

case study

Enabling a UK client to contract with the US Government: implementing an integrated Earned Value Management System.

implementing enterprise-wide programme controls

the challenge

A major Anglo / Italian Defence OEM (Original Equipment manufacturer) had won a \$1B+ order from a US Prime Contractor to provide aircraft to the US Department of Defense (DoD). The contract required them to develop, accredit and deploy an ANSI/EIA-748-A accredited Earned Value Management System (EVMS).

The client had very little EVMS experience and, led by their customer, had engaged a specialist EVMS consultant who had recommended a solution that was too complex and costly for the client to implement.

The client needed a pragmatic solution that could be deployed rapidly. They approached Harmonic to help due to our track record of delivering effective Project Management / Project Controls over many years on their critical engineering and support contracts.

the Harmonic impact

Working closely with key stakeholders across the clients business, Harmonic:

- Created the organisation-wide Integrated Earned Value Management System Description
- Planned the roll out across the business
- Designed the organisational Control Account structure
- Launched and managed EVM roll out within the Executive, Programme & Engineering Teams, including training / mentoring of key personnel
- Established a baseline review process and maintained the performance measurement baseline
- Undertook key roles (CAMS, schedule management, Cost / Performance Reporting) to ensure initial success and achieved successful hand over to client personnel
- Conducted on-going assurance reviews to ensure compliance to the EVMS standard.

the outcome

All client objectives were achieved or exceeded:

- The EVMS achieved accreditation
- Earned Value Management now embedded in the organisation and the supply chain
- A range of related business processes were improved
- Client delivery performance on subsequent programmes for both the US DoD and UK MoD was significantly improved.