

ISO 21512 EVM Implementation Guidance

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ISO EVM Implementation Guidance International Standard
Chair, Standards Australia MB-012 Committee
(Project and Programme Management)



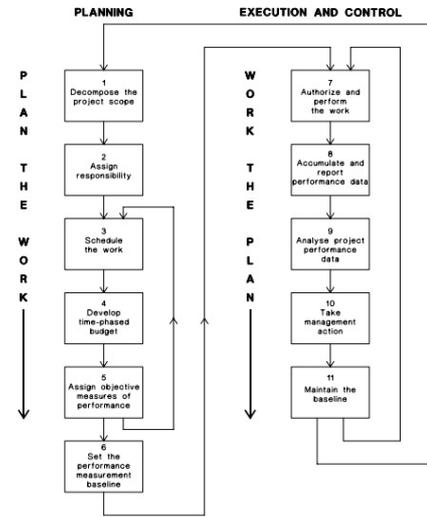
Agenda

- Background
- ISO 21512 - EVM Implementation Guidance International Standard
 - History
 - Current Status
- Where to from here?
- Relevance to Australia
- Relevance to your project or programme
- Concluding remarks



Background

- For this presentation, the background starts with
 - Publication of **AS4817:2003** – Australian EVM standard
 - Invoked in Defence contracts with EVM requirement
 - Updated in 2006 – AS4817:2006
 - Then a long pause until AS4817:2019
 - Why the long pause?
- The global significance of AS4817:2003?
 - Introduction of the 11-step process model of EVM (and project controls and project management)



NOTES:
1. Steps 3, 4 and 5 are performed iteratively.
2. Not all relationships are shown.

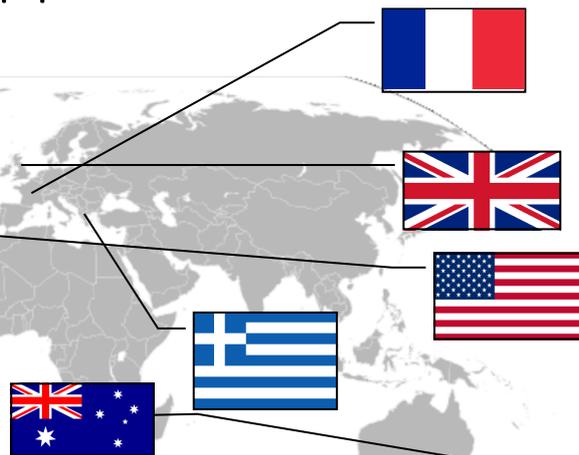
FIGURE 3.1 THE EVPM METHOD



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Why is the AUS 11 step process model of EVM globally significant?

- Fast forward to 2015
- ISO New Work Item Proposal from France for EVM Standard
- TC258, WG7
- **Published as 21508:2018**
- **ISO adopted AUS 11 step process model of EVM**
 - Rather than USA criteria based EVM
- AS4817-2019
 - A modified adoption of the ISO EVM standard



A story of global collaboration

- WG7 Core Writing Team Representatives



Adoption of ISO 21508:2108 EVM Standard

- | | |
|------------------------|--------------------------------|
| 1. Australia (SA) | 11.Portugal (IPQ) |
| 2. Brazil (ABNT) | 12.Peru (INACAL) |
| 3. Bulgaria (BDS) | 13.Russian Federation (GOST R) |
| 4. Chile (INN) | 14.South Africa (SABS) |
| 5. China (SAC) | 15.Uganda (UNBS) |
| 6. Colombia (ICONTEC) | 16.United Kingdom (BSI) |
| 7. Costa Rica (INTECO) | Firm intention to adopt |
| 8. France (AFNOR) | 1. Egypt (EOS) |
| 9. India (BIS) | 2. Pakistan (PSQCA) |
| 10.Italy (UNI) | 3. Saudi Arabia (SASO) |
| 11.Netherlands (NEN) | 4. Ukraine (SE UkrNDNC) |

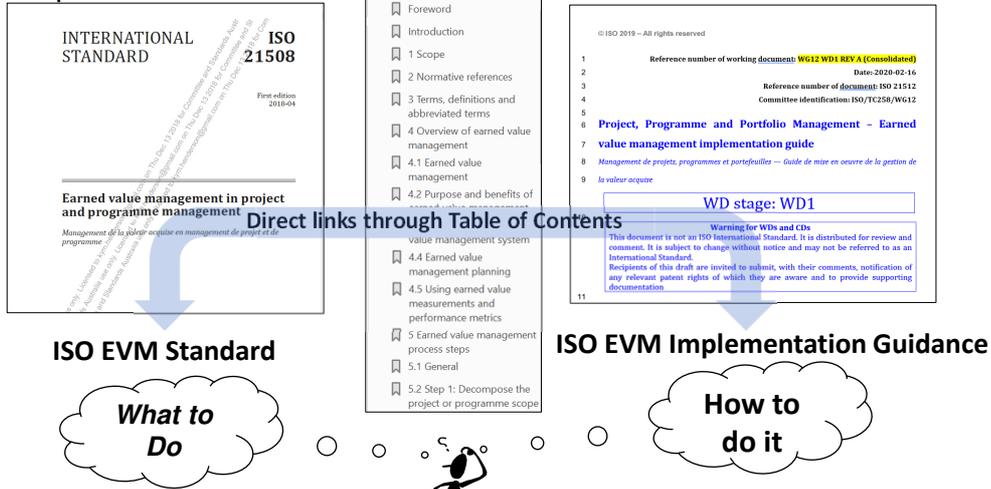


Scope and Objectives (from approved NWIP)

- **Produce an implementation guide on the implementation of EVM, including key EVM practises defined in ISO 21508:2018**
 - The Guide will complement information in the ISO EVM Standard
 - 21508:2018 serves as the higher tier International Standard; and
 - Companion document for this Implementation Guide.
- **The Guide will:**
 - promote the adoption of EVM in accordance with the guidance provided in the ISO EVM standard 21508:2018
 - promote adoption of the ISO EVM standard
 - Consistent with currently approved TC258 Strategic Plan



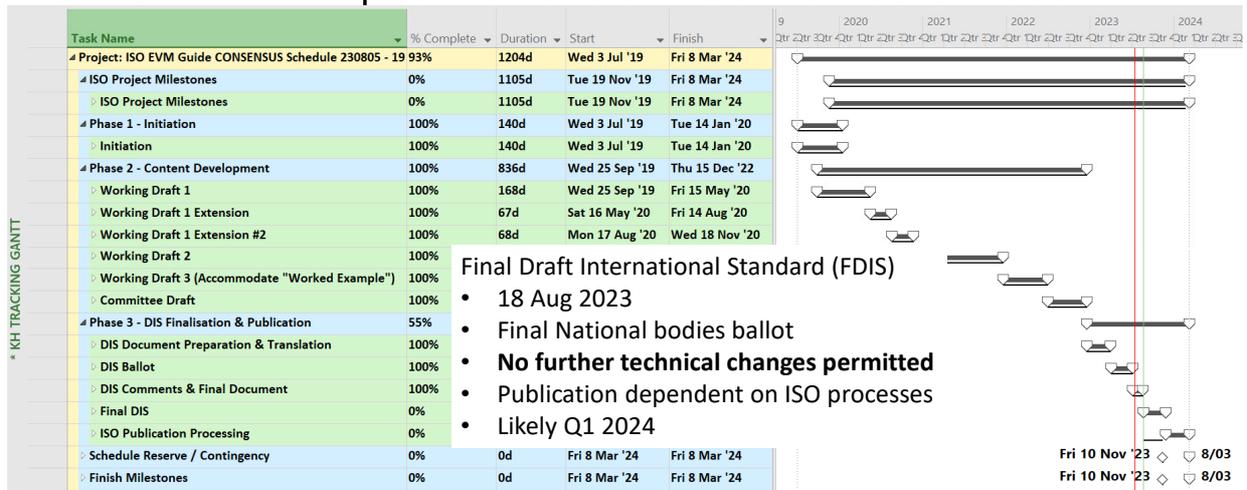
ISO EVM Standard and Implementation Guidance Conceptual Model



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Slide 7

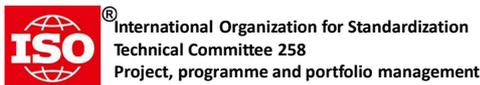
ISO EVM Implementation Guidance Status



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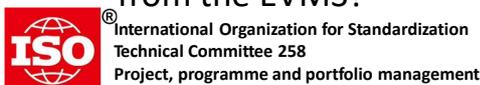
21512 EVM Implementation Guidance Relevance to Australia

- ISO EVM Standard 21508:2018 adopted Australian 11 step process model of EVM
 - Modified adoption in Australia as AS4817:2019
 - ISO standard informative
 - AS4817: 2019 reinserted normative “shall” statements in Clause 5
- 21512 EVM Implementation Guidance highly likely to be adopted by Australia with an “identical adoption”
 - Definitive global guide and informative standard on “how to” implement EVM
 - Represents the global consensus on EVM best practice



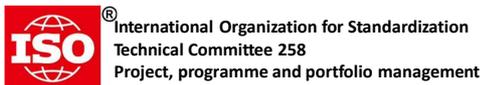
21512 EVM Implementation Guidance Relevance to Your Project or Programme

- The standard EVM answer -> “**It all depends**” 😊
- Is understanding objectively measured project status and predicted outcome important to management?
- Is management prepared to authorise/investigate the cause of negative variances?
 - To see what can be done to stabilise and recover performance?
- Is management interested in “managing by exception”?
- Is management prepared to heed and act on the messages arising from the EVMS?



21512 EVM Implementation Guidance Relevance to Your Project or Programme

- If the answer to the questions on the last slide is **NO** 😞
 - ISO EVM Standard and Guidance is highly unlikely to be relevant to your project or programme
- If the answer is “**yes**” or “**maybe**”
 - The Guidance offers a wealth of information on how to implement EVM
- Words of warning:
 - Implementing EVM won’t necessarily be easy
 - Being a change agent is not for the faint hearted
 - **The benefits from properly implementing EVM can be quite extraordinary**



21508 Update Proposal Scope and Benefits (Due for decision TC258 Plenary – Philadelphia USA – 18 Sep 2023)

- The benefits identified includes:
 1. **Extending the scope of the ISO EVM Standard to include portfolio management**
 - Inclusion of portfolio management will align 21508 to other 21500 series standards developed by TC258
 2. **Aligning the ISO EVM Standard to the ISO Implementation Guidance, 21512:DIS**
 - WG12 Consensus Decision, 14th August 2022 (ISO/TC 258/WG 12 N 619)
 3. **Uplift practice for the integration of EVM and Risk management**
 4. **Include guidance on the following important topics not currently covered in 21508:2018:**
 - Integrating EVM across the project and programme lifecycle
 - Integrating EVM with benefits management
 - Integrating EVM with resource management
 - Integrating EVM with systems and engineering planning
 - Integrating EVM with technical performance measurement
 5. Inclusion of Earned Schedule into the body of the standard
 6. Retrofitting as applicable, more advanced graphics developed for ISO 21512 into 21508
 7. Correction of typographical and other errors
 8. Review and action comments submitted as part of 21508 Systematic Review (SR)



21508:2018 = ISO EVM Standard
21512 = ISO EVM Implementation Guidance Standard

Concluding remarks