

For Comments Only

Draft Indian Standard

**Project, Programme and Portfolio Management —
Earned Value Management Implementation Guidance**

ICS 03.100.40

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NATIONAL FOREWORD

(Formal clauses to be added later on)

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

- a) Wherever the words ‘International Standard’ appear referring to this standard, they should be read as ‘Indian Standard’.

In this adopted standard, references appear to certain International Standard for which no Indian Standard exist. The technical committee have reviewed the provisions of the following International standards referred in this standard and has decided that they are acceptable for use in conjunction with this standard:

<i>International Standard</i>	<i>Corresponding Indian Standard</i>	<i>Degree of Equivalence</i>
ISO/TR 21506, Project, programme and portfolio management — Vocabulary	IS/ISO/TR 21506 : 2018 Project Programme and Portfolio Management - Vocabulary	Identical
ISO 21508:2018, Earned value management in project and programme management	IS/ISO 21508 : 2018 Earned value management in Project and Programme Management	Identical

Annex A and B are for informative.

Note: The technical content of the document is not available on website. For details, please refer the corresponding ISO/FDIS 21512 or kindly contact:

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Scope

This document specifies guidance and examples for establishing, implementing and maintaining an earned value management system based on ISO 21508:2018. This document also provides practises for earned value management, as set forth in ISO 21508:2018. This document can be used by any organization.

This document is aligned with and complements the information contained in ISO 21508:2018 which is the higher tier international standard and companion document for this document.

Further guidance on project, programme and, governance and other related guidance are set out in relevant standards.

Introduction

This document provides guidance when implementing an earned value management system based on ISO 21508. This document shows how an organization can take a systematic approach to implement and maintain an earned value management system that enables improved project and programme management. This document is not intended to be prescriptive; each organization should determine its approach for earned value management and to what extent the organization should adopt ISO 21508. Users are encouraged to use this document along with ISO 21508.

This document provides guidance to users either establishing or maintaining an earned value management system.

The text in each clause is topically arranged to assist the organization in establishing or improving its earned value management system. The topics are arranged in the following order:

- a) general introduction to the material contained in the clause;
- b) guidance on how an organization can approach the subject;
- c) practical tools, methods, strategies and examples.

The examples and approaches presented in this document are for illustrative purposes only, and are not necessarily suitable for every organization, project or programme. In implementing, maintaining or improving an earned value management system, it is important that organizations select approaches, tools and methods appropriate to their needs and governance framework.

Earned value management tools and methods are sustainable and useful, when they are integrated within an organization's overall governance for projects and programmes.

This document is applicable to:

- a) practitioners and professionals of earned value management, project management, programme management and portfolio management;
- b) management, sponsors and other governing bodies overseeing projects, programmes, and portfolios;
- c) project, programme and portfolio management office professionals;
- d) project, programme and portfolio stakeholders;
- e) academia including faculty, students and researchers;
- f) developers of national standards, organizational standards and public policy.