



Training Profile: Earned Value Project Management

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1. PMIS CONSULTING – COMPANY PROFILE

PMIS specialises in delivering earned value management (EVM) training programmes. We develop customised training courses for the needs of different environments. For example, by using project lifecycles relevant to specific businesses sectors, using client's processes and case studies. We only deliver project management related training, and can supply excellent references.

1.1 EVM Training Experience – UK Defence Industry

PMIS has been delivering EVM training since 1993. Throughout this period we have delivered EVM training programmes to all the UK's major defence contractors, e.g. BAE Systems; Rolls Royce plc; Thales; Vickers Shipbuilding; GEC and others.

1.2 Specific value PMIS will bring to this activity

1. developing and delivering tailored project management training is PMIS's core business – we have been doing this for UK blue chip's since 1993
2. PMIS has carried out training at all levels in organisations, including board and sponsor level coaching
3. PMIS only delivers project management training and is very comfortable in this challenging environment
4. PMIS has existing core training modules that deal with all the disciplines and topics of project management – this reduces development timescales and costs significantly.

1.3 Rates for in-house Training

Training Development: £ poa per day
Training Delivery: £ poa per day

The above rates exclude materials, associated travel and subsistence expenses and VAT, and are for training delivered at a customer furnished facility. All prices quoted in this document are valid at current production date. PMIS reserves the right to amend these prices following this date.

1.6 Open Courses

PMIS also offers some of the following courses on a public basis. Full details of public courses and costs can be found at <http://www.pmis.co.uk/>

2. TAILORED EVM TRAINING DEVELOPMENT PROCESS

PMIS has delivered tailored project management courses since 1993. During this period we have customised courses for many industry sectors, e.g. Aerospace and Defence, Financial Services, Automotive, New Product Development, Engineering and Manufacturing, Software / Systems Engineering and others.

2.1 Benefits of Customised Project Management Training

The benefits of customised courses are substantial, e.g.:

1. the course is seen as relevant to the organisation, its processes and the issues and challenges of managing projects in your business, therefore
2. staff are able to transfer the learning to the workplace far more effectively,
3. most importantly, we will focus on practical methods / skills which will address the most common or important challenges that you face within the management and delivery of your projects,
4. it can make a real impression on the perception of the value and attitudes towards the project management function in your company,
5. all leading to significant improvement in **project delivery performance**.

Tailoring can cover any aspect of the course, but in general the following areas are most commonly considered:

1. organisation, especially roles, responsibilities and accountabilities, and company Governance structures and processes
2. process frameworks and specific terminology, project & product lifecycles and gates
3. case studies / project simulations from your business for workshops & exercises
4. lessons learned and experiences from past projects from your business.

2.2 The Tailoring & Development Process:

Tailoring starts by understanding and agreeing the specific business objectives and issues that lay behind the training need. It involves:

1. Business familiarisation: PMIS will spend time at your business, familiarising ourselves with your business and projects. Our staff will listen carefully to understand your needs, objectives and goals, and focus on identifying a training programme that will meet your objectives fully.
2. Following Business Familiarisation, formally agreeing training needs and objectives
3. Developing and agreeing outlines and detail training specifications, where all modules objectives will be formalised.
4. PMIS selecting material and configuring each module, developing or modifying presentation and/or exercise material as required.
5. Jointly reviewing the above as they are produced, before downstream effort is undertaken.

2.3 Joint Review and Customer Approval

Throughout the training definition and development process, we provide clients early sight of emerging materials to ensure that client's are fully satisfied with the delivered solution. This will include:

1. Formalising and agreeing the business and training objectives before any development takes place
2. Developing and jointly reviewing all emerging training specifications/ agendas, including all case study and exercise material / content.
3. Reviewing draft modules and incorporating resulting changes
4. Once material is finalised, conducting a walkthrough of all modules with the training sponsor and others, ensuring that all key messages are formally captured for consistent delivery.

2.4 Format of Training Delivery & Style

All training will:

1. be delivered in a highly interactive style, engaging participants as much as possible throughout
2. look to engage all delegates fully throughout the sessions
3. reference or use client terminology, language and processes where they exist
4. employ generic examples to demonstrate concepts but use a client case study within all exercise sessions.
5. use real references and examples from across the engineering sector to demonstrate best project management practices.

3. CUSTOMER FEEDBACK

The following are direct quotes from course sponsors/ delegates:

Project Management Training Programmes:

This section contains quotations relating to formal education and training programmes:

IT Delivery Services Director: *" ... the recent (education and) training has really made a difference - people are automatically doing things, to a high standard, that would never have been done at all this time last year ..."*

Business Improvement Manager, Engineering and Manufacturing: *"First class - the PMIS course is consistently receiving excellent feedback from all delegates and is proving to be one of the most productive implementation exercises to date, and is also doing an excellent job of addressing the cultural issues."*

Group Technical Director, Automotive Product Supply: *"an excellent course - achieving exactly what we set out to do"*

Head of PM, Utilities: *"... an excellent course.. very pleased with the content and presentation ... and I'm sure we will be using PMIS again"*

Group Operations Director, Aerospace and Defence: *"... an excellent session .. very interesting and informative especially concerning implementation... when can we have some more please!"*

Project Management Workshops and Seminars:

Project Operations Manager, Media: *"Nothing would give me greater pleasure than if our next meeting should be for PMIS to come to our organisation to implement what you have described this morning".*

General Manager, Project Control, Engineering & Construction: *"The best presentation on the whole topic of implementing project management I have seen in a long while"*

Head of Project Control, Supply and Distribution Industry: *"I'm totally sure that if PMIS had been involved with our last PM initiative it would have delivered far more benefit"*

PM Professional Services, Telecommunications Sector: *"Good to see an organisation with a clear understanding of all the issues"*

Project Executive,: *"Excellent - I didn't expect you to be able to cover the agenda in the time and you have admirably - a very good understanding of all the issues"*

Senior Project Manager, Financial Services: *"Very interesting and thought provoking - especially concerning implementation and the wider business issues - plenty of food for thought"*

APPENDIX A. INTRODUCTION TO EARNED VALUE MANAGEMENT

Course Name **Earned Value Project Management – Introduction**

Description: This course provides an introduction to the concepts, benefits, principles and processes of Earned Value Management. In particular, it will show how to implement Earned Value Management successfully, while defining the conditions that inhibit effective project performance management.

Duration 1 day

Intended for (who) All project, programme and business managers who require an understanding of the principles, practices of Earned Value Management.

Course objectives:

- To provide an understanding of benefits of Earned Value Management
- To define the principles and practices of effective Earned Value Project Management
- To define the characteristics required in project planning and management processes to ensure effective performance management
- To teach how to interpret the data of an Earned Value system

Course Sessions: **Session aim/ objectives / purpose / benefits**

Overview of EVM

- Background – the origin and history of Earned Value Project Management
- Benefits – the potential benefits of effective Earned Value Project Management
- Impact – the impact of implementing Earned Value Project Management on the business

Project Structures:

- Developing effective structures that enable and enhance EVM:
- Product Oriented Work Breakdown - benefits in relation to EVM
- Organisation Breakdown
- Cost Breakdown
- The role of Integrated Product Teams (IPTs)
- Identification of Control Accounts & role of Control Account Managers

Performance Measurement Baseline:

- Developing effective structures that enable and enhance EVM:
- Using the WBS from Estimating to EVM
- Structuring the Performance Measurement Baseline (PMB)
- Incorporating estimating uncertainty
- Integrating risk management with the Earned Value baseline
- Formal review of the emerging PMB

Using Earned Value Data

- Calculating and Using Key EVM elements:
- Planned Value (BCWS), Earned Value (BCWP), Actual Cost (ACWP)
- Earned Value performance management: Schedule - Schedule Performance Index; Cost Performance Index; Project Forecasting using Earned Value Management; Estimate at Complete; Independent EACs (EAC); To Complete Performance Index
- Using EVM data at Business and Project Reviews

Earned Value Case Study

- Fundamental objectives and success factors
- The role and value of IPTs to project planning and EVM
- Key attributes of model programmes
- Integration of supply base plans and data
- Evidence of actual benefits achieved

APPENDIX B. OVERVIEW OF EARNED VALUE MANAGEMENT

Course Name **Earned Value Management – Executive Overview**

Description: This training course provides an overview of the principles, techniques and benefits of Earned Value Project Management.

Course Duration 0.5 day

Intended for (who) Executive level business, programme and project management personnel seeking to understand the benefits of working within an Earned Value focused Project Management environment.

Course objectives: • To provide an appreciation of the benefits of implementing Earned Value Project Management
 • To provide an understanding of the business and organisational impacts of implementing Earned Value Project Management
 • To provide an overview of the principles and practices of Earned Value Project Management.

Course Sessions: **Session aim/ objectives / purpose / benefits**

Background & Benefits of Earned Value Management • History – the origins and development of Earned Value Project Management
 • Benefits / impact Earned Value Management could have on your: projects; business; organisation, e.g: Project managers; Finance, Procurement and Commercial managers

Earned Value Concepts and Processes • An overview of the Earned Value approach to: Project planning; Performance measurement; Project Accounting; Reporting; Analysis; Change management

Using Earned Value Data • An overview of how earned value data can be used to improve: Project decision making; Project performance; Supplier Performance

Summary • An opportunity to clarify and discuss any points raised

APPENDIX C. EARNED VALUE PRACTITIONER

Course Name Earned Value Management – Practitioners Course

Description: This training course provides a thorough working knowledge of the benefits, principles and practices of Earned Value Project Management and will provide the skills required to take an active role in Earned Value Management implementation.

Duration 2 days

Intended for (who) All project, programme and business management personnel who require a working knowledge of the principles and practices of Earned Value Project Management that will enable them to take part in the implementation of Earned Value Management.

Course objectives :

- To provide a detailed level understanding of benefits of Earned Value Project Management at the project level
- To provide a detailed level understanding of the principles and practices of effective Earned Value Project Management Implementation at the project level.
- To provide practical skills to interpret the Earned Value outputs

Course Sessions: Session aim/ objectives / purpose / benefits

Earned Value Project Management – Background, Benefits and Impact

- Background – the origin and history of Earned Value Project Management
- Benefits: – the potential benefits of effective Earned Value Project Management implementation at the project and control account level
- Impact – impact on business functions required to support EVM

Earned Value Concepts and Processes

- The process requirements of the Earned Value approach to:
- Project planning, Performance measurement, Accounting, Reporting, Analysis & Change management
- The pitfalls of inconsistent application of processes
- Process ownership

The Control Account

- Project structures: Work Breakdown including practical session
- Organisation Breakdown & Cost Breakdown
- The role of Integrated Project Teams
- Identification of the Control Accounts
- Control Account documentation
- Role of the Control Account Manager

Using Earned Value Data

- Key EVM elements: Planned Value (BCWS) , Earned Value (BCWP) , Actual Cost (ACWP)
- Working Example & Practical Session
- Earned Value performance indices: Schedule – Schedule Performance Index, Cost – Cost Performance Index, Working Example
- Project Forecasting using Earned Value: Estimate at Complete (EACs)
- Independent EACs; To Complete Performance Index; Working Example

Earned Value & Risk Management

- Analysis of the links between EVM & Risk Processes
- Contingencies & Reserves
- Integrating Mitigation planning & budgeting into an EVM Baseline budget
- Contingency (fallback) planning & budgeting

Change Management

- Impact of project change - Management of project change
- Baseline integrity

Earned Value Project Management - Reporting

- Industry standard EVM report formats
- Practical Session: Analysis of data dependencies & Data integrity
- Supplier reporting & Customer access to data

APPENDIX D. EARNED VALUE FOR IT PROJECTS

Course Name: Earned Value Management for IT Projects

Description: This training course provides an introduction to Earned Value Management (EVM) discussed in the context of IT projects.

Intended for (who) All IT project, programme and business management personnel who require a sound understanding of the principles and practices of Earned Value Project Management.

Course objectives:

- To provide an understanding of benefits of Earned Value Project Management
- To provide an understanding of the principles and practices of effective Earned Value Project Management
- To provide awareness of how to interpret of the outputs of Earned Value

Course Sessions: Session aim/ objectives / purpose / benefits

Earned Value Project Management – Background, Benefits

- Background – the origin and history of Earned Value Project Management
- Benefits – the benefits of effective Earned Value Management at the project and control account level

Earned Value – 'The Big Picture'

- Overview of Core components of EVM:
 - Organisation – the OBS
 - Workscope definition – the WBS
 - Time-phased budget – developing and maintaining the performance measurement baseline
 - Status and actual costs, Earned Value
 - Performance management process and culture

Planning and Organisation

- Understanding Project structures:
 - Product based Work Breakdown
 - Organisation Breakdown
 - Identification of the Control Accounts
 - Role of the Control Account Manager

Using Earned Value Data

- Key EVM elements:
 - Planned Value (BCWS)
 - Earned Value (BCWP)
 - Actual Cost (ACWP)
 - Earned Value Performance Data:
 - Schedule - SPI
 - Cost – CPI
 - Earned Value Analysis:
 - EACs, Independent EACs, TCPIs

Implementing Earned Value Management

- Performance Based Project Plans
- Cost Collection structures and systems
- Measures of Achievement
- Management Process & Culture
- Implementation Template