

# EARNED VALUE MANAGEMENT

## Competency Framework and Career Roadmap

	Proficiency Levels	ENTRY/APPRENTICE LEVEL Basic Knowledge/Limited Experience	MID/JOURNEYMAN LEVEL Practical Application	SENIOR/EXPERT LEVEL Recognized Expert/Applied Theory		
<b>Technical Experience &amp; Core Competencies</b>	<b>Experience</b>	At least one year of EVM or closely related experience within the last five years typically recommended for hire at Entry/Apprentice level  Three years at entry/apprentice level experience typically required for consideration for reassignment to Mid/Journey Level position	At least three years of experience within the last five years including experience at the EVM Practitioner entry/apprentice level or equivalent typically recommended for hire at Mid/Journey level.  Five years at mid/journey level (8 years total) typically required for consideration for reassignment to Senior/Expert Level position	At least five years of experience within the last eight years including experience at the EVM entry and mid levels or equivalent experience typically recommended for hire at Senior/Expert level  Seven years at Senior/Expert level (15 years total) typically required for consideration/ reassignment to higher level position (i.e. an S.E.S position)		
	<b>Enterprise Perspectives</b>	Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System Disciplines		Comprehensive Viewpoints      Tailored Approaches      Stakeholder Relationships		
	<b>Technical Skills</b>	EVM Fundamentals	Applying Earned Value	EVM Integration with Other Management Disciplines	Advanced/Specialty EVM Competencies	
<b>Leadership Development &amp; Business Acumen</b>	<b>Leadership Skills</b>	Interpersonal Partnering	Integrity/Honest Strategic Thinking	Flexibility Political Savvy	Accountability External Awareness	Training /Mentoring Vision
	<b>Business Acumen Skills</b>	Communicate Effectively Ability to Solve Problems		Software Application Skills	Awareness of Customer Needs Ability to influence/Negotiate	
<b>Training, Certification &amp; Education</b>	<b>Required DAWIA Certifications</b>	BUS-FM Level I and Continuous Learning (CL)*		BUS-FM Level II and CL Level III Recommended*		BUS-FM Level III and CL*
	<b>Recommended Education</b>	Bachelor's Degree		Bachelor's & Master's Degrees		
	<b>Recommended Professional Certifications and Trainings</b>	EVM CoP 100/200 Level		EVM CoP 300/400 Level Leadership Training Executive Leadership Training		AACEI – EVP / AACEI – PSP PMP / PMI-SP EVM CoP Graduate ICAF, WAR College, Leadership Training, Executive Leadership Training

\*NOTE: For 500 series BUS-FMs, DoD Financial Management Certification equivalent is also required

# Competency Framework and Career Roadmap for the Business-Financial Management (BUS-FM) Workforce

## EARNED VALUE MANAGEMENT

### Technical Experience & Core Competency Definitions

#### ENTERPRISE PERSPECTIVE

##### **Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System Disciplines**

The understanding and experience in the DoD System Acquisition and Life Cycle Management process. Understanding of the Planning, Programming, Budgeting and Execution (PPBE) process and support development of program inputs to the process. Understanding of governing policy documents for DoD systems acquisitions.

##### **Comprehensive Viewpoints**

The comprehensive understanding of EVM business/mission perspective that extends beyond the objectives of a specific project or program, different EVM contexts and Environments and considers EVM from multiple perspectives (i.e., organizational, political, managerial, economic and social dimensions).

##### **Tailored Approaches**

The ability to frame the essence of customer EVM opportunities and problems, use specialized skills and develop tailored solutions.

##### **Stakeholder Relationships**

The ability to cultivate and foster an active network across regulatory groups, sponsors/customers, Defense Contract Management Agency (DCMA), Center for Earned Value Management (CEVM), Under Secretary of Defense Acquisition, Technology & Logistics (USD AT&L), Assistant Secretary of the Navy, Financial Management & Budget (ASN FM&B), and other key stakeholders for information sharing, collaboration, and decision making.

#### TECHNICAL SKILLS

##### **EVM Fundamentals**

The knowledge and understanding of Earned Value, Earned Value Management (EVM), and EVM Systems Regulations, Policies, and Guidelines, EVM Practitioner activities, integrates EVM tools, techniques, and best practices.

##### **Applying Earned Value**

The ability to coordinate, perform and/or lead pre and post contract award EVM application activities. The ability to apply and integrate EVM tools, techniques, and best practices.

##### **EVM Integration with other Management Disciplines**

The ability to apply, perform and/or lead EVM related Integrated Project Management (IPM) activities and demonstrates ability to integrate EVM tools, techniques, and best practices with other management discipline planning, reporting and decision-making activities.

##### **Advanced/Specialty EVM Competencies**

The ability to apply advanced/specialty EVM competencies; perform, integrate, and/or lead Over Target Baseline (OTB)/Over Target Schedule (OTS) implementations, conduct of Schedule Risk Assessment (SRA), EVM implementation in Fixed Price(FP)/Fixed Price Incentive (FPI) contract environments; use of EVM tools and Executive Reporting responsibilities.

