

AS 21512:2025



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Project, programme and portfolio management — Earned value management implementation guidance (ISO 21512:2024, MOD)



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AS 21512:2025

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Project, programme and portfolio management — Earned value management implementation guidance (ISO 21512:2024, MOD)

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Preface

This Standard was prepared by the Standards Australia Committee MB-012, Project, programme and portfolio management.

The objective of this document is to specify guidance and examples for establishing, implementing and maintaining an earned value management system based on AS 4817:2019. This document also provides practices for earned value management, as set forth in AS 4817:2019. This document can be used by any organization.

This document is aligned with and complements the information contained in AS 4817:2019 which is the higher tier standard and companion document for this document.

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

This document is an adoption with national modifications, and has been reproduced from, ISO 21512:2024, *Project, programme and portfolio management — Earned value management implementation guidance*.

The modifications are additional requirements and are set out in [Appendix ZZ](#), which has been added at the end of the source text.

As this document has been reproduced from an international document, a full point substitutes for a comma when referring to a decimal marker.

Australian or Australian/New Zealand Standards that are identical adoptions of international normative references may be used interchangeably. Refer to the online catalogue for information on specific Standards.

The terms “normative” and “informative” are used in Standards to define the application of the appendices or annexes to which they apply. A “normative” appendix or annex is an integral part of a Standard, whereas an “informative” appendix or annex is only for information and guidance.

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see <https://www.iso.org/foreword-supplementary-information.html>.

This document was prepared by Technical Committee ISO/TC 258, *Project, programme and portfolio management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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.

NOTES

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Project, programme and portfolio management — Earned value management implementation guidance (ISO 21512:2024, MOD)

1 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.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/TR 21506, *Project, programme and portfolio management — Vocabulary*

ISO 21508:2018, *Earned value management in project and programme management*

3 Terms, definitions and abbreviated terms

For the purposes of this document, the terms and definitions given in ISO/TR 21506 and ISO 21508 apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1 Terms and definitions

3.1.1

100 % rule

concept concerning the entire work required to be accomplished to achieve the *project* (3.1.57) or *programme* (3.1.53) scope captured in the *work breakdown structure* (3.1.89)

Note 1 to entry: The 100 % rule applies to the parent and child elements. The child-level of *decomposition* (3.1.23) of a *work breakdown structure element* (3.1.90) represents 100 % of the work applicable to the parent-level.

[SOURCE: ISO 21511:2018, 3.1]

3.1.2

activity

identified piece of work that is required to be undertaken to complete a *project* (3.1.57) or *programme* (3.1.53)

Note 1 to entry: It can also be considered a work element. It is a defined, discrete piece of work.

[SOURCE: ISO 21508:2018, 3.1.1, modified — a second sentence has been added to the Note 1 to entry.]