



# Earned Value Management and Project Scheduling

The PMI Registered Education Provider is a registered service and collective mark of the Project Management Institute, Inc.

## Project Scheduling

## Earned Value Management Systems

**NEW ORLEANS, LA: March 22-23, 2010**  
**NEWPORT BEACH, CA: April 19-20, 2010**  
**ALEXANDRIA, VA: May 17-18, 2010**  
**NEW ORLEANS, LA: March 24-26, 2010**  
**NEWPORT BEACH, CA: April 21-23, 2010**  
**ALEXANDRIA, VA: May 19-21, 2010**

*Already knowledgeable of the basics of EVMS and Project Scheduling and now looking for more advanced insights into these topics? SM&A has these offerings just for you:*

## Advanced Scheduling

## Advanced EVMS

**NEWPORT BEACH, CA: March 8-9, 2010**  
**NEWPORT BEACH, CA: March 11-12, 2010**

DESIGNED FOR UNIVERSAL APPLICATION BY:

Government Contractors

- Aerospace & Defense
- Engineering, Procurement & Construction
- Environmental Management/Remediation
- Information Technology

Government Agencies

- Department of Defense
- Department of Energy
- Civilian Agencies

# You.



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### SEMINAR REGISTRATION

4695 MacArthur Court, 8th Floor | Newport Beach, CA 92660 | 562 896 0374 | [www.smawins.com](http://www.smawins.com)

# Project Scheduling (14 PDUS) Earned Value Management Systems (20 PDUS)

## INTRODUCTION TO SCHEDULING

- Key definitions
- The planning and scheduling process
- CASE STUDY: Your Schedule

## SCHEDULE TYPES

- Gantt/Bar charts
- Milestone/Event charts
- Networks
- Standard symbolologies

## SCHEDULE DEVELOPMENT PROCESS

- Using a work breakdown structure
- Planning and sequencing activities
- Activity durations
- Integrating calendar and resources

## NETWORKS AND THEIR DEVELOPMENT

- Precedence Diagramming Method (PDM)
- Hammocks and Fragnets
- CASE STUDY: Network Logic A – Creating a PDM Network

## CALCULATING THE NETWORK

- Forward and backward passes
- Float: What is it really?
- Who “owns” the float?
- The “critical path”
- CASE STUDY: Network Logic B – Integrating Two Networks
- CASE STUDY: Developing a Project Schedule

## RESOURCE SCHEDULING

- Needs vs. availability
- Resulting profiles
- CASE STUDY: Resource Loading the Project Schedule
- CASE STUDY: Resource Leveling
- CASE STUDY: Pricing Resources

## SCHEDULE BASELINES

- Purpose, use and maintenance
- Baseline vs current schedule
- Baseline change control methods
- Compressing/crashing the schedule
- CASE STUDY: Crashing the Network

## SCHEDULE REPORTING AND ANALYSIS

- Types of reports and management indicators
- Trend analysis
- Exception reporting

## CURRENT TOPICS

- Sound scheduling philosophy
- Integrating schedules with cost...how?

## EARNED VALUE MANAGEMENT CONCEPTS

- Basic Concepts
- Earned Value: What does it all mean?
- Basic Mgmt processes inherent to EVMS
- Nature of the Requirements
- CASE STUDY: Earned Value Techniques

## ORGANIZING THE PROJECT WORK

- Work breakdown structure (WBS) and WBS dictionary
- Assigning responsibility via the responsibility assignment matrix (RAM)
- What really is a “control account?”
- Sizing of control accounts: “too big” vs. “too small”
- Integrated Product Teams

## PLANNING FOR EVMS

- What is true “cost/schedule integration?”
- Essential scheduling system characteristics
- Work packages, planning packages and summary level planning packages
- Management reserves vs. undistributed budgets
- Budget vs. funding: critical distinctions
- Accepted earned value techniques: how each works
- CASE STUDY: Control Account Plan Preparation
- What about risk management?

## ACCUMULATING PERFORMANCE DATA

- Data elements used for performance management and trend analysis
- Accounting for costs of all project resources
- Subcontract and material performance management
- Price and usage variances on material and labor
- CASE STUDY: Control Account Status

## MONITORING PROJECT PERFORMANCE

- The “myth” requiring written analysis
- How to define a “significant” variance in your system
- Control account analysis and required tools
- Estimating at-completion costs
- CASE STUDY: Control Account Variance Analysis

## CONTROLLING THE PERFORMANCE MEASUREMENT BASELINE

- Types of changes impacting the PMB
- “Rebaselining” versus internal replanning: key distinctions and current interpretations

## CONTROLLING THE PERFORMANCE MEASUREMENT BASELINE (continued)

- Requirements for baseline traceability
- Project baseline logs
- Essential disciplines inherent to baseline stability
- Overtarget Baselines
- CASE STUDY: Change Incorporation/Baseline Logs

## ASSESSING PROJECT PERFORMANCE

- How to get the most out of the data
- Key performance indices: CPI, SPI, and TCPI
- Graphical presentation techniques
- Graphical analysis of major programs

## SYSTEM COMPLIANCE PROCESS

- Integrated Baseline Reviews (DoD)
- External Independent Reviews (DOE)
- The validation review process
- Post-acceptance surveillance: internal and external
- Self-conducted reviews

## WHAT'S NEW?

- DCMA has reinvigorated oversight with the use of the SSOM to guide surveillance
- DoD's Defense Support Team recently submitted its report on EVM to Congress – Hear both DoD's views and industry's response
- Updated NDIA EVM Intent Guide
- DoD Instruction 5000.02 and the EVM DFARS clauses have been updated to reflect current DoD EVM policy
- The revised EVM Guidelines, ANSI/EIA 748-B, published in February 2008
- MIL-HDBK-881 is being revised and will be re-established as a Military Standard
- DOE Order 413.3A in the process of being revised – What's different from DoD requirements?
- Potential impact of GAO's *Cost Estimating and Assessment Guide* on EVMS implementations and surveillance requirements

## SUMMARY

- Lessons learned
- How to benefit from Earned Value Management

## Advanced EVMS (14 PDUS)

This workshop describes operational techniques for monitoring and assessing project performance, and reviews methods for calculating and verifying the estimate at completion. It provides the basis for answering such management questions as, “When is the project likely to be completed?” “How efficiently are we using our time?” “Are we under or over our budget?” “How efficiently are we using our resources?” “How will we achieve the current management estimate?”

The workshop reviews the DCMA’s “Tripwires” and explains how they are applied. It also addresses decisions regarding establishing management reserve (MR) and assessing the rate of its application. Attendees will better understand how to integrate EVM metrics with the schedule by correlating schedule variances with contributing activities and also by converting EVM schedule variances from hours/dollars to time. The DCMA’s “14-Point Schedule Assessment” is reviewed and explained as well. In addition, concepts associated with baseline maintenance including over target baselines (OTB) will be addressed.

## Advanced Scheduling (14 PDUS)

This workshop provides key insights into disciplines and best practices of scheduling while exploring industry proven techniques for managing schedules throughout the complete lifecycle of any project. The curriculum is designed for project managers and their staff, as well as any other project personnel who are responsible for developing, delivering, and maintaining project schedules.

Included in this course are integrated case studies and hands-on exercises that reinforce key scheduling concepts. By attending this workshop, each student will have direct exposure to best practices for implementing and managing the schedule for the projects he/she are responsible to guide. In addition, this workshop explores and identifies obstacles to effective scheduling, methods for schedule development, practical use of constraints, methodologies for developing and implementing IMP/IMS schedule risk management, enterprise schedule management techniques, and the advantages provided by contemporary scheduling tools.

PMBOK® Guide

AREAS COVERED:

INITIATION

PLANNING

EXECUTION

CONTROL

# Instructors

Our Instructors bring over 150 years of combined project management experience to the seminars. All accomplished speakers, they have trained over 15,000 people in project scheduling, earned value management and all aspects of practical, performance-based project management.



**JIM WRISLEY**  
703.850.7829



**KIM SMITH**  
937.964.8710



**HARRY SPARROW**  
707.373.5336



**SHAWNA JONES**  
504.655.4275

## VENUE INFORMATION

### PROJECT SCHEDULING & EVMS

#### NEW ORLEANS, LA

**March 22-26, 2010**

JW Marriott New Orleans  
614 Canal Street  
New Orleans, LA 70130  
(888) 364-1200

**Group block expires:** 3/12/10

Group rate \$133++

**Reference:** "SM&A"

#### NEWPORT BEACH, CA

**April 19-23, 2010**

**Seminar Venue:** SM&A Headquarters  
4695 MacArthur Court, 9th Floor Training Room  
Newport Beach, CA 92660

**Lodging:** Radisson Newport Beach

4545 MacArthur Blvd  
Newport Beach, CA 92660  
(949) 833-0570 or (800) 333-3333

**Group block expires:** 4/09/10

Group rate \$109++

**Reference:** "SM&A Seminar"

[www.radissonnewportbeach.com](http://www.radissonnewportbeach.com)

### ADVANCED SEMINARS

#### NEWPORT BEACH, CA

**March 8-9/11-12, 2010**

**Seminar Venue:** SM&A Headquarters

4695 MacArthur Court  
9th Floor Training Room  
Newport Beach, CA 92660

**Lodging:** Radisson Newport Beach

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**Group block expires:** 3/01/10

Group rate \$109++

**Reference:** "SM&A Seminar"

[www.radissonnewportbeach.com](http://www.radissonnewportbeach.com)

## REGISTRATION INFORMATION

### REGISTRATION

Registration may be made online at [www.pmassoc.com/seminars.html](http://www.pmassoc.com/seminars.html), or by emailing scanned form to [pmaseminars@smawins.com](mailto:pmaseminars@smawins.com).

### SEATING

Seating is limited for each seminar. If registering within two weeks of the seminar, call our office at 562.896.0374 for space availability.

### CANCELLATION POLICY

Cancellation made within 30 days of the seminar start date will incur a \$200 cancellation fee. Substitutions may be made at any time. Non-attendance without cancellation will incur the full seminar registration fee.

### DISCOUNTS

- 10% for prepayment 31 days in advance
- 10% for groups of 3 or more attendees
- 20% for groups of 3 or more attendees prepaid 31 days in advance

### PAYMENT

1. Credit Card: Download SM&A credit card authorization form at [www.pmassoc.com/downloads/PMAccAEV.pdf](http://www.pmassoc.com/downloads/PMAccAEV.pdf) or request one via email to [pmaseminars@smawins.com](mailto:pmaseminars@smawins.com).
2. Check: Checks may be mailed to: SM&A  
4695 MacArthur Court, 8th Floor  
Newport Beach, CA 92660
3. Govt Training Authorization (Form 1556 or other):  
Please scan approved form and email to [pmaseminars@smawins.com](mailto:pmaseminars@smawins.com).
4. Company Purchase Order:  
Please scan approved P.O. and email to [pmaseminars@smawins.com](mailto:pmaseminars@smawins.com).

### QUESTIONS?

Contact our office at 562.896.0374 or email [pmaseminars@smawins.com](mailto:pmaseminars@smawins.com).

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## SEMINAR REGISTRATION INFORMATION

**1 PLEASE SCAN AND EMAIL COMPLETED REGISTRATION FORM TO [PMASEMINARS@SMAWINS.COM](mailto:PMASEMINARS@SMAWINS.COM)**

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**ADDRESS** \_\_\_\_\_

**CITY** \_\_\_\_\_ **STATE** \_\_\_\_\_

**ZIP CODE** \_\_\_\_\_ **MAIL STOP** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**FULL NAME** \_\_\_\_\_

As you'd like it to appear on the Certificate of Completion

**INFORMAL NAME** \_\_\_\_\_

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**TITLE** \_\_\_\_\_

**TELEPHONE** \_\_\_\_\_

**FAX ( )** \_\_\_\_\_

**E-MAIL** \_\_\_\_\_

### 2 PLEASE CHECK THE PROGRAM YOU'RE REGISTERING FOR...

- Project Scheduling **\$950**  
2-day (Monday-Tuesday) – 14 PDUs
- Earned Value Mgmt. Systems (EVMS) **\$1,395**  
3-day (Wednesday-Friday) – 20 PDUs
- Project Scheduling & EVMS **\$1,795**  
Combined 5-day (Monday-Friday) – 34 PDUs
- Advanced EVMS **\$950**  
2-day (Monday-Tuesday) – 14 PDUs
- Advanced Scheduling **\$950**  
2-day (Thursday-Friday) – 14 PDUs

### 3 THEN CHECK THE LOCATION YOU'LL BE ATTENDING.

- New Orleans, LA – Week of March 22, 2010  
Registration requested by March 1, 2010
- Newport Beach, CA – Week of April 19, 2010  
Registration requested by March 29, 2010
- Newport Beach, CA – Week of March 8, 2010  
Registration requested by February 26, 2010

### 4 PLEASE CHECK YOUR METHOD OF PAYMENT... (see payment information above)

- Credit Card
- Check
- Govt Training Form
- Company Purchase Order

*Please call (562) 896-0374 after the dates requested to check for space availability.*



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## VENUE AND DATE ADDED

**Alexandria, Virginia**  
**Project Scheduling: May 17-18, 2010**  
**Earned Value Management: May 19-21, 2010**

### SEMINAR VENUE

Carlyle Crescent Center  
1940 Duke Street, 2nd Floor, Alexandria, Virginia 22314

### INFORMATION

The Carlyle Crescent Center is located at the edge of Old Town Alexandria, strategically positioned next to the King Street Metro Station. An underground pedestrian tunnel from the King Street Metro Station will lead you to the Carlyle Complex.

Seminar attendees are responsible for their own overnight accommodations, if needed. Marriott Residence Inn, Embassy Suites and the Hilton Hotel are within just a few blocks of the center. Please contact hotels directly for rooms and rates.

# SEMINAR REGISTRATION INFORMATION

**1** PLEASE SCAN AND EMAIL COMPLETED REGISTRATION FORM TO [PMASEMINARS@SMAWINS.COM](mailto:PMASEMINARS@SMAWINS.COM) OR REGISTER ONLINE AT [SMAWINS.COM/PUBLICSEMINARS](http://SMAWINS.COM/PUBLICSEMINARS)

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CITY \_\_\_\_\_ STATE \_\_\_\_\_

ZIP CODE \_\_\_\_\_ MAIL STOP \_\_\_\_\_

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**4**

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