



K2 Presents:

3 Practical Solutions to Improve Earned Value Management Adoption

Introductions



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- 20+ Years working in Project Controls & Earned Value Management
- AACEi Earned Value Professional (EVP)
- College of Performance Management VP of Marketing



cost ▶ schedule ▶ performance



Critical Path Controls

- K2 designs, implements and executes project controls for complex, multi-phase, multi-year capital acquisition projects
- K2's Earned Value Management (EVM) services help organizations by:
 - Implementing and training compliant EIA-748 Earned Value Management Systems
 - Subject matter experts to establish Performance Measurement Baseline (PMB), deliver comprehensive EVM analysis, and support contractual EVM deliverables (IPMR, IPMDAR, VAR, PARS, etc.)
 - Conducting contractual reviews including 3rd party assessment, Integrated Baseline Reviews, DOE External Independent Reviews (EIR)/Independent Project Reviews (IPR), DCMA compliance review, and Corrective Action Report (CAR) resolution



Agenda

SOLUTION #1 - TRAIN FOR RETENTION

SOLUTION #2 - EQUIP THE CAM FOR SUCCESS

SOLUTION #3 - EMBRACE THE JOURNEY



Train for retention

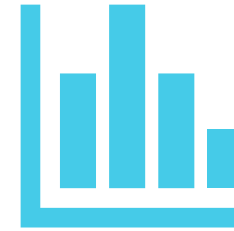
Deliver training when it will be used, not when
its convenient



Traditional Earned Value Management Training



**Traditional EVM training is deep dive,
lecture driven, multi-day affairs**



Dives into all aspects of EV

Introduction

Setup

Cost/Schedule

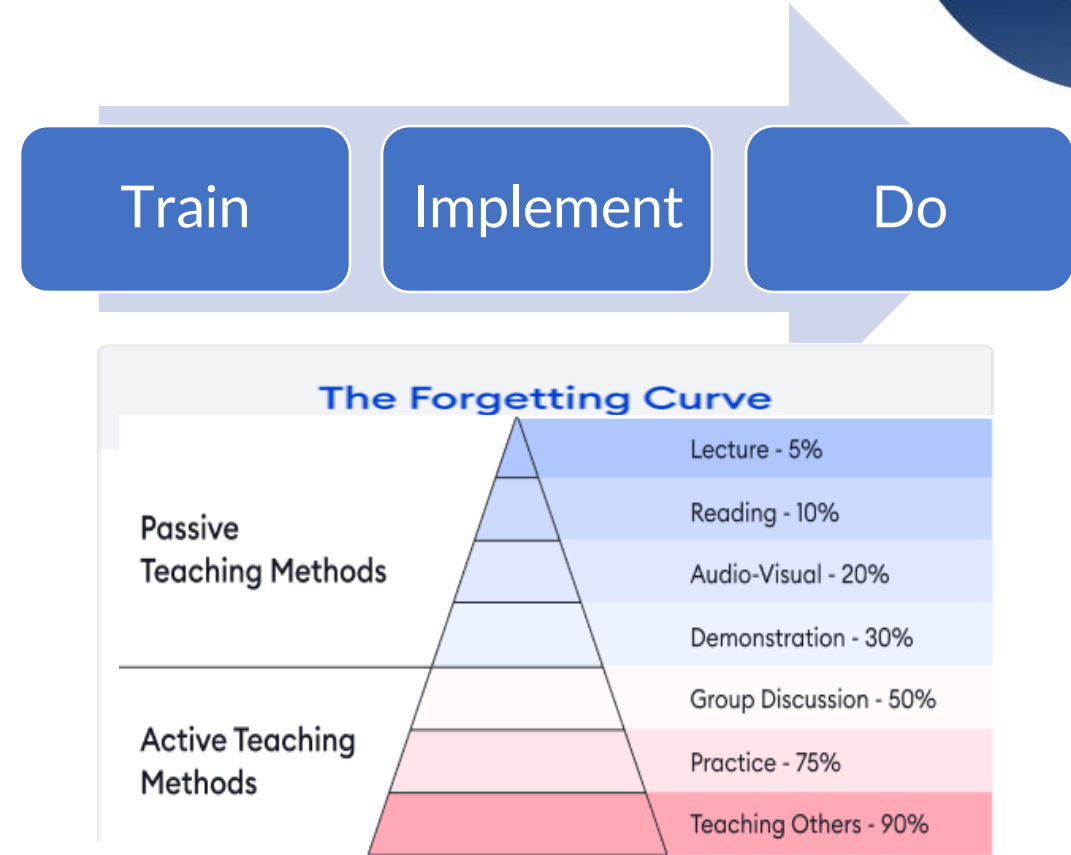
Reporting & Analysis

Variance Reporting

Integrated Baseline Review/Project Reviews

This approach lowers retention

- Avoid the big bang approach
 - Stacking training at the start of the process will inevitably meet lower retention when your team starts “doing” EVM
 - Tends to rely more heavily on lecture style, which studies show returns the lowest retention
 - Lower retention = retraining down the line
- Beyond the time delay between learning and doing, this approach has two other weaknesses
 - Getting everyone in the same training means only sections of the material will be directly relevant to them
 - Because this model relies heavily on lecture & reading, passive teaching models, it is hamstrung by lower retention from the start



Know your audience



Different stake holders need different training

Role specific training increases attention, increases retention and allows for applying different teaching models to different audiences



Executive Stakeholders

Executive stake holders need to understand what the benefit of EVM, how to use it to manage and what resources their team will need to implement



Project Managers

PM's need to understand where the EVM data is coming from and how to manage a project using EVM



Control Account Managers

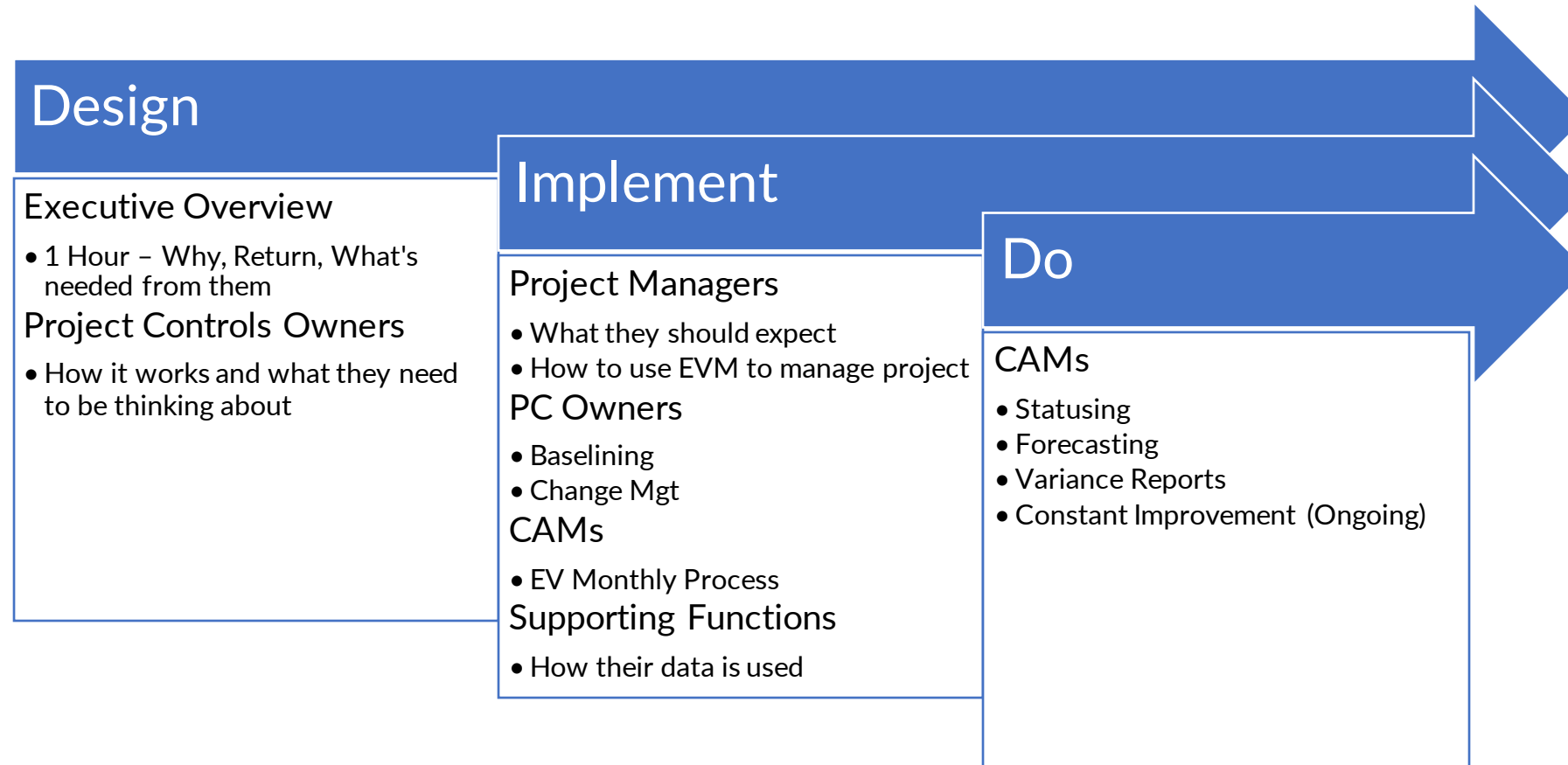
CAM's need to know what's expected of them, how to answer the mail and how they can use EVM to help in their responsibilities



Supporting Staff

Supporting staff (Schedulers & accounting) need to understand how their disciplines interact with EVM and what they need to do to support

Deliver audience relevant training at right time



Equip the CAMs for success

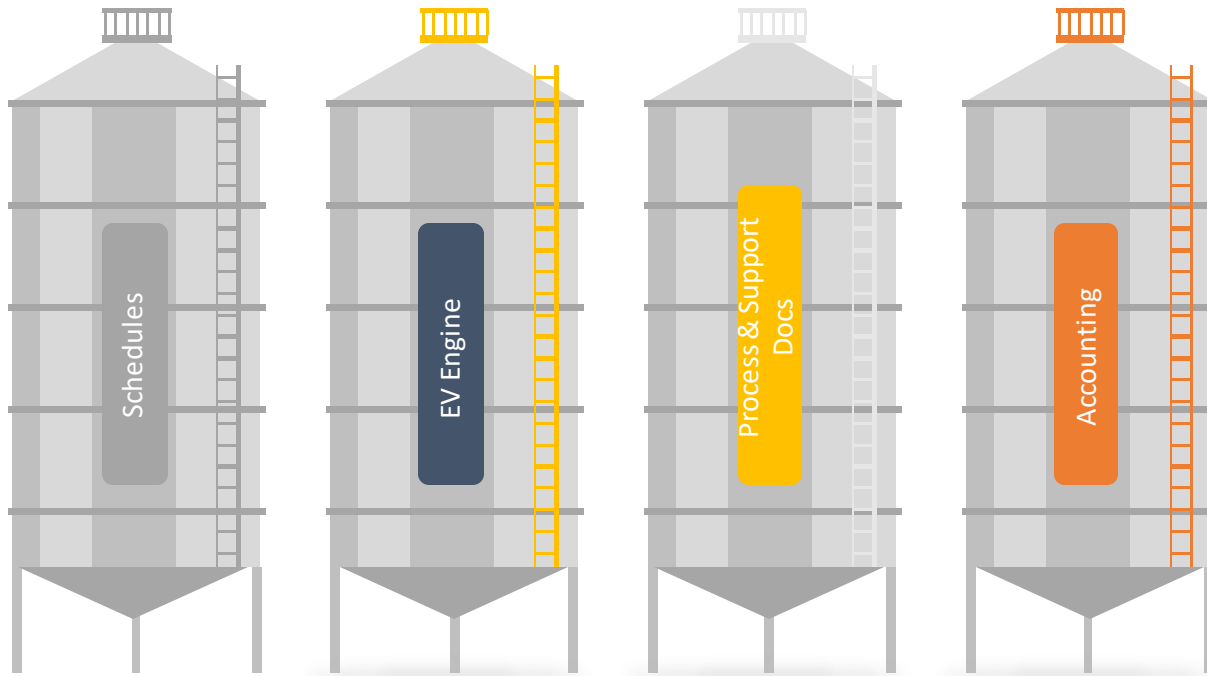
Reducing the overhead for the cam will pay benefits for the organization



CAMs, by any name, are the lynchpin of EVMS



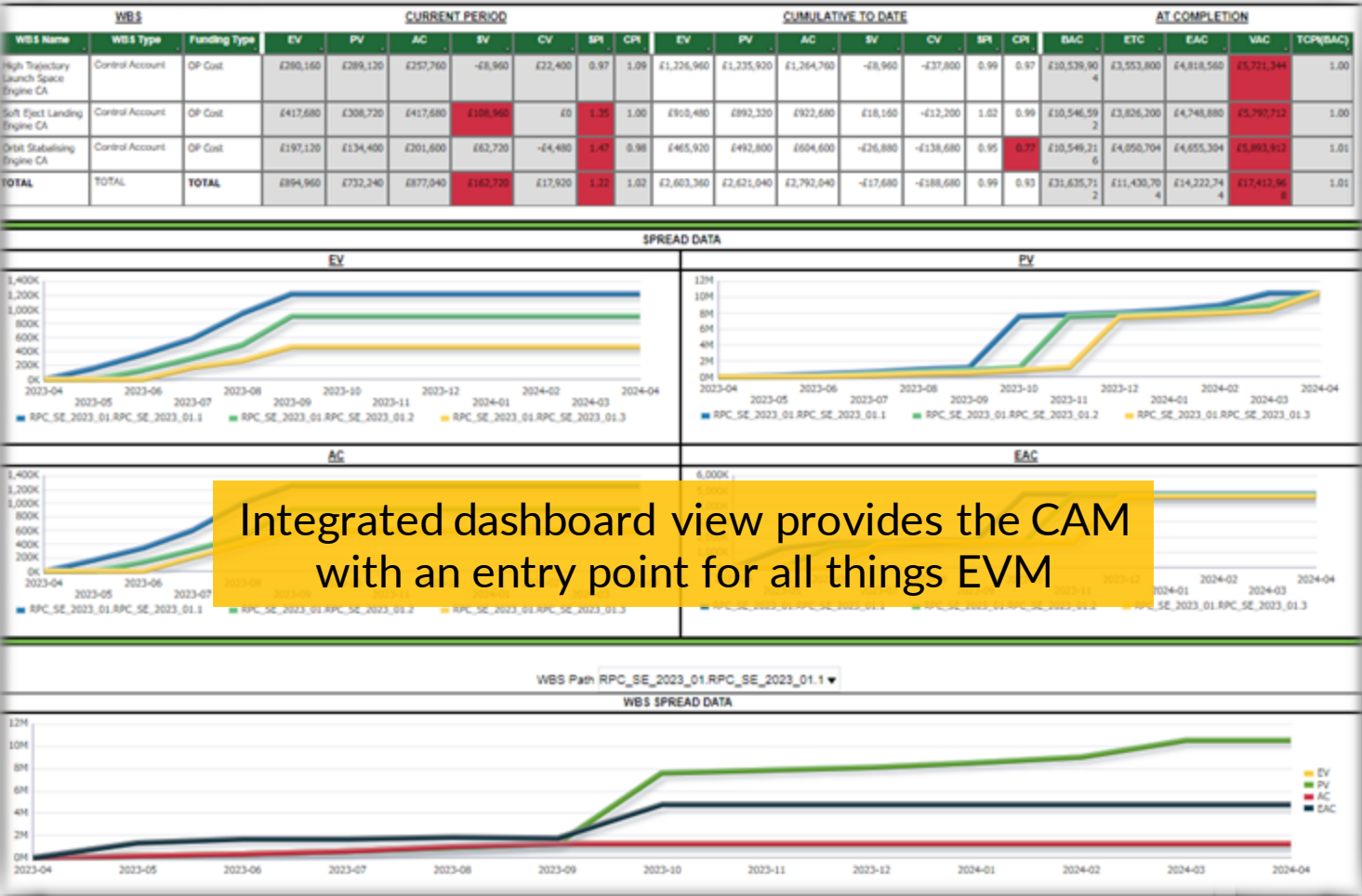
Breakdown the silos of information for CAMs



- Supporting data tends to be siloed in different systems and stored in dispersed environments
 - Schedules are in the scheduling tool
 - Processes are stored on file server
 - Supporting docs are stored on a different server
 - Accounting data is in excel somewhere
 - Earned value data is in another system
- The siloed approach requires the CAM to validate the integration across multiple tools and locations, adding work to an already full plate
- Makes your processes a reference tool versus guiding the data interaction

Provide single point, process aware, integrated access to data

SINGLE
POINT
OF
ENTRY

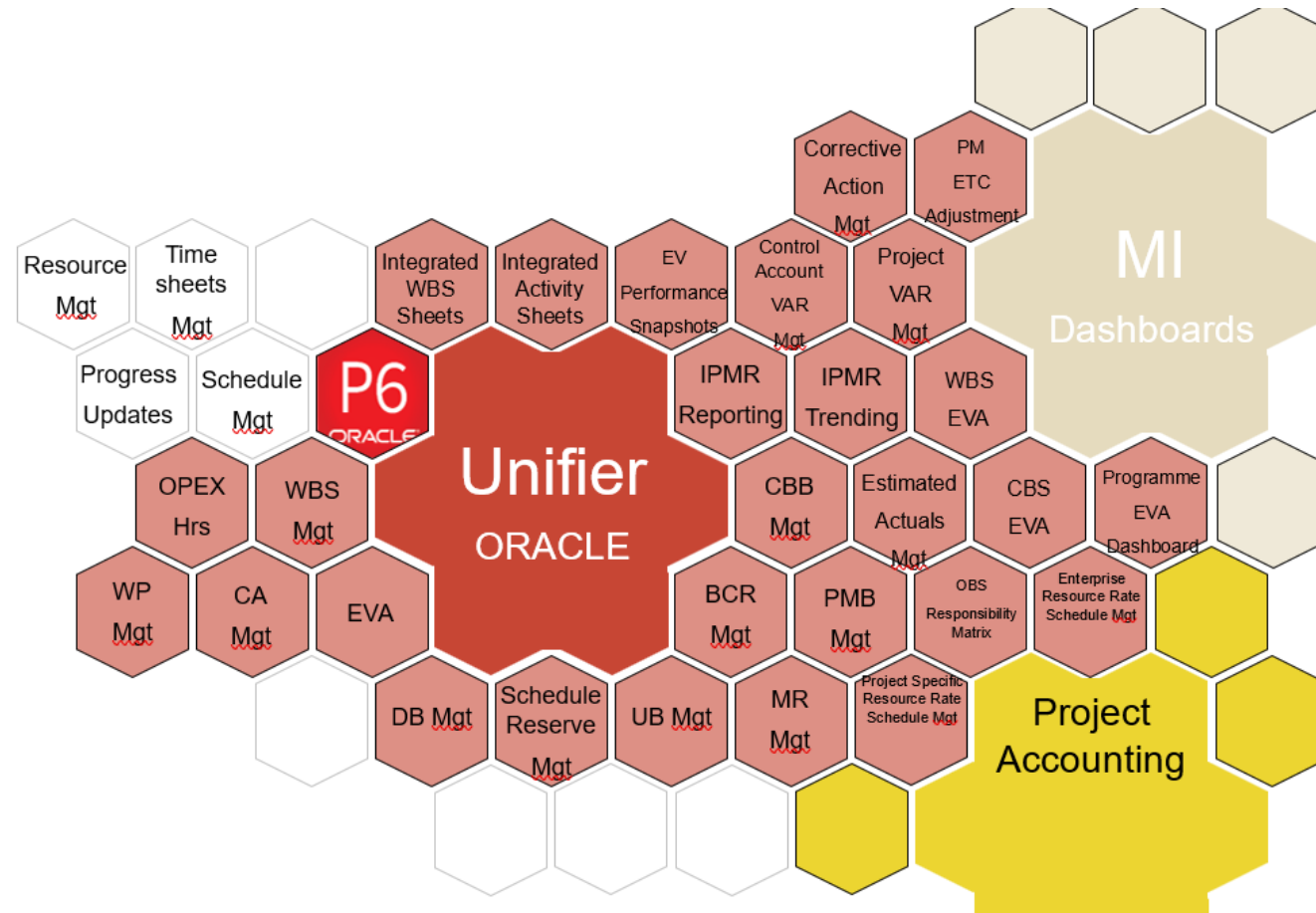


Integrated dashboard view provides the CAM with an entry point for all things EVM

ACCESS TO
ALL DATA
AND
PROCESSES

INTEGRATE EVM WITH YOUR BUSINESS

- EVM is not meant to be stand alone project controls process
- EVM, by definition, is the integration of cost, schedule & scope
- EVM processes either receive data or touches processes across your enterprise
- Implement with the end in mind. EVM integrated with how you do business
- Leverage technology to breakdown the silos and equip your CAMs for success



Example by: 



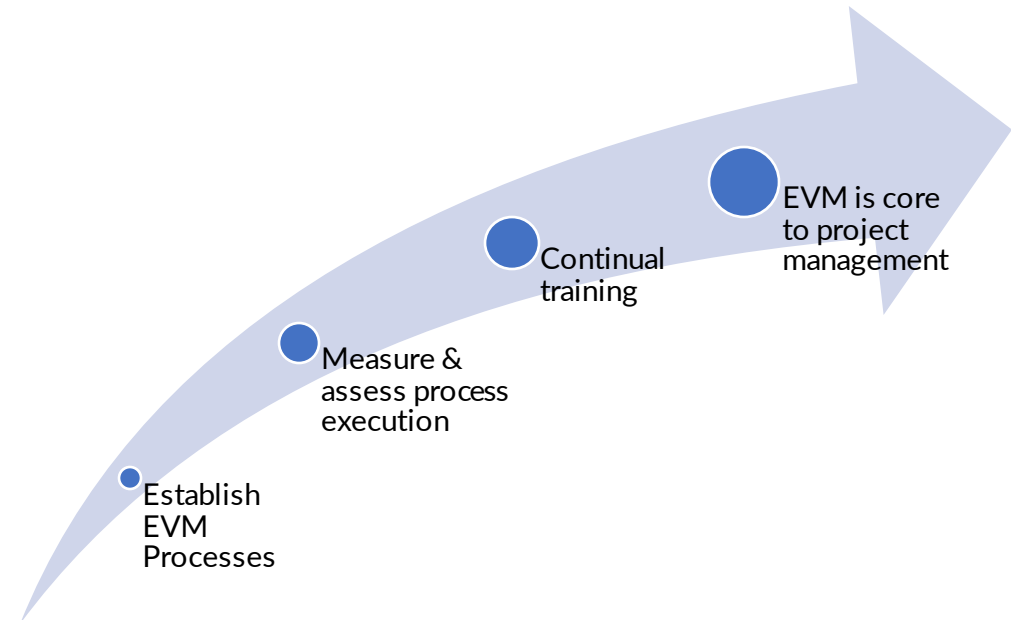
Embrace the journey

EVM Implementations are a journey, not a sprint



Embrace the constant improvement mindset

- Building the corporate EVM capability takes practice. Allow yourself to learn through doing and improving.
 - You'll have variances. Don't over incentive no variances, instead allow variances and understand the root causes.
 - You will have false variances, understand what caused them and use to improve planning going forward.
 - Initial variance reports will be lacking, use as a learning tool for improvement in future deliveries.
 - EVT's will be more subjective initially, refine to be more discrete as you learn as an organization.
 - Updating documentation will be harder at the start, measure the effort and use to identify opportunities for improvement.
 - Forecasting is hard, don't assume early forecasts are correct. Validate projects against independent forecasts and TCPI metrics.



Provide ongoing training based on business rhythm

- Hold CAM workshops aligned with your business calendar
 - Keeps topics relevant
 - Work real issues in your reporting
 - Encourage CAMs to share learnings
- Achieves three key goals
 - Improved EVM practices
 - Improves deliverables
 - Reinforces retention

EVM Business Rhythm (Bus Days)				
W1 - Day 1	W1 - Day 2	W1 - Day 3	W1 - Day 4	W1 - Day 5
		Actuals Available	Estimated Actuals	S, P, A Rpts Available
Schedule Status Updates Finalized				
		Brown bag training - Estimated Actuals & Understanding Reports		
W2 - Day 6	W2 - Day 7	W2 - Day 8	W2 - Day 9	W2 - Day 10
Forecast Updates				VAR Reporting
Brown bag training - Forecasting				
W3 - Day 11	W3 - Day 12	W3 - Day 13	W3 - Day 14	W3 - Day 15
VAR Reporting		Mgt Review/Approval		EVM Rpts Delivery
Brown bag training - Variance Reports				
W4 - Day 16	W4 - Day 17	W4 - Day 18	W4 - Day 19	W4 - Day 20
BCRs Incorporated/WADs Updated/RAM Updated, etc.				
Brown bag training - Schedule status, BCRs, Supporting Documentation				

Ways to enable unrestricted ascent in EVM maturity



- Management embrace the concept
 - The #1 reason EVM implementations fail is lack of management support
- Bring your customer along the training and improvement journey
 - Not all who require EVM understand EVM. Effective EVM doesn't mean all green stop light reports, that shouldn't be their goal
- Engage EVM Subject Matter Experts (SME) when you're designing your system
 - They'll bring years of lessons learned and help avoid common implementation mistakes
- Measure your process execution and the outputs
 - Track the effort it takes to execute your processes
 - Look back at prior forecasts and assess how accurate they were and why
- Invest in EVM coaching to support your team's growth
 - Whether its an internal or external SME, plan for time to constructively review deliverables and use for continued training



THANK YOU

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