



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



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AS 4817:2019

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21508:2018, MOD)**

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## Preface

This Standard was prepared by the Standards Australia Committee MB-012, Project, programme and portfolio management, to supersede AS 4817—2006, *Project performance measurement using earned value*.

The objective of this Standard is to provide guidance for practices of earned value management in project and programme management. It is applicable to any type of organization including public or private and any size or sector, as well as any type of project or programme in terms of complexity, size or duration.

This Standard is an adoption with national modifications, and has been reproduced from, ISO 21508:2018, *Earned value management in project and programme management*. The modifications are additional requirements and are set out in [Appendix ZZ](#), which has been added to the end of the source text.

[Appendix ZZ](#) lists the variations to ISO 21508:2018, for application of this Standard in Australia.

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

Australian or Australian/New Zealand Standards that are identical to options 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 documents 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](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

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

For an explanation on 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 the following URL: [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

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

## Introduction

The purpose of this document is to provide guidance to those individuals involved in earned value management. It describes practices to provide benefits for project or programme planning and control.

This document provides guidance on concepts, responsibilities, integration and processes for the implementation of earned value management.

It provides information on performance metrics captured by an earned value management system.

It complements ISO 21500 and ISO 21503.

The target audience of this document includes, but is not limited to, the following:

- a) executive managers and those individuals involved in sponsoring projects or programmes;
- b) individuals managing projects, programmes or earned value management systems;
- c) individuals involved in the management of or performance of project management offices or project or programme control staff;
- d) developers of national or organizational standards.

The application of this document may be tailored to meet the needs of any organization or individual, so they may better apply the concepts and practice of earned value management.

# Australian Standard®

## Earned value management in project and programme management (ISO 21508:2018, MOD)

### 1 Scope

This document provides guidance for practices of earned value management in project and programme management. It is applicable to any type of organization including public or private and any size or sector, as well as any type of project or programme in terms of complexity, size or duration.

This document provides the following:

- a) terms and definitions;
- b) descriptions of the purpose and benefits of earned value management;
- c) the integration and relationship with project or programme management;
- d) an overview of the processes and process descriptions;
- e) basic requirements for an earned value management system;
- f) use of an earned value management system.

It does not provide guidance on the use of specific processes, methods or tools in the practice of earned value management.

[Annexes A, B and C](#) describe cost, schedule and performance analysis, commonly used formulae with associated interpretations, and the integration of earned value with other project or programme management processes.

### 2 Normative references

There are no normative references in this document.

### 3 Terms, definitions and abbreviated terms

#### 3.1 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

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

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

#### 3.1.1 activity

Identified piece of work that is required to be undertaken to complete a project or programme

Note 1 to entry: It may also be considered a work element.

#### 3.1.2 actual cost

cost incurred for work performed

Note 1 to entry: Actual cost is also known as “actual cost of work performed”.