

APMG Earned Value Management™ Foundation & Practitioner

OVERVIEW

This four-day event introduces candidates to Earned Value Management (EVM), a project control process based on a structured approach to planning, cost collection and performance measurement. The successful implementation of EVM facilitates the integration of project scope, time and cost objectives and the establishment of a baseline plan for performance measurement. The course will equip project control professionals and candidates with the understanding and tools needed to conduct successful EVM.

The Foundation level course provides a comprehensive overview to EVM terminology and methods. It is designed for Project Managers, managers, department heads, and others who need a better understanding of the elements of EVM. The Foundation exam tests the candidate's knowledge of Earned Value terminology.

The purpose of the Practitioner certification is to confirm whether you have achieved sufficient understanding of the theory and application of Earned Value Management to allow you to work successfully in an Earned Value Management environment.

The training will:

- Enhance tracking, monitoring and project and financial management skills.
- Facilitate the integration of project scope, time and cost objectives and the establishment of a baseline plan for performance measurement.
- Demonstrate to stakeholders whether they are getting value for money and make suggestions as to how value can be increased.
- Provide an objective measurement of what has been achieved on a project in relation to cost, scope and timescales.
- Enable accurate forecasting for projects and programmes and detailed project comparisons across programs of work.
- Build on and enforce superior project management practice and underpin good corporate governance. Introduction of EVM can drive the cultural and organizational change key to supporting these objectives.
- Provide project management information in a format that is easy for all stakeholders to understand and act upon.
- Acts as an early warning system that allows the timely identification and analysis of progress and cost issues and corrective actions to identified.

WHAT IS INCLUDED?

- DCL courseware.
- The APM Earned Value Management: Handbook.
- The APMG Earned Value Management Foundation and Practitioner Examination.
- Experienced trainer.
- Refreshments at the venue.

COURSE OBJECTIVES:

You will learn and understand:

- How to set up projects for Earned Value management and tracking.
- The Earned Value formulas and demonstrate how to apply them correctly.
- How to apply Earned Value to status current project performance and forecast project completion.
- How to Produce a performance measurement baseline.
- How to Report and interpret cost and schedule variances, and understand the relationship between the variances reported.
- How to make objective predictions about future cost and schedule performance.
- How to Report objectively to management on the progress of a project.

COURSE OUTLINE

The course includes case-studies and group learning techniques to ensure that theory is embedded and candidates gain confidence to successfully apply the learning points. It should be noted that evening work will be required in the form of revision reading and mock examination questions. This is an important part of the course and it is expected that candidates revise for approximately two hours each evening.

The training course will cover the key syllabus areas below:

DEFINITION (DEF)

- The definition and purpose of a statement of work (SOW).
- The definition and purpose of a work breakdown structure (WBS).
- The definition and purpose of an Organization Breakdown structure (OBS).
- The definition and purpose of a Control account.
- The definition and purpose of a responsibility assignment matrix (RAM).
- Skills of a control account manager.
- Flow down of EVMS requirements to sub-contractors.

PLANNING (PL)

- What is a work package and planning package?
- What is a schedule and activity?
- The concept of rolling-wave planning.
- Setting budgets and types of budget, including budget elements.
- Planning definitions and terms.
- Types of baseline and the Definition of a performance measurement baseline (PMB).
- Management Reserve.
- Objective measures of performance and earned value techniques (EVT).
- Earned value terminology (BCWP, BCWS, ACWP).
- Risk planning.
- Analysis using Earned Value Analysis (EVA).

DATA COLECCION (DC)

- Type of data to collect.
- The independent estimate at complete (IEAC).
- Importance of data integrity.
- Accruals and appropriate use.
- Definition data collection requirements for a project and organization.

ANALYSIS, REVIEW AND ACTION (ARA)

- The formulae for earned value variance and indices (SPI, CPI, SV, CV, VAC).
- Schedule status and earned value progress.
- Types of earned value reports.
- Performance trend charts.
- Variance Thresholds.
- Estimate at complete (EAC).
- Interpreting earned value variances and indices.
- Tests of reasonableness. The TCPI_{EAC}.

CHANGE MANGEMENT (CR)

- Definition and purpose of management reserve.
- Sources of baseline change requests.
- Baseline maintenance.
- Re-planning and re-programming.
- Appropriate uses of management reserve.

RISK MANAGEMENT (RM)

- Benefits of risk assessment.
- The integration of risk management with earned value management.
- Use risk management approaches to set Performance measurement baseline (PMB).
- Risk drawdown.

SYSTEMS REVIEW (SR)

- Definition and purpose of an integrated baseline review (IBR).
- Surveillance and its purpose.
- Agree objectives and acceptance criteria.
- Control account manager discussions.
- Demonstration reviews.
- System reviews.

During the course exercises and group sessions will be facilitated by the trainer to enable learning and to prepare candidates for the foundation and practitioner level exams.

PRE-COURSE WORK & PRE-REQUISITES

No prerequisites are necessary for attendance, although candidates would benefit from some experience and understanding of basic planning principles and terminology. Recommended reading of the APM Earned Value Management Handbook.

Candidates are also required to bring a form of photographic identification to show the invigilator.

EXAM FORMAT

Foundation Examination information:

- Multiple Choice.
- 40 questions per paper.
- 26 marks or more required to pass (out of 40 available) - 65%.
- 60-minutes duration.
- Closed book (simple calculator).

Practitioner Examination information:

- Objective testing.
- 4 questions per paper, 20 marks available per question.
- 40 marks or more required to pass (out of 80 available) - 50%.
- Three-hours duration.
- Open book (Earned Value Management Handbook).