

## APMG Earned Value Management™ Practitioner

### **OVERVIEW**

This two-day event consolidates and expands on Earned Value Management taught in the Foundation level course. 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. It will equip the candidate with the tools needed to be effective and to demonstrate their competence in a competitive marketplace.

As a successful practitioner, you should, with suitable direction be able to start applying the method to a real project, but may not be sufficiently skilled to do this appropriately for all situations.

This certification is aimed at people who have worked (and are working) in an Earned Value Management environment for a period of two years. This will include a wide range of people working on Earned Value based projects including project managers, control account managers, project planners and project analysts.

### **WHAT IS INCLUDED?**

- DCL courseware.
- The APMG Earned Value Management 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 in the evening.

The training course will cover the key syllabus areas below, to a practitioner level:

## **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 COLLECION (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 examination. There will be an emphasis on the types of questions that will be on the practitioner exam.

### **PRE-COURSE WORK & PRE-REQUISITES**

Candidates attending this course will need to have attended and successfully passed the Foundation examination. Candidates are required to provide proof of passing the Foundation examination. Candidates are also required to bring a form of photographic identification to show the invigilator. Failure to bring either proof of passing Foundation or photographic identification may result in not being able to sit the examination.

Candidates are required to have a copy of the Earned Value Management Handbook. This would have been provided on the Foundation course. Ideally candidates will have read this document but they must be familiar with the entire book.

### **EXAM FORMAT**

- 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).