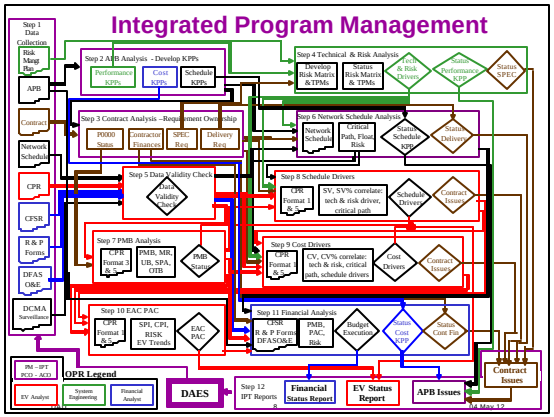
Integrated Program Management

Business Manager's Conference

Dr. Robert J. Bohls

Professor of Financial Management
School of Program Managers
robert.bohls@dau.mil
703.805.3599

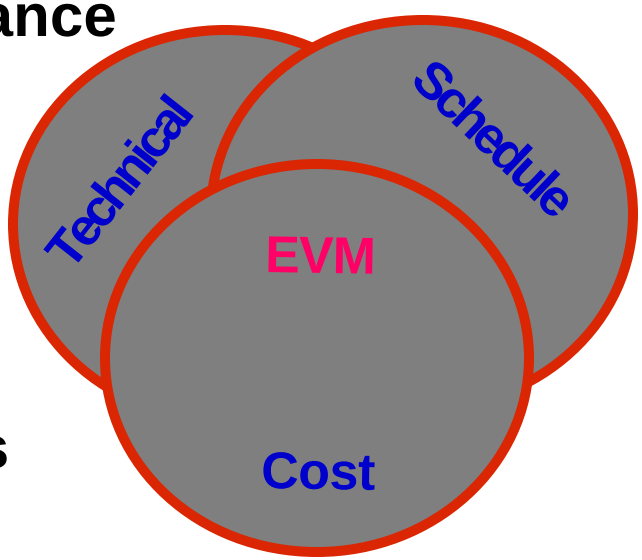


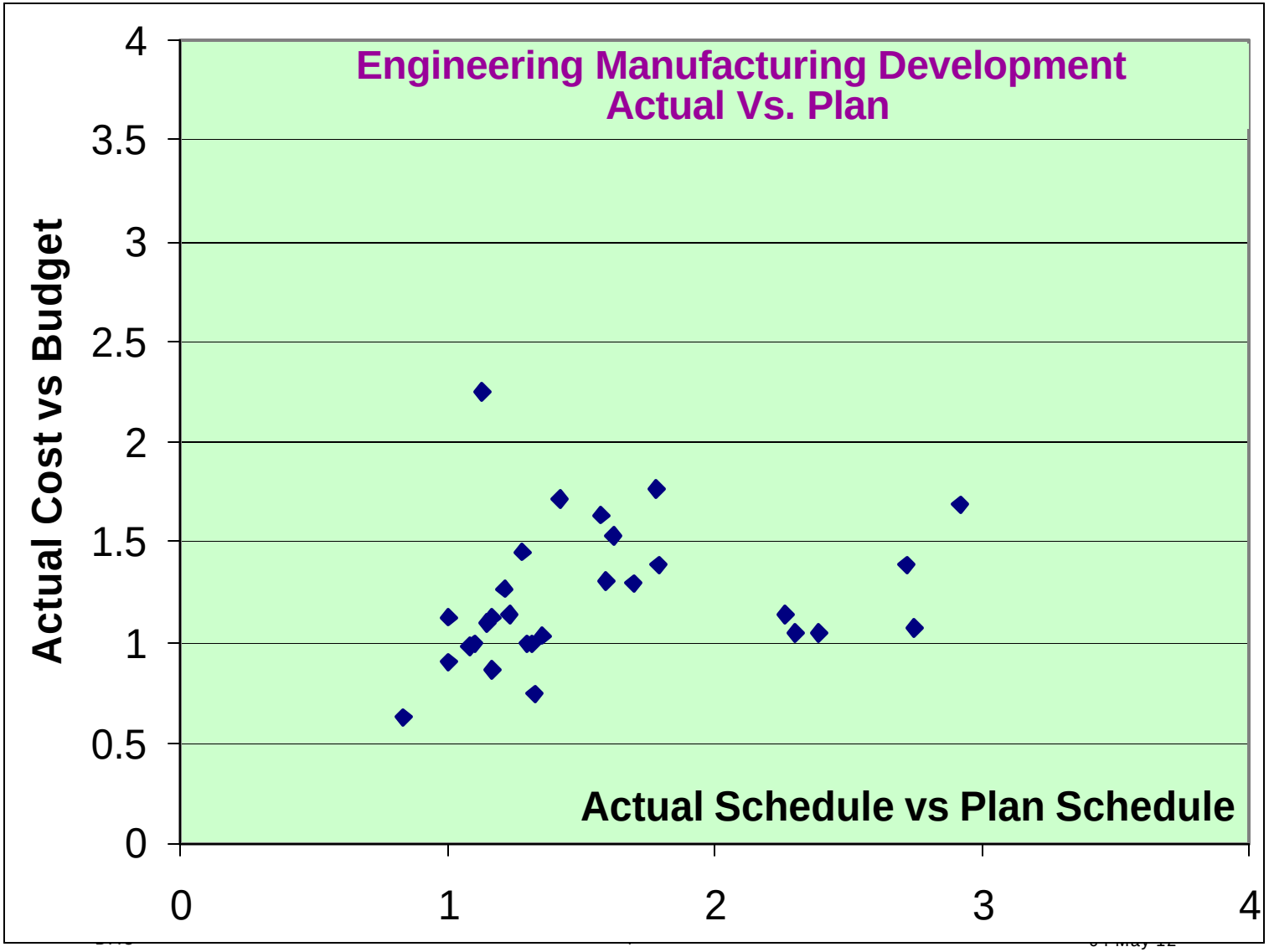
Topics

Earned Value Management
Integrated Program Management
12-Step Integrated Program Management Model

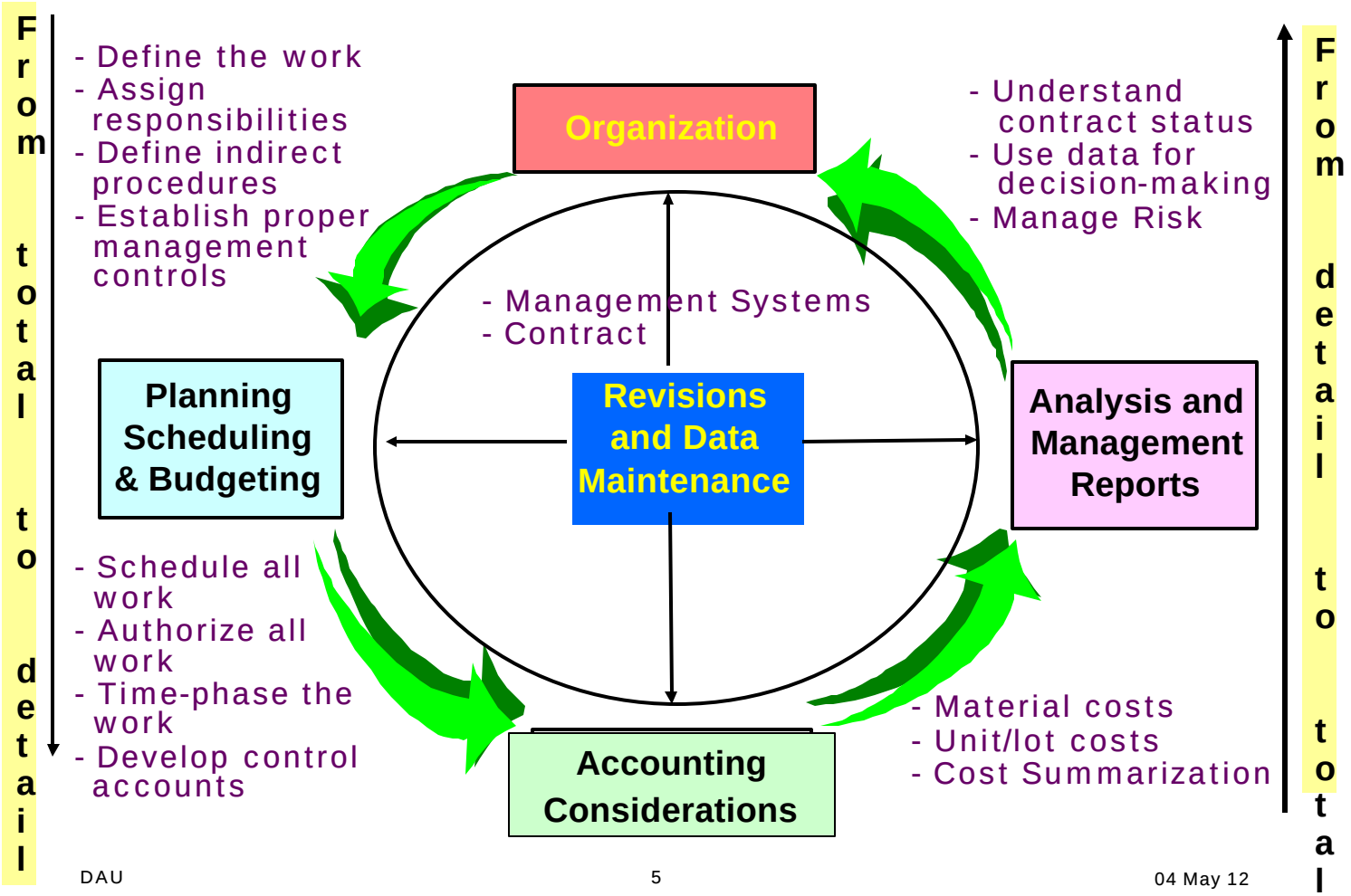
Earned Value Management

- ✓ An **Integrated** Management System
- ✓ Emphases Disciplined **Planning**
- ✓ Relates **Technical** Performance to associated **Schedule** and **Cost**
- ✓ Provides **Objective** Cost and Schedule Metrics
- ✓ Enables **Predictive** Analysis
- ✓ An **Industry** Standard

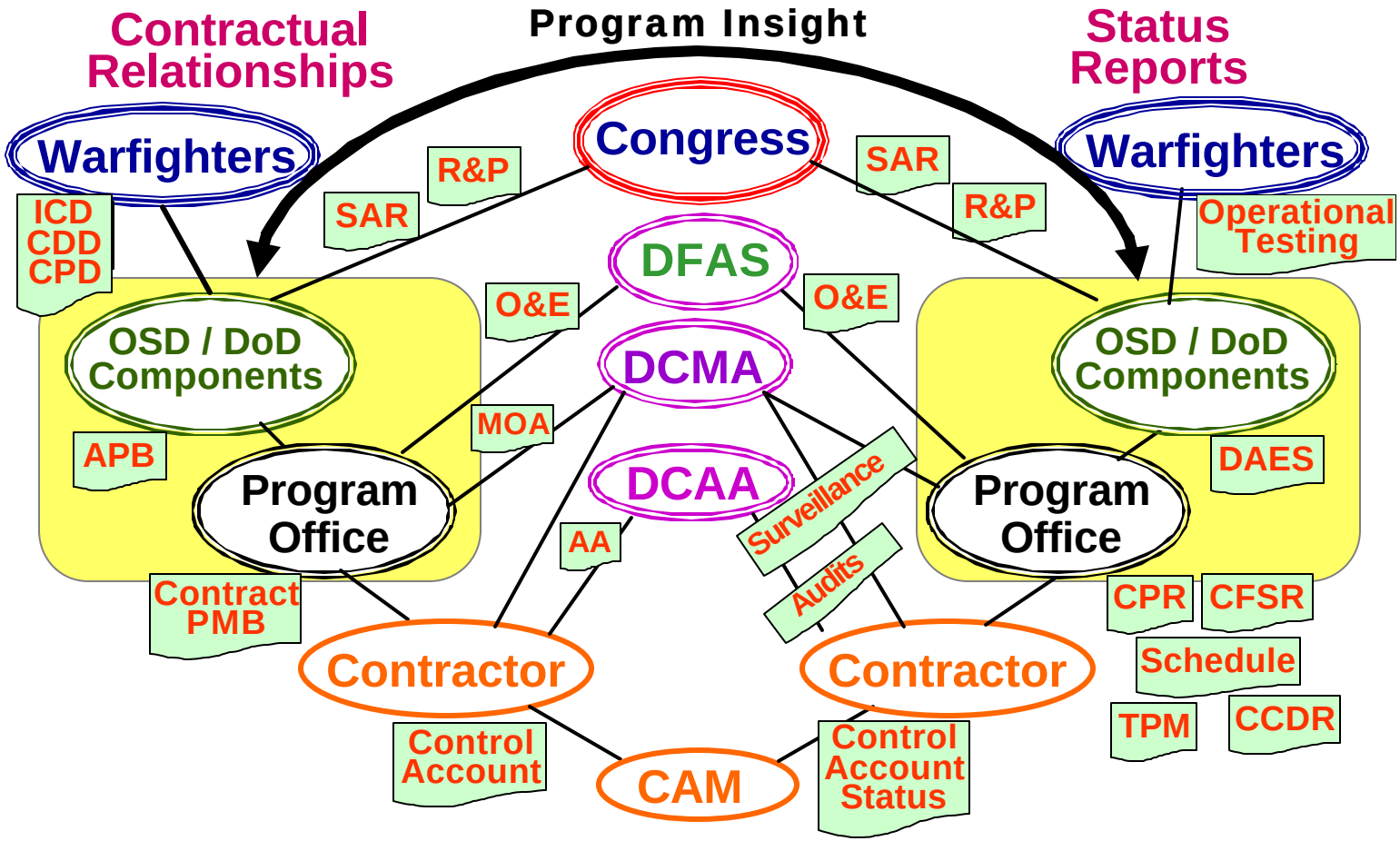



Engineering Manufacturing Development
Actual Vs. Plan
Actual Cost vs Budget
Actual Schedule vs Plan Schedule
4
3.5
3
2.5
2
1.5
1
0.5
0
0
1
2
3
4

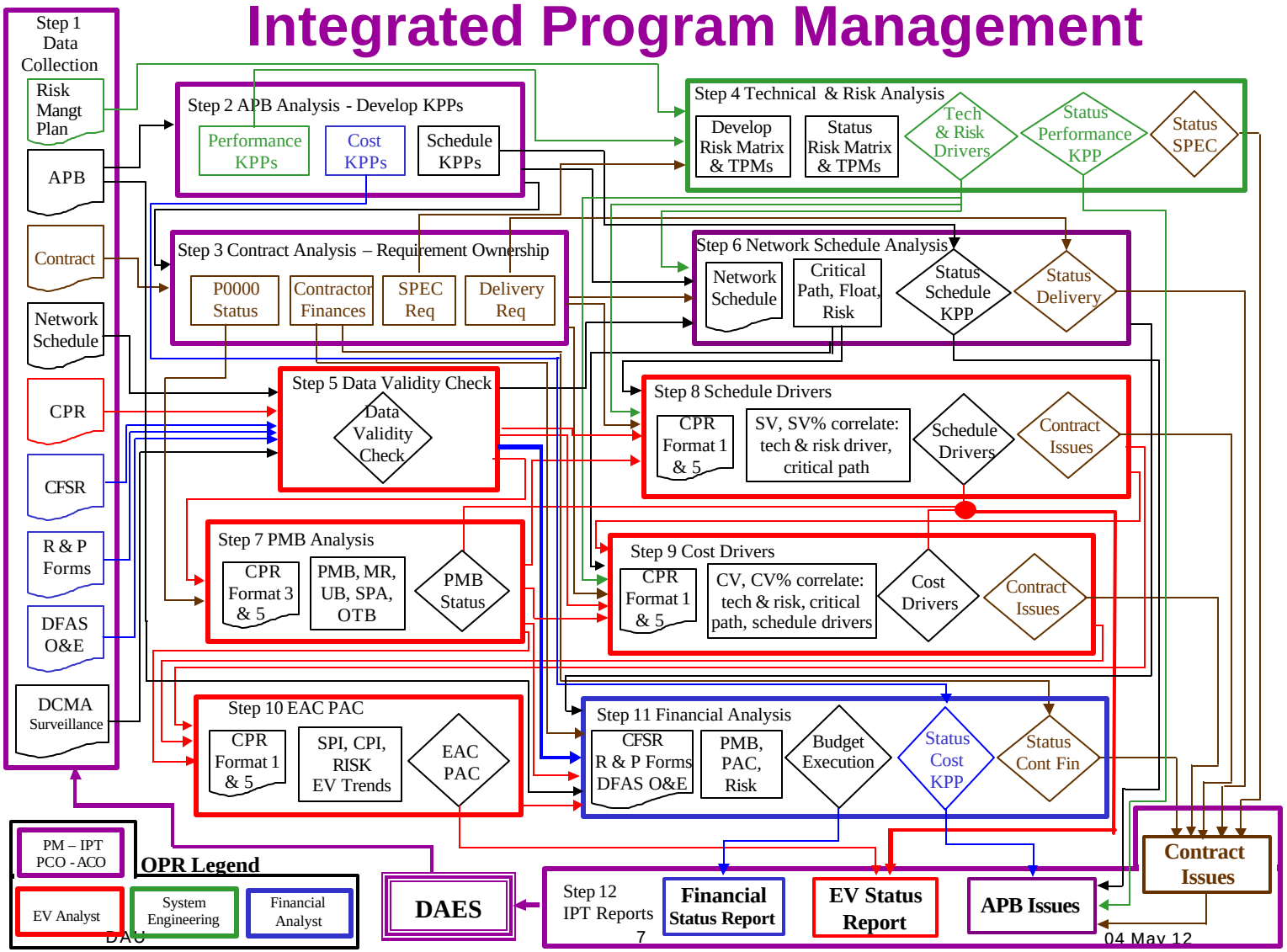
Integrated Program Management



Contracts and Status Reports



Integrated Program Management



Earned Value, A Management Tool

- ***Does***
  - **Indicate problems (where/how much)**
  - **Provide early alert (time to find a solution)**
  - **Indicate the potential impact of a problem**

- ***Does not***
  - **Prevent a problem from starting**
  - **Stop a problem once it has started**
  - **Fix the damage from the problem**

Myths of EVM

- Its not the way we manage
- EVMS is a government reporting requirement
- Data is too old to use
- Looks backward > not to the future
- Variances are bad
- Revising Baselines are Bad
- EVM costs too much
- EVM is just one tool