

Training Seminars

Description

The POI consists of training courses known as core. The purpose of the core courses is to provide a principles or foundation knowledge baseline to the student in the fundamentals of earned value management applied to projects/programs. Because the core courses are well understood their content will be managed by a formal change control process. Each student must satisfactorily pass examinations for all six core courses. In addition, there is an elective portion of the training program. Students are either allowed to document attendance at eight conference symposia or submit a research paper advancing the EVM body of knowledge for approval. Completion of the core examinations and satisfaction of either of the other elective options is necessary to complete the POI requirements. Satisfactory completion of the POI will result in the student being awarded a Graduate Certification (GC) of Training in Earned Value Management. POI graduation requirements are as follows.

Core Course Overview: CPM will develop and deliver a total of six core courses as part of the professional education POI. These courses will establish a formal EVM body of knowledge used in the project planning and control professional. The course work includes a series of basic, intermediate, and advanced knowledge and skills. Each course is divided into lessons and associated terminal learning objectives (TLOs) and supporting enabling learning objectives (ELOs) representative of the EVM body of knowledge. A total of six lessons will be included in each course. The course numbering (i.e. 100, 200, to 600) takes the student through increasingly more advanced materials. Additionally, each of the lessons within a given course will present the material using a progression from basic through more advanced topics.

While most courses will be presented using the “lecture” style, the advanced courses also utilize case studies or practice exercises to reinforce selected learning objectives.

Each core course and its six lessons are designed for presentation during a 75 minute instructional block at CPM sponsored conference events. While CPM recommends member/students follow a typical progression through the POI, it recognizes that many of our member/students are intermediate and senior level practitioners who may have already mastered some of the subjects addressed in the POI. In such cases, the student may elect to initiate a test out option wherein the courses’ final examinations may be taken during the scheduled conference testing periods. It is the student/members responsibility to ensure they have adequately prepared themselves for a given core course’s final examination.

The core POI consists of approximately 45 contact hours of instruction (plus 6 hours of course tests). It is anticipated that each core course will provide the attendee 8 hours of Professional Development Units (PDU). Delivery methods for the POI currently include: conference events, and review of training materials provided on conference CDs. In the future, distance learning options are being explored by CPM. CPM will make no attempt to enforce any recommended prerequisites prior to allowing students to attempt the core exams.

Core Courses: The core courses consist of the following:

CPM-100: Principles of Earned Value Management

The Principles of Earned Value Management course presents the underlying principles of managing projects with performance management and earned value management. The student is introduced to standard terms and basic concepts which will serve as the framework for all other courses. The six lessons cover the basic concepts and benefits of EVM, basic concepts of baseline planning and analysis, and fundamental EVM guidelines. Additionally, the lessons introduce the concepts of establishing and maintaining an EVM system.

CPM-200: Scope and Organization Management

The Scope and Organization Management course include development of Work Breakdown Structures (WBS), establishing teams and the control account structure, work authorization and control, technical risk assessment, material and subcontract issues in the EVMS, and technical performance measurement.

CPM-300: Principles of Schedule Management

The Principles of Schedule Management course covers scheduling theory, terms, and analysis techniques. The six lessons cover topics such as: critical path scheduling, resource loading and analysis, schedule analysis techniques, schedule development, schedule risk analysis, and enterprise-wide scheduling.

CPM-400: Planning an Integrated Baseline

This course presents the essential steps and requirements associated with planning and implementing a program baseline. In these lessons, the student is introduced to the terminology and concepts of establishing and maintaining the Contract Budget Baseline (CBB) or Project Budget Baseline and the Performance Measurement Baseline (PMB). Critical knowledge in this lesson is how cost, schedule, and technical baselines are integrated into the PMB and how changes and risks need to be managed. The course culminates with the basics of the Integrated Baseline Review (IBR), since the IBR is conducted to determine if the planned baseline is viable.

CPM-500: Execution and Controlling

The Execution and Controlling course presents the essential steps and processes involved with project execution and control. The course begins with statusing control account progress and then analyzing the control account's performance, including the use of integrated risk metrics and information. Other classes present the essential steps in conducting thorough variance analysis, the use of reporting EVM information to assist in controlling project performance, the steps in developing and analyzing the Estimate At Completion (EAC) of final costs and lastly presents the essential steps maintaining the integrity of the Performance Measurement Baseline (PMB).

CPM-600G: Government Applications

This course presents basic practices for managing government projects with earned value management. The student is introduced to EVMS standards, guidance, and government policy.

Other lessons introduce the student to contracting for EVMS, how to implement EVM on a program wide basis, and special government requirements such as the Integrated Master Plan, Integrated Baseline Review, and OMB capital asset management.

Elective Options: Currently the elective component consists of two courses:

CPM-700: Applied EVM

Completion of the requirements for this course requires the student document attendance at a minimum of 10 hours of CPM or equivalent conference practice symposia. After submitting the attendance documentation, a single CPM-700 transcript entry will be made for the 15 EUs.

CPM-710: Thesis Research

A Thesis / Research Project paper option is available rather than the symposia attendance requirement. The purpose of the thesis paper is to document the student's ability to conduct research in an area of interest consistent with professional academic standards. The thesis paper is a demanding academic treatment of the topical area typically ranging from 50 – 60 pages that will advance the performance management/EVM body of knowledge. The member/student may propose a topic to a two or three member advisory board. The thesis advisory board will approve the topic and provide guidance and feedback to the student throughout the research or project process. Each accepted paper will be scheduled for oral presentation and defense at one of the CPM semi- annual conferences and will be published in the conference proceedings. Successful completion of this elective may be substituted for the symposia attendance.

Testing

The Professional Education Program (PEP) incorporates course examinations that demonstrate student mastery of the POI. The student must satisfactorily complete a test for each of the core courses taken. All core tests are developed and administered as timed “open book– open notes” assessments. All test questions will be based on the “Enabling Learning Objectives (ELOs)” published for each course. Test questions will be vetted by the test committee and approved by the VP prior to their use. Hence, the “open book-open notes” will only be helpful as a quick reference during the sixty- minute examination process. The tests will be scored by the testing committee using answers provided by the Test Team faculty. The results will be recorded on the member/student's CPM training transcript. The scoring of all course examinations will be Pass-Fail. The individual course tests will consist of twenty-five multiple-choice questions randomly compiled from a bank of approved test questions. A “Pass” is achieved with a minimum score of 70 on each examination.

Graduation Requirements

Once the student has completed the following requirements, he/she will be awarded a Graduate Certification of Training in Earned Value Management:

Successfully complete the final examination for each of the six core courses. Certificates are provided for passing each of the individual core course examinations.

Complete at least eight of the approved elective options.

CPM-100 Principles of Earned Value Management

Purpose

The purpose of CPM-100 is to present the underlying principles of managing projects with performance management and earned value management. CPM-100 is a basic level course in the POI curriculum.

Course Type: Core

Level of Difficulty: Basic

Course Prerequisites: While this course is a foundation course for the balance of the CPM POI, it is assumed the student has had adequate academic or experiential preparation. The CPM recommends the student have the following preparation for this course: (1) Bachelor of Science or Bachelor of Arts (Business Management, Industrial Management, Engineering, Construction Management, Financial Management, Public Administration, or related area) or (2) three years of work experience in a field that utilizes the basic practices of project management.

Study Materials: Latest version of the PMI PMBOK and Conference Training Program CD

Description: This course introduces the student to the principles and terminology of schedule management. It takes the student through defining the basic concepts, general terms and definitions, and basic variance calculations. It introduces the student to measuring work performance using various techniques. The student is introduced to the 32 guidelines contained in the EVM standard, and the flexibility in the guideline approach is discussed. The final two lessons describe governance and compare and contrast different performance management systems, including EVM. These lessons describe how to implement an EVM system through gap analysis, storyboarding, and validation. The importance of cultural acceptance and corporate level leadership is shown as vital to the successful implementation of an EVM system. The course provides each student with an excellent framework for the rest of the CPM Program of Instruction.

For those interested in certification as a PMI Project Management Professional (PMP), this course will provide an important grounding in the nine knowledge areas of the PMBOK. For those pursuing PMP certification, it is also recommended that a “PMP Certification” course be taken subsequent to CPM-100. While CPM-100 teaches the principles a “PMP Certification” course will teach “testing techniques” and “PMIisms” that are critical in the PMP test preparation.

Lesson: Principles of Performance Management (Lesson A)

Lesson Description: This Lesson begins with developing a foundational understanding of the utility of earned value to an organization. The student will learn basic terminology and concepts associated with Earned Value Management including the development and monitoring of the Performance Measurement Baseline (PMB). The Budget Cost of Work Scheduled (PLANNED VALUE), Budgeted Cost of Work Performed (EARNED VALUE), and the Actual Cost of Work

Performed (ACTUAL COST) and BUDGET AT COMPLETION (BAC) are defined. The student will learn the basic steps used to organize the work, develop the Integrated Program Team and allocating work.

Lesson: Fundamentals of Earned Value Management (Lesson B)

Lesson Description: This Lesson begins with a discussion on how the baseline components are summed to the total baseline value, along with a discussion of Management Reserve (MR) and Undistributed Budget (UB). The Lesson then reviews the general concepts of how to status technical work accomplishment through various earned value metrics. The importance of maintaining the baseline is reviewed, along with basic concepts for baseline change revisions, tracking, and control. The Lesson then introduces data analysis, with examples of performance indices, methods for developing the Estimate At Completion (EAC), and general concepts of performance reporting. The lesson concludes with a discussion of how to use EVM to manage project performance and the role of the project manager.

Lesson: EVM Guidelines (Lesson C)

Lesson Description: This Lesson focuses on Part One of the ANSI EVMS Guidelines. It includes discussions on project organization, and project planning, scheduling and budgeting.

Lesson: EVM Guidelines (Lesson D)

Lesson Description: This Lesson focuses on Part Two of the ANSI EVMS Guidelines. It includes discussions on project accounting, analysis, and baseline revision.

Lesson: Establishing an EVM System (Lessons E)

Lesson Description: This Lesson discusses the concepts of corporate governance, and compares and contrasts EVM with other performance management concepts. The lesson will help each student understand the basic approach to establishing and implementing an EVM system, along with the key factors for successful implementation. The concepts of building a business for EVM implementation are discussed, along with the principles of implementing EVM as a project with project management principles. The lesson concludes with exploration of the importance of executive level support and why it is critical when implementing an EVM system. The cultural acceptance of EVM is discussed, along with various methods to determine and enhance acceptance.

Lesson: Maintaining the System & Data Integrity (Lesson F)

Lesson Description: This Lesson discusses the concepts of maintaining an EVM system. The lesson will introduce the concepts of system surveillance, benefits, and how it maintains compliance. The lesson will introduce the concepts of performing data validity checks.

CPM-200 Scope and Organization Management

Purpose: The purpose of CPM-200 is to discuss topics related to scope and organization management. CPM-200 is a basic level course in the POI curriculum.

Course Type: Core

Level of Difficulty: Basic

Prerequisites: CPM: 100

Study Materials: Conference Training program CD

Description: This Lesson discusses topics that include development of Work Breakdown Structures (WBS), establishing teams and the control account structure, work authorization and control, technical risk assessment, material and subcontract issues in the EVMS, and technical performance measurement.

Lesson: Development of the WBS (Lesson A)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the purpose of the WBS, the role of the WBS dictionary and how they can be used to facilitate both internal and external communication; and the relationship between the WBS, the Organizational Breakdown Structure (OBS), and the Responsibility Assignment Matrix (RAM).

Lesson: Establishing the Project and Team (Lesson B)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the historical context and industry experience with work teams; the value associated with project organizations; the role of work teams and work team leadership in the project office; and how to plan and organize work teams in the project office.

Lesson: Establishing the Project and Team (Lesson B) and Establishing the Control Account Structure, Authorizing and Controlling Work (Lesson D)

Lesson Description: This Lesson combines Establishing the Project and Team (Lesson B) and Establishing the Control Account Structure, Authorizing and Controlling Work (Lesson D) into one lesson.

Lesson: Technical Performance Measures (Lesson C)

Lesson Description: This Lesson defines the term and associated concept of Technical Performance Measurement (TPM) on projects. This lesson will help the students understand how to: recognize what a Technical Performance Measurement (TPM) is in the context of a program's Performance Measurement Baseline and DOD Guidance; identify and select TPMs using the example Work Breakdown Structure from the program; how to prepare descriptions of TPM needed to assess the physical "progress to plan" of the program; judge the validity of a TPM from a list of TPM's from a notional program.

Lesson: Establishing the Control Account Structure, Authorizing and Controlling Work (Lesson D)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: how the intersection of the OBS and WBS results in control account points; the relationship between the WBS, the Organizational Breakdown Structure (OBS), and the Responsibility Assignment Matrix (RAM); how to set up a control account structure in an integrated product team environment; and the relationship of the charge number structure to the WBS and OBS, the concept of scope management; the importance of an effective work authorization system in maintaining project integration; the basic components of a work authorization system; how to take external work requirements and match them to internal work requirements; and how to authorize, manage, and control work scope to external team members.

Lesson: Material and Subcontract Issues in an EVMS (Lesson E)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the concept of scope management; the importance of disciplined material and subcontract planning in an EVMS; the different contracting strategies for subcontractors; the basic principles of using EVM to report progress against material items; the requirements for material accounting in an EVMS; and how to analyze material cost variances by usage and price variances.

Lesson: Technical Risk Management (Lesson F)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the importance of disciplined material and subcontract planning in an EVMS; how risk management involves all program team members; the importance of identifying, documenting, tracking, and managing risks and opportunities; the importance of establishing a risk management plan; and the importance of establishing a plan to integrate risk management with EVM.

CPM-300 Principles of Schedule Management

Purpose: The Principles of Schedule Management course covers scheduling theory, terms, and analysis techniques. Just as CPM-100 serves as a foundation or introductory course to Earned Value Management in general, the CPM-300 course serves as the foundation course for scheduling professionals. CPM-300 is an intermediate level course in the POI curriculum.

Course Type: Core

Level of Difficulty: Intermediate

Course Prerequisites: CPM: 100 and CPM-200 or equivalents

Study Materials: Conference training Program CD

Description: This course introduces six lessons that cover topics such as: critical path scheduling, resource loading and analysis, schedule analysis techniques, schedule development, schedule risk analysis, and enterprise wide scheduling.

Lesson: Basic Scheduling Concepts – Part 1 (Lesson A)

Lesson Description: This Lesson introduces key terms related to schedule management. This Lesson will introduce the concept of Project Time Schedule Management. This Lesson will

introduce three primary forms of schedules and when each type is appropriate. This Lesson will introduce the types of schedule dependencies and their appropriate use. This Lesson will introduce the common practices for estimating activity durations.

Lesson: Critical Path Scheduling Concepts – Part 2 (Lesson B)

Lesson Description: This Lesson introduces: how to calculate a network (forward and backward passes, float; how to identify the critical path; the effect of resource availability on schedule achievability; the concept of resource smoothing/leveling; the concept of a baseline schedule; and what an Integrated Master Schedule (IMS) is.

Lesson: Schedule Updates and Analysis (Lesson C)

Lesson Description: This Lesson focuses on how to establish an effective statusing process and how to recognize typical schedule reports for analyzing schedules. The lesson explains the difference between recording a schedule forecast and changing the baseline schedule. The lesson stresses the benefits of performing schedule analysis on a recurring basis. The session concludes with a discussion of schedule health metrics.

Lesson: Managing with Schedules and Recovering Schedule (Lesson D)

Lesson Description: This Lesson focuses on how to evaluate the statuses schedule for realism and achievability. The Lesson shows the student how better use the schedule to identify work around and recover schedule. The Lesson also introduces the Baseline Execution Index and the Critical Path Length Index. Further, it discusses how to better report schedule performance information to management.

Lesson: Introduction to Schedule Risk Analysis (Lesson E)

Lesson Description: This Lesson introduces students to schedule risk analysis. The Lesson reviews and demonstrates the use of several software packages used to model scheduling risk. The Lesson will review the meaning of applicable statistical terms and concepts involved with probabilistic modeling including the central limits theorem. Primary focus will be given to Schedule Risk Assessments and their role as part of the overall risk management process. This will include discussions of probabilistic branching that models the common possibility of failed test and having to fix the problem for a retest.

Lesson: Enterprise-Wide Scheduling (Lesson F)

Lesson Description: This Lesson focuses on the importance of careful planning and management of multiple projects. The Lesson explores why success by today's standards require an organization to go beyond well managed individual programs to manage an assemblage of programs and projects as though they were one enterprise or portfolio. Enterprise-wide project scheduling and resource planning requires the solution of a number of challenges that are not apparent to the individual project planner. Consequently, this Lesson presents strategies for meeting these challenges, supporting the balancing act with a range of processes and techniques based on the organization's project management maturity level, and corporate planning culture.

CPM-400 Planning an Integrated Baseline

Purpose: The purpose of this introductory level course is to provide the student with a review and continuation of the principles of planning an Integrated Baseline. CPM-400 is an intermediate level course in the POI curriculum.

Course Type: Core

Level of Difficulty: Intermediate

Course Prerequisites: CPM: 100, 200 & 300

Study Materials: Conference Training Program CD

Description: This course presents the essential steps and requirements associated with planning and implementing a program baseline. In these lessons the student is introduced to the terminology and concepts of establishing and maintaining the Contract Budget Baseline (CBB) or Project Budget Baseline and the Performance Measurement Baseline (PMB). Critical knowledge in this lesson is how cost, schedule, and technical baselines are integrated into the PMB and how changes and risks need to be managed. The course culminates with the basics of the Integrated Baseline Review (IBR), since the IBR is conducted to determine if the planned baseline is viable.

Lesson: Establishing the Integrated Baseline (Lesson A)

Lesson Description: This lesson introduces the basic concepts of the EVM baseline. Students will learn what is meant by an Integrated PMB, how the budget is planned, and how the Integrated Master Schedule (IMS) is planned in relationship to the PMB.

Lesson: Cost, Schedule and Resource Estimating (Lesson B)

Lesson Description: The concepts of cost and resource estimating and its importance to EVM will be discussed, along with the concepts of cost and schedule risk. Techniques of estimating and evaluating resource availability and how it might impact cost and schedule estimates will also be explored.

Lesson: Planning Work Performance with EVM (Lesson C)

Lesson Description: Various EVM measurement techniques will be reviewed along with how to select the best EV technique based on the nature of the work. How to establish technical criteria necessary to measure completion will be explored as well as correctly developing a time-phased budget.

Lesson: Integrating Risk into the PMB (Lesson D)

Lesson Description: The relationship between EVM and Risk Management methodologies will be explained to include when it is appropriate to include risk buffers and contingencies in the baseline. A review of various methods of cost and schedule risk calculation and adjustments will be conducted.

Lesson: Statusing the Control Account (Lesson E)

Lesson Description: The cycle of assessing technical work completion, statusing the schedule, and calculating earned value will be covered along with the importance of establishing procedures and documentation requirements for establishing earned value based on technical accomplishments. Additionally, monitoring labor claiming on a recurring basis, understanding the recommended level of reporting actual costs, planned value, and earned value and the concepts of actuals recorded in an accounting system and estimated cost of work accomplished will be discussed.

Lesson: The Integrated Baseline Review (Lesson F)

Lesson Description: This is the culminating lesson for the 400 Track, Planning an Integrated Baseline. As such, this lesson brings together all the concepts covered in Lesson 400 A-E to be considered during the IBR planning and execution. This lesson defines the Integrated Baseline Review, describes its goals and its value in ensuring baseline realism, reviews IBR team membership, roles, and responsibilities and the process for preparing for and conducting the IBR.

CPM-500 Execution and Controlling

Purpose: The Execution and Controlling course presents the essential steps and processes involved with project execution and control. CPM-500 is an advanced level course in the POI curriculum. This course is required to complete requirements for earning a graduate certificate from CPM.

Course Type: Core

Level of Difficulty: Advanced

Prerequisites: CPM: 100 or ~3 years of Project Office Experience

Study Materials: Conference Training Program CD

Description: The course begins with analyzing the control account's performance, including the use of integrated risk metrics and information. Other classes present the essential steps in conducting thorough variance analysis, the use of reporting EVM information to assist in controlling project performance, the steps in developing and analyzing the estimate at completion of final costs and lastly presents the essential steps maintaining the integrity of the performance measurement baseline (PMB).

Administrative Information: The course consists of six lessons. Each of these lessons is designed for presentation during a 75 minute block of time typically offered in a College of Performance Management sponsored conference. The total course duration is seven and one half hours which is equivalent to seven and one half PMI Professional Development Units (EUs) or approximately one quarter hour (.75 semester hours) of credit at the university level. The course assumes the student has an appropriate undergraduate degree or equivalent (four years of experience in a relevant field).

Lesson: Analyzing Control Account Performance (Lesson A)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand the: programmatic benefit associated with the analysis of performance

measurement data into project information; importance to interpret and analyze earned value variance; value of having methods and procedures for defining variance root cause analysis; value of how to analyze cost variances in more detail by type of cost (labor, material, ODCs and overhead); and how to use and interpret various types of graphical EV trend charts.

Lesson: Variance Analysis (Lesson B and C)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: how to establish effective and useful variance analysis thresholds; why the management by exception approach is used to identify significant variances; how to develop effective variance analysis reports; the importance of tracking and closing out corrective actions and using EVM and schedule data to manage; and how to review and validate variance analysis.

Lesson: Reporting, and Controlling Project Performance (Lesson D)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the importance of analyzing data at the project level, including indirect costs, contingency reserve, management reserve usage, schedule reserve; how data should be summarized and reported at various management levels; the importance of data accuracy and reporting timeliness for effective project decision making; how the IMS and EVM information are reported to external project Stakeholders/sponsors/customers; and how to present EV data for program, project, and contract performance reviews; how earned value data and schedule data are used to make management decisions.

Lesson: Developing & Analyzing the Estimate at Completion (Lesson E)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: how to calculate EAC and its relationship to variance analysis; the two general types of EACs and the benefits and considerations of each; the value for monthly EAC development and update in an EVM system; the process for comprehensive EAC development; developing the ETC; different methods to developing earned value index based EACs; the definition and formula for calculating the Variance at Completion; and the primary methods of assessing the risk realism of an EAC.

Lesson: Maintaining the Performance Management Baseline (PMB) (Lesson F)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the concept of controlling authorized changes to the PMB; the importance associated with controlling changes to the established performance measurement baseline; the definition and control of management reserve and Contingency Reserve for risk liens; the definition, purpose and control of contract undistributed budget; the purpose of the maintaining a project budget change control log for all categories of changes; how to define rolling wave and block planning and know when to apply them; the importance of controlling retroactive changes to reported planned, earned value and actual cost data; and how to replan the project baseline.

CPM-600G Government Applications

Purpose: The Government Applications course presents the essential steps and processes involved with applying EVM in a government application. CPM-600G is an advanced level course in the POI curriculum. This course (or CPM-600C) is required to complete requirements for earning a graduate certificate from CPM.

Course Type: Core

Course Difficulty: Advanced

Prerequisites: CPM: 100, 200, 300, 400, 500 or ~3 years of project office experience

Study Materials: TBD

Description: This course presents basic practices for managing government projects with earned value management. The student is introduced to EVMS standards, guidance, and government policy. Other lessons introduce the student to contracting for EVMS, how to implement EVM on a program wide basis, and special government requirements such as the Integrated Master Plan, Integrated Baseline Review, and OMB capital asset management.

Administrative Information: The course consists of six Lessons. Each of these Lessons is designed for presentation during a 75 minute block of time typically offered in a College of Performance Management sponsored conference. The total course duration is seven and one half hours which is equivalent to seven and one half PMI Professional Development Units (EUs) or approximately one quarter hour (.75 semester hours) of credit at the university level. The course assumes the student has an appropriate undergraduate degree or equivalent (four years of experience in a relevant field).

Lesson: Capital Asset Planning (Lesson GA)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the current policy of the Office of Management and Budget (OMB) for capital asset acquisitions; the reporting requirements for OMB 300 business cases and status reporting; and the basic concepts and requirements for OMB business case development.

Lesson: EVMS Standards, Guides, and Reviews (Lesson GB)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the current status of EVMS standards in the U.S. and other countries; the guideline approach in standards as opposed to a prescriptive approach; guidance, handbooks, and guidebooks published by government and industry; and EVMS validation and other reviews.

Lesson: Contracting for EVM (Lesson GC)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the role of policy in contracting for EVM; the steps in the contracting process for EVM; the relationship and hierarchy of contract clauses and other requirements; the basics of EVM reporting; and how to tailor EVM reporting.

Lesson: Schedule Health Metrics (Lesson GD)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the meaning and use of schedule health metrics; the steps to evaluate these metrics; and analysis of the metrics.

Lesson: Resource Management & EVM (Lesson GE)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: the basic principles that should be applied by decision-makers; the role of EVM planning in assuring adequate resources; a description of problem indicators; descriptions of how EVM data can be used to predict final costs and assure adequate program funding; the driving principles behind two historical programs; and the role of executive management in maintaining baseline discipline.

Lesson: Portfolio Management & Metrics (Lesson GF)

Lesson Description: This Lesson will introduce concepts and principles that will help participants understand: principles of portfolio management by government managers; the benefits of portfolio management; best practices; and various techniques such as dashboards, scorecards and their use at the portfolio level.