EARNED VALUE MANAGEMENT (EVM) ANALYST
COMPETENCY FRAMEWORK AND CAREER ROADMAP

**Entry Level**

- **Experience:** Less than 3 years experience
- **General Knowledge:** Basic Knowledge/Limited Experience
- **Technical Knowledge:**
  - Lead Self
  - Interpersonal
  - Integrity/Honesty
  - Flexibility
  - Accountability
  - Ability To Communicate Effectively
  - Ability To Use Relevant Software Applications
  - Awareness of Customer Needs
- **Leadership Development & Business Acumen:**
  - BUS-FM Level I and Continuous Learning (CL)
- **Recommended Rotations:**
  - Short Term Rotation to Higher Echelon
  - Bachelor’s/Master’s
  - Executive Leadership Development Program
  - New Leader Program
  - Defense Civilian Emerging Leader Program

**Journey**

- **Experience:** Typically 3 or more years experience
- **General Knowledge:** Practical Application
- **Technical Knowledge:**
  - Lead Teams/Projects/People
  - Entry Level Competencies plus:
  - Develop Others
  - Partnering
  - Strategic Thinking
  - Ability To Solve Problems
  - Ability To Influence/Negotiate
- **Leadership Development & Business Acumen:**
  - BUS-FM Level II and CI, Level III Recommended
- **Recommended Rotations:**
  - Detail Assignment to Pentagon/Program
  - Bachelor’s/Master’s
  - AACEI – EVM / AACEI – PSP
  - PMP / FMP – SP
  - Bridging the Gap
  - Eisenhower School

**Expert**

- **Experience:** Typically 7 or more years experience
- **General Knowledge:** Recognized Expert/Applied Theory
- **Technical Knowledge:**
  - Lead Organizations/Programs
  - Journey Level Competencies plus:
  - Political Savvy
  - External Awareness
  - Vision
- **Leadership Development & Business Acumen:**
  - BUS-FM Level III and CL
- **Recommended Rotations:**
  - Bachelor’s/Master’s
  - Executive Leadership Training
  - War College
  - Defense Senior Leadership Development Program

**Critical Acquisition Position (CAP)**

- **Experience:** Typically 11 or more years experience
- **General Knowledge:**
- **Technical Knowledge:**
  - Lead The Institution
  - Expert Level Competencies plus:
  - Leadership
  - Decisiveness
  - Resilience
- **Leadership Development & Business Acumen:**
- **Recommended Rotations:**
  - BUS-FM Level III and CL

- Bachelor’s/Master’s/Doctorate
- Executive Leadership Training
- War College
- Defense Senior Leadership Development Program
**TECHNICAL CORE COMPETENCIES**

**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.

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

**Applying Earned Value**
The comprehensive understanding of financial systems and their functionalities. Knowledge of reporting capabilities and ability to utilize financial data to provide programmatic and financial recommendations to stakeholders.

**Advanced/Specialty EVM Competencies**
The ability to apply advanced/specialty EVM competencies; perform, integrate, and/or lead OTB/OTS implementations, conduct of SRAs, EVM implementation in FP/FPI contract environments; use of EVM tools and Executive Reporting responsibilities.

**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 PPBES 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, DCMA, CEVM, DoD AT&L, ASN FM&B, and other key stakeholders for information sharing, collaboration, and decision making.

**LEADERSHIP & BUSINESS ACUMEN COMPETENCIES**

**LEAD SELF**
- Flexibility
- Computer Literacy
- Integrity/Honesty
- Customer Service
- Interpersonal Skills
- Oral/Written Communication
- Mission Orientation
- Cooperative
- Professionalism
- Dependability
- Self-initiative

**LEAD TEAMS/PROJECTS/PEOPLE**
- Team Building
- Critical Thinking
- Influencing/Negotiating
- Leveraging Diversity
- Conflict Management
- Creativity and Innovation
- Developing Others/Mentorship
- Managing Customer Relationships
- Process Management
- Risk Management
- Situational Leadership
- Active Learning
- Resilience
- Accountability

**LEAD ORGANIZATIONS/PROGRAMS**
- Partnering
- Leadership
- Change Management
- Human Capital Management
- Employee Performance Management
- Resource Management
- Technical Credibility
- Technology Management

**LEAD THE INSTITUTION**
- Vision
- External Awareness
- Strategic Thinking
- Political Savvy
- Global Perspective
- Mission Accomplishment

Executive Core Qualifications:
- Lead People
- Lead Change
- Business Acumen
- Building Coalitions
- Results Driven
- Enterprise-Wide Perspective