DESCRIPTION

A complete toolkit for implementation of Earned Value Management

*Performance-Based Earned Value* uniquely shows project managers how to effectively integrate technical, schedule, and cost objectives by improving earned value management (EVM) practices. Providing innovative guidelines, methods, examples, and templates consistent with capability models and standards, this book approaches EVM from a practical level with understandable techniques that are applicable to the management of any project.

Clear and unambiguous instructions explain how to incorporate EVM with key systems engineering, software engineering, and project management processes such as establishing the technical or quality baseline, requirements management, using product metrics, and meeting success criteria for technical reviews. Detailed information is included on linking product requirements, project work products, the project plan, and the Performance Measurement Baseline (PMB), as well as correlating technical performance measures (TPM) with EVM. With straightforward instructions on how to use EVM on a simple project, such as building a house, and on complex projects, such as high-risk IT and engineering development projects, it is the only book that includes excerpts from the PMI®'s Project Management Body of Knowledge (PMBOK®), CMMI, the EVM System standard, systems engineering standards, federal acquisition regulations, and Department of Defense guides.

*Performance-Based Earned Value* allows both novices and experienced project managers, including project manager of suppliers and customers in the commercial and government sectors; software and systems engineering process improvement leaders; CMMI appraisers; PMI members; and IEEE Computer Society members to:
• Incorporate product requirements and planned quality into the PMB

• Conduct an Integrated Baseline Review

• Analyze performance reports

• Perform independent assessments and predictive analysis

• Ensure that key TPMs are selected, monitored, and reported

• Identify the right success criteria for technical reviews

• Develop techniques for monitoring and controlling supplier performance

• Integrate risk management with EVM

• Comply with government acquisition policies and regulations

Written by Paul Solomon and Ralph Young, internationally recognized industry experts, *Performance-Based Earned Value* is constructed from guidance in standards and capability models for EVM, systems engineering, software engineering, and project management. It is the complete guide to EVM, invaluable in helping students prepare for the PMI®-PMP® exam with practical examples and templates to facilitate understanding, and in guiding project professionals in the private and public sectors to use EVM on complex projects.

(PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

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**ABOUT THE AUTHOR**

**PAUL J. SOLOMON, PMP,** is an internationally known consultant and author on Earned Value Management (EVM), and founder of his firm, Performance-Based Earned Value ®. Mr. Solomon led the use of EVM on programs at Northrop Grumman Corporation, including the B-2 Stealth Bomber and the F-35 Joint Strike Fighter. He is a coauthor of EVM standards, including the national standard, ANSI/EIA-748 (for which he received the U.S. Department of Defense David Packard Excellence in Acquisition Award) and the PMI Practice Standard for EVM. He was a visiting scientist at the Software Engineering Institute (SEI) and wrote an SEI report on CMMI ® and EVM. Mr. Solomon frequently speaks at industry and government conferences and is a tutor concerning EVM, systems engineering, and software engineering in the U.S. and India.

**RALPH R. YOUNG, DBA,** is Director of Engineering Process Improvement, Systems and Process Engineering, Defense Group at Northrop Grumman Information Technology. Dr. Young helped lead his former business unit (Litton PRC) to CMM Level 5 and
his current business unit to CMMI ® Level 5. Northrop Grumman Corporation’s Defense Group was the first organization in the world to be evaluated a second time at CMMI ® Level 5. Dr. Young supports continuous improvement for both internal and external projects, to make process improvements, implement effective requirements practices, and develop innovations to facilitate project management.

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