

Course 149: Earned Value Management Workshop (3 days)

Course Description...

The use of Earned Value Management to track project status is not only a “best practice” in numerous organizations, but also mandated by the Federal Office of Management and Budget (OMB) for use during the Development, Modernization and Enhancement (D/M/E) of major Information Technology investments. It is therefore critical that key management, finance and procurement personnel be aware of not only the concept but also the advantages and limitations of this management approach. This course will prepare an organization to implement earned value management and to take full advantage of this powerful tool.

Learning Objectives...

- To understand and apply the concept of earned value management
- To be able to develop the procedures required to comply with ANSI Standard 748A (Earned Value Management)
- To be able to implement EVM within a typical IT project
- To be able to interpret a Contract Performance Report
- To understand and overcome the limitations of EVM practices
- To be able to audit a project for compliance with EVM policy and guidelines

Who should attend...

- Project Managers
- Program Managers
- Portfolio Managers
- Staff specialists who will provide support to projects and programs
- Financial and Procurement Managers.
- Auditors

Prerequisites...

A basic understanding of project management and/or financial management. We recommend participants attend ROI course *150, Project Management Essentials*, prior to taking this course.

See next page for a detailed course outline...



Course Outline...

Introduction and Overview

- Course Objectives
- Introductions

Unit 1: The Earned Value Concept

- Project and Program Management
- Project control
- Earned Value
- Policy and Guidelines

Unit 2: Planning for EVM

- Defining the Scope
- Developing the Schedule
- Estimating the Cost
- Establishing the Budget
- Practical Exercise

Unit 3: The Performance Measurement Baseline

- Developing the Performance Measurement Baseline
- Establishing the Project Reserve
- The Integrated Baseline Review
- Practical Exercise

Unit 4: Project Execution

- Tracking task performance
- Tracking project performance
- Accounting for project costs
- Controlling changes
- Practical Exercise

Unit 5: Variance Analysis and Performance Prediction

- The Cost Performance Index (CPI)
- The Schedule Performance Index (SPI)
- The Estimate at Completion (EAC)
- Other metrics
- Practical Exercise

Unit 6: Reporting Performance

- Alternative Performance Forecasts
- The Contract Baseline
- The Contract Performance Report (CPR)
- Practical Exercise

Unit 7: Taking Action

- Interpreting the EVM Data
- Analyzing Program Objectives, Boundaries and Constraints
- Developing the Recovery Plan
- Committing the reserve



- Revising the baseline
- The Over-Target Baseline (OTB)
- Practical Exercise

Unit 8: Benefits and Limitations

- Benefits
- Limits
- Issues

Unit 9: Practical Application

- Blending the CPI's
- Measuring Level of Effort
- Applying to Fixed Price Contracts
- Applying EVM Techniques to the Sustainment Phase
- Committing the Reserves
- Applying EVM to the Critical Path Calculations
- Applying EVM to Government Project Resources
- Practical Exercise

Unit 10: ANSI Standard 748

- Applying the 32 Criteria
- EVM "Lite"
- Planning for Compliance

Unit 11: Red Flags

- Reports from the Field
- "Beating the System"
- If You Don't Trust the Numbers
- Practical Exercise

Unit 12: Summary

- Critical elements Re-dux
- References

Please contact your ROI Representative to discuss course tailoring!!!