Earned Value Management (EVM) in Agile Development

Access to new resource related to agile and earned value management added to PMWL

Resource provided by *Victor Dantas*

11 November 2021 – São Paulo, Brazil – Access to a new resource has been added to the PM World Library (PMWL) related to the earned value management in agile projects. The new resource is titled "**Earned Value Management (EVM) in Agile Development**", by Satya Narayan Dash. It was published as an article for Microsoft Project User Group website in late 2020.

Dash brings the concept of Earned Value Management (EVM) in agile endeavours. EVM is traditionally linked to predictive models of project or program management because they usually have well-defined scope, time and cost boundaries. It may appear that, to agile projects, it is virtually impossible to measure time and cost performance due to constant scope change in those kinds of projects. It is not accurate however: agile developments can benefit from EVM by establishing a Performance Measurement Baseline at the release level, rather than measurements **during** iteration.

To make Earned Value Management happens in agile projects, first define how many iterations there will be in each release. After each iteration is finished, then you will measure typical EVM metrics such as Planned Value, Earned Value and Actual Cost. For example, considering a release with 200 story points and expected 25 story points / iteration, you should extract measurements (money spent and story points completed) **by the end** of an iteration. As the iterations happen towards completing the release, information adds up and performance of the agile project can be seen more visibly.

To access this new resource, go to the Basic P/PM Topics section of the library at https://pmworldlibrary.net/applications-and-topics/, click on "Earned Value Management (EVM)", scroll down to resource. Must be a registered member and logged-in to access.

This new resource provided through the PMWL university research internship program; to learn more, click here

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For PMWL Post

Dash, S. N. (2020). **Earned Value Management (EVM) in Agile Development**. Microsoft Project User Group (MPUG). Available online at https://www.mpug.com/earned-value-management-evm-in-agile-development/ (Dantas)

Where to post in the library: https://pmworldlibrary.net/agile-project-management