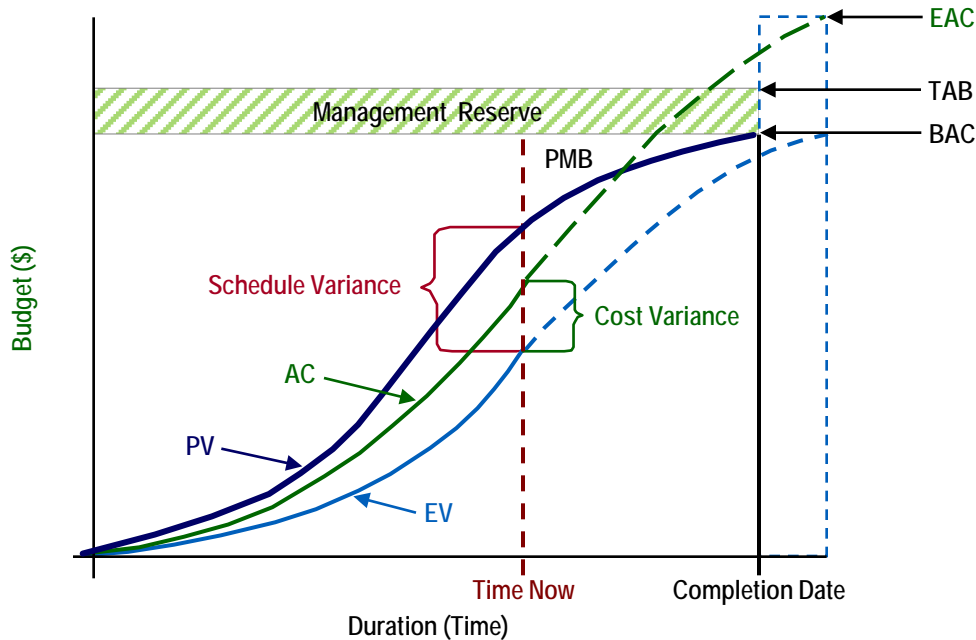


EARNED VALUE MANAGEMENT 'BLUE CARD'



VARIANCES Favorable is Positive, Unfavorable is Negative

Cost Variance $CV = EV - AC$ $CV\% = (CV / EV) \cdot 100$
 Schedule Variance $SV = EV - PV$ $SV\% = (SV / PV) \cdot 100$
 Variance at Completion $VAC = BAC - EAC$

PERFORMANCE INDICES Favorable is > 1.0, Unfavorable is < 1.0

Cost Efficiency $CPI = EV / AC$ or EV / AC
 Schedule Efficiency $SPI = EV / PV$ or EV / PV

OVERALL STATUS

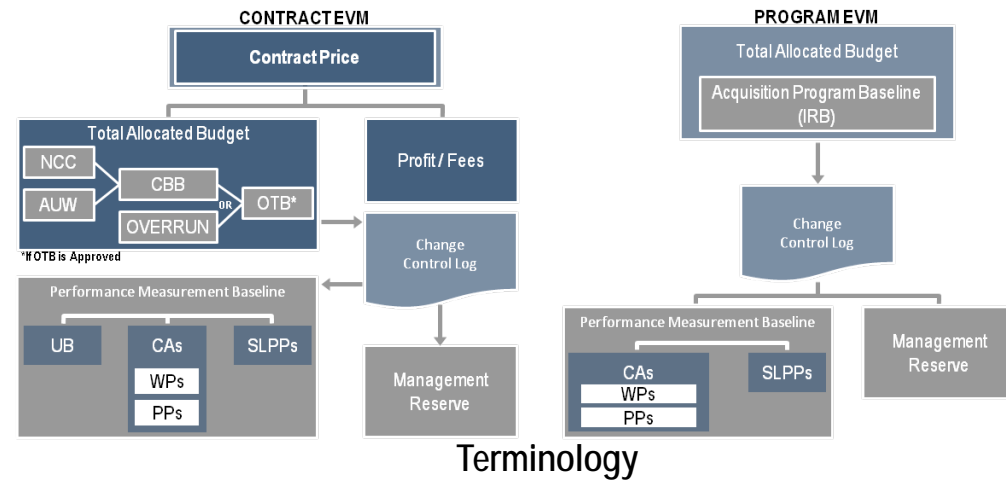
$\% \text{ Schedule} = (PV_{CUM} / BAC) \cdot 100$
 $\% \text{ Complete} = (EV_{CUM} / BAC) \cdot 100$
 $\% \text{ Spent} = (AC_{CUM} / BAC) \cdot 100$

ESTIMATE AT COMPLETION

$EAC = \text{Costs to Date} + [(\text{Remaining Work}) / (\text{Efficiency Factor})]$
 $EAC_{CPI} = AC_{CUM} + [(BAC - EV_{CUM}) / CPI_{CUM}] = BAC / CPI_{CUM}$
 $EAC_{Composite} = AC_{CUM} + [(BAC - EV_{CUM}) / (CPI_{CUM} \cdot SPI_{CUM})]$

TO COMPLETE PERFORMANCE INDEX (TCPI)

$TCPI_{EAC} = \text{Work Remaining} / \text{Cost Remaining}$
 $= (BAC - EV_{CUM}) / (EAC - AC_{CUM})$



COMMON TERMS

- AC** Actual Cost - Cost of work accomplished - ACWP Actual Cost of Work Performed
- BAC** Budget at Completion - Budget for accomplishing scope in the PMB
- CA** Control Account - WBS element assigned to a CAM
- CAM** Control Account Manager - The individual responsible to plan & control the CA scope / schedule / budget
- Change Control Log** - Document used to record changes to the project baselines (PMB, MR, TAB)
- EAC** Estimate at Completion - Estimate of projected total cost for contract, program, CA, WP and etc. $EAC = AC \text{ plus ETC}$
- ETC** Estimate to Complete - Estimate of projected cost for remaining work
- EV** Earned Value - Value of work accomplished - BCWP Budgeted Cost for Work Performed
- MR** Management Reserve - Budgets reserved for unplanned work, i.e., risk mitigation
- PMB** Performance Measurement Baseline - Contract or Program time-phased budget plan (excludes MR)
- PP** Planning Package - Far-term CA activities not yet defined into WPs
- PV** Planned Value - Budget value of work planned - BCWS = Budgeted Cost for Work Scheduled
- SLPP** Summary Level Planning Package - An aggregation of future work activities not yet defined into CAs
- TCPI** To Complete Performance Index - Cost efficiency needed from 'time now' to achieve an EAC
- WP** Work Package - Detail-planned activities (with EV methods) within a CA

CONTRACT TERMS

- AUW** Authorized Unpriced Work - Work contractually approved, but not yet negotiated / definitized
- CBB** Contract Budget Base - The sum of the NCC plus the estimated cost of AUW
- LRE** Latest Revised Estimate - Contractor EAC
- NCC** Negotiated Contract Cost - Contract price less profit / fee(s)
- OTB** Over target Baseline - An approved TAB when CBB + overrun is used to determine PMB & MR
- Overrun** - Projected or actual cost exceeds TAB or PMB
- TAB** Total Allocated Budget - The sum of the BAC or PMB + MR
- UB** Undistributed Budget - TAB not yet distributed to CAs, SLPP, or MR

PROGRAM TERMS

- APB** Acquisition Program Baseline - IRB approved cost baseline
- IRB** Investment Review Board - Approves program investment baseline for technical, cost, and schedule