/70, 50/50
- Budget is allocated to start milestone
- Budget is allocated to completion milestone
- Spans two accounting months

Percent Complete

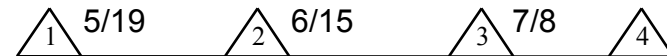


- Status of work depends on manager's assessment of amount complete
- End of January, CAM claims work is 25% done (150 hours)
- End of February, CAM claims only another 10% (60 hours)

Milestone Weights

Planning

Status



Milestone	Budget
1	500
2	500
3	700
4	300
Total	2000

Milestone	Budget	Earned Value
1	500	500
2	500	500
3	700	700
4	300	
Total	2000	1700

- Weight associated with each milestone is earned when milestone is complete
- At least on milestone per month

Milestone Weights with Percent Complete

- Similar to milestone weights method
- Added feature allows CAM to claim percent complete activities in months without milestones
- Milestones are required at least every two months

Characteristics of Good Milestones

- Product or event
- Must be within the authority of the CAM
- Clear, objective criteria for measuring accomplishment
- Quantified whenever possible
- Directly related to the work package (Work Authorization Delegation (WAD) and Statement of Work (SOW))

Level of Effort

- Support activities e.g., management, clerical
- No definite or deliverable products
- Budget is evenly distributed over the period of performance
- Earned value is based on the passage of time, thus never ahead or behind schedule