International Standard

ISO 21512

Project, programme and portfolio management — Earned value management implementation guidance

Management de projets, programmes et portefeuilles — Recommandations de mise en oeuvre du management de la valeur acquise

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Foreword

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This document was prepared by Technical Committee ISO/TC 258, *Project, programme and portfolio management.*

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

This corrected version of ISO 21513:2024 incorporates the following corrections: "planned finish date" has been replaced with "performance factor" in 3.2, 7.4.3 and 8.3.5.

Introduction

This document provides guidance when implementing an earned value management system based on ISO 21508. This document shows how an organization can take a systematic approach to implement and maintain an earned value management system that enables improved project and programme management. This document is not intended to be prescriptive; each organization should determine its approach for earned value management and to what extent the organization should adopt ISO 21508. Users are encouraged to use this document along with ISO 21508.

This document provides guidance to users either establishing or maintaining an earned value management system.

The text in each clause is topically arranged to assist the organization in establishing or improving its earned value management system. The topics are arranged in the following order:

a) general introduction to the material contained in the clause;

b) guidance on how an organization can approach the subject;

c) practical tools, methods, strategies and examples.

The examples and approaches presented in this document are for illustrative purposes only, and are not necessarily suitable for every organization, project or programme. In implementing, maintaining or improving an earned value management system, it is important that organizations select approaches, tools and methods appropriate to their needs and governance framework.

Earned value management tools and methods are sustainable and useful, when they are integrated within an organization's overall governance for projects and programmes.

This document is applicable to:

a) practitioners and professionals of earned value management, project management, programme management and portfolio management;

b) management, sponsors and other governing bodies overseeing projects, programmes, and portfolios;

c) project, programme and portfolio management office professionals;

d) project, programme and portfolio stakeholders;

e) academia including faculty, students and researchers;

f) developers of national standards, organizational standards and public policy.