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# ADVANCED EARNED-VALUE PROJECT MANAGEMENT

## *Advanced topics in earned-value project execution and control*

*A 1-day, 7 PDU (0.7 CEU) instructor-led program*

**This program for the advanced project manager** assumes knowledge of the earned-value basics and an understanding of *The PMOBK® Guide* approach to earned value including: the **Cost Performance Index (CPI)**, the **Schedule Performance Index (SPI)**, the “atypical” SPI developed by New Leaf, the cost Estimate at Completion (EAC), the projected schedule, the cost Estimate to Complete (ETC), and the Schedule to Complete.

The program begins with an explanation of the staffing shortfall that can often be anticipated and avoided with data derived from the earned-value figures. Further advanced topics include: the **Staffing to Schedule Index (StSI)**, the **Remaining Work Index (RWI)**, and the **Re-baselined Staff Index (RbSI)**, all developed in the early 2000s by Jack Nevison of New Leaf.

**Hands-on workshops** provide practice calculating the Remaining Work Index and the Staffing to Schedule Index, followed by work on your own project. **A third workshop** focuses on re-baselining a project with worked examples, then with your own projects.

The program explains **four different methods** to predict a project’s schedule using the handy Critical Path Calendar Line. A detailed example of the possible error inherent in each of these methods concludes this section.

Finally, the exciting **game of Advanced Herding Cats®** provides an experiential learning tool to test and apply your understanding of earned-value project management in a risk-free yet realistic environment. During the simulation, you will monitor the actual progress of your project, compare it to your plan, and take corrective action when necessary. You will apply “earned value” ideas and see for yourself how they can help you guide your project.

**At the conclusion of this program, you will be able to:**

- Use the fundamentals of earned-value analysis
- Flexibly re-plan a project with appropriate staffing adjustments
- Understand where and when to use different methods to forecast the project’s schedule
- Re-baseline a project while staying consistent with the “to-date” earned-value information

# ADVANCED EARNED-VALUE PM

## Who will benefit?

- Program managers who coordinate several projects using earned-value
- Project managers who manage a project's progress using earned value
- Project leaders who help teams make decisions using earned value
- Team leaders who work to establish team consensus
- Project team members who provide timely data on task performance
- Senior executives who want to see how earned value can improve the project portfolio

## AGENDA

### *Day 1*

#### *Earned Value Analysis: Advanced Concepts*

- Staffing to schedule: Nevison's Remaining Work Index (RWI) and the Staffing-to-Schedule Index (StSI)
- Re-baselining the project
- New Leaf's Re-baselined Staffing Index (RbSI)
- Four ways to forecast a project's schedule
- Error behavior of earned-value ratios
- Scope change management
- Advanced Herding Cats<sup>®</sup>
- Advanced Herding Cats<sup>®</sup> debrief
- Earned value back at work
- Closing

### *Day 2*

#### *Advanced Scheduling Workshop (optional)*

- An additional day of advanced scheduling techniques is available