

**“Project Management Using Earned Value”
Case Study Solution 39.1**



39.1

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Implementation

SOLUTION

1. The sequence of activities recommended to achieve better system performance are depicted in Figure 1, EVM System Implementation Plan Master Schedule, Tasks I through IV.

The scheduled timelines for Tasks I through IV are representative of typical system implementation, documentation, and training durations and should be undertaken consistent with the Implementation of the Project Management System, Figure 39-1 in the text.

Task V of the System Implementation Plan represents the typical system evaluation of events and schedule if there were a customer contract requirement for the indicated reviews.

2. The personnel who should be involved in the implementation effort should be chartered as a team by senior management and should include the following representatives:
 - a. Implementation Team Leader – This individual should have significant leadership skills, strong background and experience in EVMS, and report to executive level management (not to the program/project manager).
 - b. Scheduler – This individual must be skilled in the use of the scheduling tool.
 - c. EVM Administrator(s) – These individuals must be skilled in the use of the budgeting and reporting tool.
 - d. Functional organizations – Engineering, Operation Systems, Quality Control, etc.
 - e. Program Control (sometimes includes b. and c. above).
 - f. Outside Earned Value expert/consultant.

EVM System Implementation Plan - Master Schedule

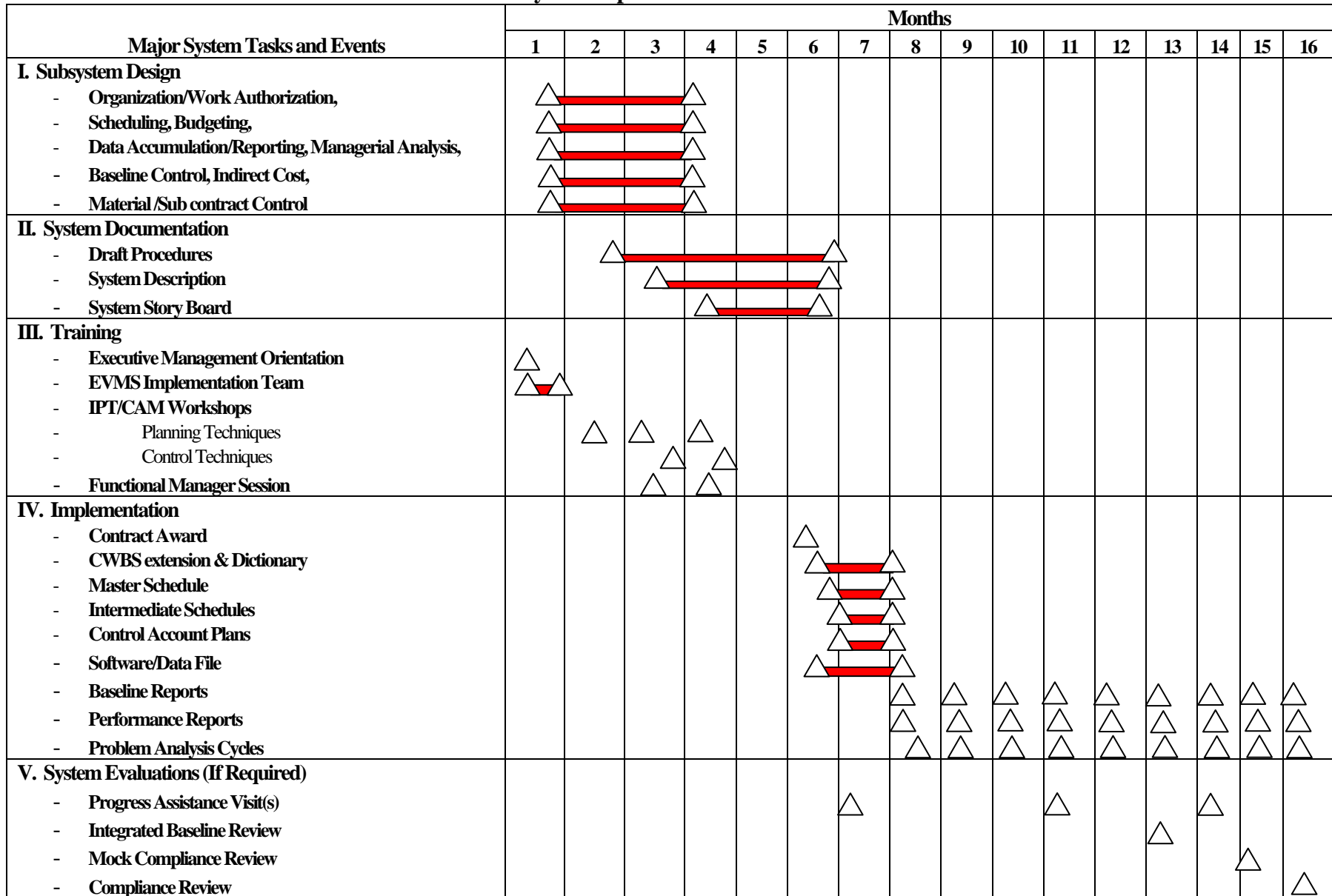


Figure 1