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: Ability to perform low-risk and relatively simple EVM tasks or to perform more complex tasks under direct supervision
- Leadership Development & Business Acumen: Lead Self
  - Interpersonal
  - Integrity/Honesty
  - Flexibility
  - Accountability
  - Ability To Communicate Effectively
  - Ability To Use Relevant Software Applications
  - Awareness of Customer Needs
- Required Technical Certifications: BUS-FM Level I and Continuous Learning (CL)
- Recommended Rotations: Short Term Rotation to Higher Echelon
- Recommended Education & Professional Certification: Bachelor's Aspiring Leader Program

**Journey**
- Experience: Typically 3 or more years experience
- General Knowledge: Practical Application
- Technical Knowledge: Individuals that have a solid working level-knowledge of the EVM Analyst skill set and independently perform the day-to-day work expected of their profession
- Leadership Development & Business Acumen: Lead Teams/Projects/People
  - Entry Level Competencies plus:
    - Develop Others
    - Partnering
    - Strategic Thinking
    - Ability To Solve Problems
    - Ability To Influence/Negotiate
- Required Technical Certifications: BUS-FM Level II and CL, Level III Recommended
- Recommended Rotations: Short Term Rotation to Higher Echelon
- Recommended Education & Professional Certification: Bachelor's Aspiring Leader Program

**Expert**
- Experience: Typically 7 or more years experience
- General Knowledge: Recognized Expert/Applied Theory
- Technical Knowledge: An employee that has mastered multiple skills, works independently, and is usually in a leadership role (but not necessarily a supervisory role)
- Leadership Development & Business Acumen: Lead Organizations/Programs
  - Journey Level Competencies plus:
    - Political Savvy
    - External Awareness
    - Vision
- Required Technical Certifications: BUS-FM Level III and CL
- Recommended Rotations: Detail Assignment to Pentagon/Program
- Recommended Education & Professional Certification: Bachelor's Aspiring Leader Program

**Critical Acquisition Position (CAP)**
- Experience: Typically 11 or more years experience
- General Knowledge: Senior Acquisition Positions
- Technical Knowledge: Senior acquisition positions (civilian and active component military) with significant responsibility, primarily involving supervisory or management duties in the acquisition system
- Leadership Development & Business Acumen: Lead The Institution
  - Expert Level Competencies plus:
    - Leadership
    - Decisiveness
    - Resilience
- Required Technical Certifications: BUS-FM Level III and CL
- Recommended Rotations: -Bachelor's / Master's / Doctorate
- Recommended Education & Professional Certification: - Executive Leadership Training
  - War College
  - Defense Senior Leadership Development Program
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.

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

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).

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