
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 workshop is designed to prepare Federal IT professionals to implement, monitor and audit earned value management systems.

Learning Outcomes:

Participants will be able to:

- Apply the concepts of earned value management to IT projects and programs.
- Develop the procedures required to comply with ANSI Standard 748A.
- Implement EVM within a typical IT project.
- Analyze and Interpret a Contract Performance Report.
- Audit a project for compliance with EVM policy and guidelines.

Who should attend:

Project, program and portfolio managers and staff specialists who will provide support to IT projects and programs.

Prerequisites:

Enrollment in or graduates of the *i*College ITPM, CIO or CFO certificate programs.

Course Outline:

Introduction and Overview

- Course Objectives
- Introductions

Module 1: The Earned Value concept

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

Module 2: Planning for EVM

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

Module 3: The Performance Measurement Baseline

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

Module 4: Project Execution

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

Module 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

Module 6: Reporting Performance

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

Module 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

Module 8: Benefits and Limitations

- Benefits
- Limitations
- Issues

Module 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

Module 10: ANSI Standard 748

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

Module 11: Red Flags

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

Module 12: Summary

- Critical Elements Re-dux
- References