



Empowering Project Management Professionals
to achieve the best business results

EVM Europe 2011

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Cómo imponer EVM a los Directores de Proyecto
(sin que pongan excusas;-)



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Consulting, training and tools in Project Management



Empowering Project Management Professionals
to achieve the best business results



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- Project Manager (PMP®, PgMP*)
- Instructor, coach
- Speaker, author

* In process of certification



Los 7
Hábitos
del DP
Eficaz



Adopting EVM in a Consulting Company

My 3 attempts on imposing EVM to Project Managers:

1. EVM nice to have

- *Thank you very much but... we don't really need to learn this new big thing*

2. You already wrote in prose

- *Too much excel data to maintain, I'm sorry*

3. Use EVM only if you need to control cost

- *Management wants you to control your project costs. They don't tell how. My advice: Every time you need to control cost in your project, use EVM.*
- *I will not accept any excuse on tooling: My advice is that you use your Project Management Information System. You also have Microsoft Project, open source tools, etc. This is your responsibility.*

My lessons learned:

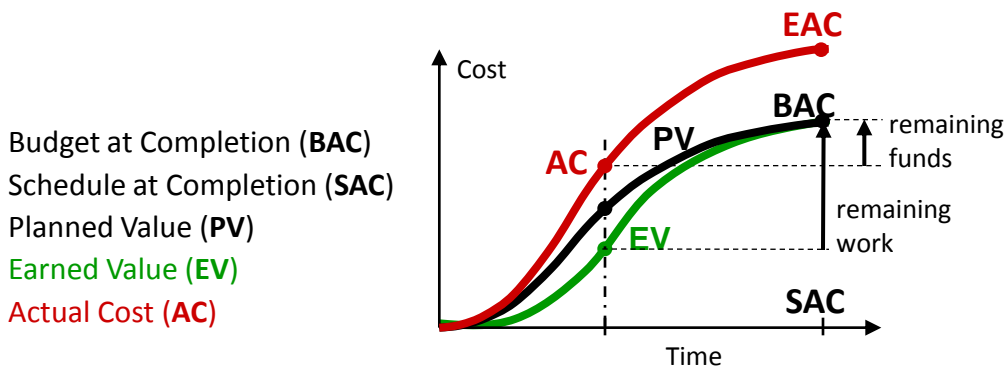
1. Managers want PMs to control project costs
2. PMs need EVM, but many don't know
3. The worst enemy of EVM is Excel



Attempt #1: Nice to have

EVM was such a cool thing...

- First notice about ANSI standard EVM thanks to PMBOK® when I got my PMP® in 2003



CPI = 0,8 : project is producing 80c for € invested

SPI = 0,75 : project is progressing at 75% compared to plan

TCPI = 1,2 : project needs to produce 1,20€ for € invested in order to end on budget

- Before EVM, when a sponsor asked how the project was going, I used to say:
 - *Well, it could be worse; I think we are progressing, more or less...*
- After getting familiar with EVM, my answers sounded like this:
 - *The project is producing 80 cents for euro invested, progressing 75% compared to plan, but we need to produce 1,20€ for € invested in order to end on budget.*

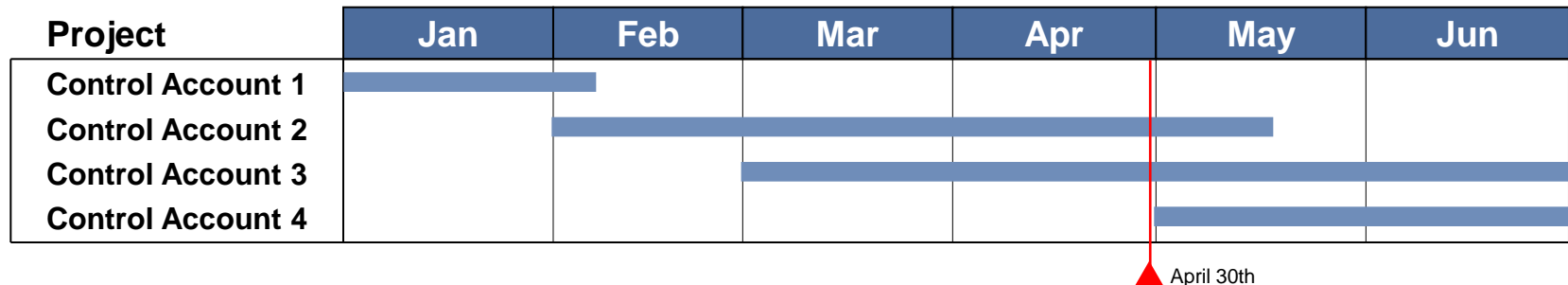
Definitely, I had improved!

Attempt #2: You already wrote in prose

Good Practice: Monitor just at the Control Account level

A very simple case study:

- You are the PM of a project of 6 months schedule. You have 4 control accounts to monitor
- You are conducting a follow-up meeting on April the 30th
- Somebody ask you the big question: ***How is the project going?***
- So you need to report project performance



Data date April the 30th means nothing...

Attempt #2: You already wrote in prose

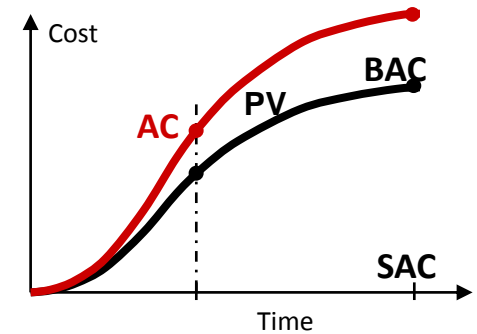
Since the beginning, you have planned durations and costs estimations
(if you prefer, you can manage working hours as your cost magnitude)

Since the beginning, you can have a representation of BAC over time

During execution, you register actual work

Case study:

- BAC= 6000 h (1500 + 1500 + 2000 + 1000)
- Work Scheduled by end of April = 4000 h (1500 + 1500 + 1000 + 0)
- Actual Work by end of April = 3700 h (1200 + 1000 + 1500 + 0)



Project	Jan	Feb	Mar	Apr	May	Jun	6000 / 4000 / 3700 (*)
Control Account 1	[Bar]						1500 / 1500 / 1200
Control Account 2		[Bar]					1500 / 1500 / 1000
Control Account 3			[Bar]				2000 / 1000 / 1500
Control Account 4					[Bar]		1000 / 0 / 0

(*) BAC / Planned Work / Actual Work

▲ April 30th

*We have spent 300 hours less than planned.
Seems good... but you still don't know*

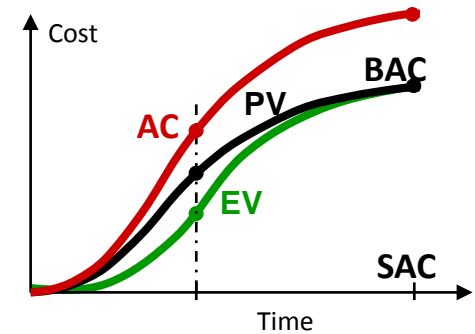


Attempt #2: You already wrote in prose

For each Control Account, you register the % of work completed
The 3 points Planned-Actual-Complete is all what you need to get:

- Variance at this point
- Variance forecast in the end

Case study:



Status report (58% completed):

- 3% of over budget (200 hours)
- 8% of delay (10 days)

Forecast report

- 6% of over budget (343 hours)
- 14% of delay (17 days)

Project	Jan	Feb	Mar	Apr	May	Jun	6000 / 4000 / 3700 / 3500 (*)
Control Account 1	██████████						1.500 / 1.500 / 1.200 / 1.500 (100%)
Control Account 2		████████████████████					1.500 / 1.500 / 1.000 / 500 (33%)
Control Account 3			████████████████████			██████████	2.000 / 1.000 / 1.500 / 1.500 (75%)
Control Account 4					██████████	██████████	1.000 / 0 / 0 / 0 (0%)

(*) BAC / Planned Work / Actual Work / % Complete

▲ April 30th

*Planned-Actual-Complete tell us how is the project going and how is going to end
EVM is the accepted standard method (ANSI 748) to quantify project performance*



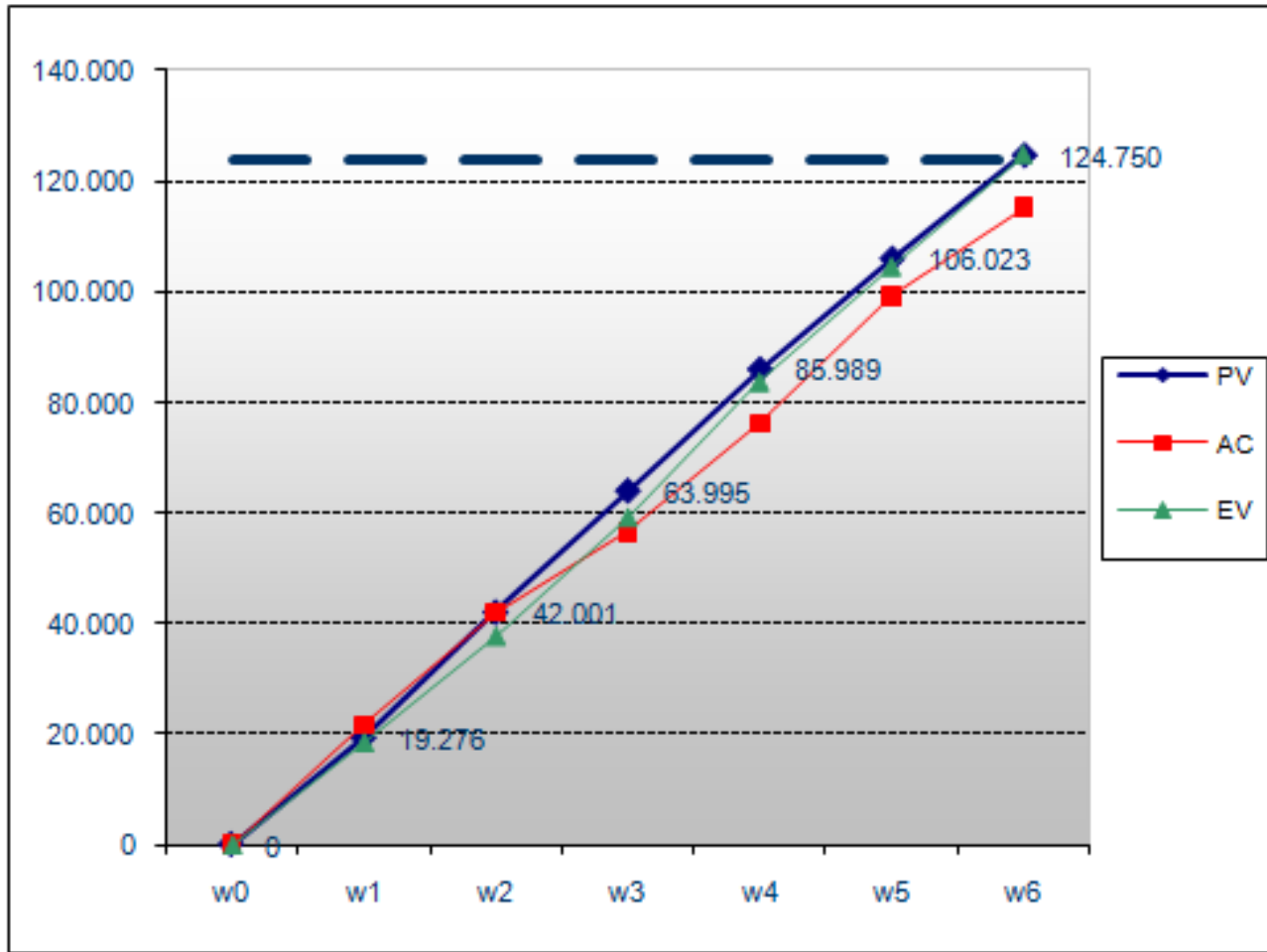
Attempt #2: You already wrote in prose

Attempt #2 recipe:

1. Choose the right cost magnitude (hours?)
2. Forget the jargon, acronyms and formulas
 - If somebody ask, direct to the Wikipedia
3. At the beginning, calculate:
 - Budget decomposition in Control Accounts
 - BAC consumption over timeframe
4. At each follow-up, register:
 - Planned Work
 - Actual Work
 - % Complete

Attempt #2: The flaw

Adopting EVM myself: A project in Rome



-Nice chart!
-Thank you, but...

Attempt #2: The flaw

They (and I) said: Too much excel data...

*I got frustrated myself...
What was I doing wrong?*

Right tool?



FEES	week 1		week 2		week 3		week 5		week 6	
	days	€	days	€	days	€	days	€	days	€
		13.347		12.350		11.352		11.937		12.350
Jose Barato	2	1.995	1	998	0	0	1	998	1	998
Luis Javier Guerrero	5	3.483	0	0	0	0	0	0	0	0
Ana Coca	0	0	5	3.483	5	3.483	5	3.483	5	3.483
Agustín Domínguez	5	3.483	5	3.483	5	3.483	5	3.483	5	3.483
Carlos Cabanes	5	2.064	5	2.064	5	2.064	4	1.651	5	2.064
Alberto Parra	5	2.322	5	2.322	5	2.322	5	2.322	5	2.322

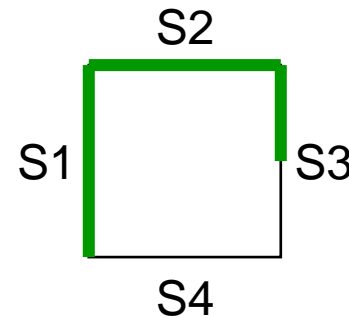
EXPENSES	week 1	week 2	week 3	week 5	week 6
	€	€	€	€	€
	8.706	7.936	2.898	7.895	10.621
Allocations	124	62		62	62
Hotel	60				
Flights	895	1.018		1.018	1.018
Taxi	118	143		118	104
Allocations	310				
Hotel	240				
Flights	895				
Taxi	150				
Allocations		434	434	310	434
Hotel				1.129	770
Flights		1.145			1.133
Taxi		36		38	
Allocations	310	434	434	310	434
Car rental					420
Hotel	240			1.139	770
Flights	895	1.145			1.133
Taxi	120	97			37
Allocations	310	434	434	248	434
Car rental					
Hotel	240			1.054	770
Flights	895	1.145			1.133
Taxi	137	94			79
Allocations	310	310	310	310	434
Hotel	240	240	240	440	860
Flights	895	1.145	895	1.133	1.133
Taxi	24	55	152	51	
Allocations	186				
Hotel	120				
Flights	895				
Taxi	98				

	PV (FEES)												EV (FEES)													
	w1		w2		w3		w4		w5		w6		w1		w2		w3		w4		w5		w6			
	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€		
0. Project Management	17%	588	17%	588	17%	588	17%	588	17%	588	17%	588	33%	1.176	17%	588	17%	588	17%	588	17%	588	17%	588	17%	588
1. Requirement workshops	17%	3.816	17%	3.816	17%	3.816	17%	3.816	17%	3.816	17%	3.816	17%	3.816	17%	3.816	17%	3.816	17%	3.816	33%	7.632				
2. Runtime environment	100%	1.568											100%	1.568												
3. Development environment	100%	1.176											100%	1.176												
4. Host connectivity	100%	2.744											50%	1.372	15%	412	15%	412	20%	549						
5. Security Services			100%	2.117											25%	529			75%	1.588						
6. TX engine design			100%	2.117											40%	847	40%	847	20%	423						
7. Test plan design			100%	2.117											10%	212	10%	212	30%	635	50%	1.059				
8. BF2, BF3 design			100%	2.117											50%	1.059					50%	1.059				
9. Versamento Prototype	40%	941	60%	1.411									40%	941	40%	941	20%	470								
10. TX engine					50%	2.940	50%	2.940											50%	2.940	30%	1.764	20%	1.176		
11. Basic Function 1: Versamento					50%	2.940	50%	2.940							40%	2.352	40%	2.352	10%	588	5%	294	5%	294		
12. Basic Function 2: Corresponsenza					33%	3.267	33%	3.267	33%	3.267						50%	4.901	50%	4.901							
13. Basic Function 3: PTShop									100%	3.921													100%	3.921		
14. Demo Elaboration											100%	2.352											100%	2.352		
15. Demo workshops											100%	3.528											100%	3.528		
		10.834		14.284		13.552		13.552		11.592		10.285		10.050		10.755		13.010		16.028		12.395		11.860		

Attempt #3: Trying with Microsoft Project®

A very simple case study:

- You hire a bricklayer to build a 4 side fence in your backyard. Each side is built in sequence, one after the other. He charges by the hour, 200€ a day. Each side takes him one day of work. He starts working on 12/09/2011. You budgeted 800€.
- At the end of the 3rd day (14/09/2011):
 - He has completed side 1 (cost 200€)
 - and side 2 (cost 275€)
 - Side 3 is 50% complete (cost 200€)
- How much are you going to pay in the end?



Microsoft Project - fence1.mpp

File Edit View Insert Format Tools Project Report Collaborate Window Help

No Group

Task Sheet Earned Value

1.080,00 €

	Task Name	Planned Value - PV (BCWS)	Earned Value - EV (BCWP)	AC (ACWP)	SV	CV	EAC	BAC	VAC
0	Fence Project	600,00 €	500,00 €	675,00 €	-100,00 €	-175,00 €	1.080,00 €	800,00 €	-280,00 €
1	Side 1	200,00 €	200,00 €	200,00 €	0,00 €	0,00 €	200,00 €	200,00 €	0,00 €
2	Side 2	200,00 €	200,00 €	275,00 €	0,00 €	-75,00 €	275,00 €	200,00 €	-75,00 €
3	Side 3	200,00 €	100,00 €	200,00 €	-100,00 €	-100,00 €	400,00 €	200,00 €	-200,00 €
4	Side 4	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	200,00 €	200,00 €	0,00 €



Attempt #3: "The Fence" exercise (wrap-up)

Microsoft Project - fence1.mpp

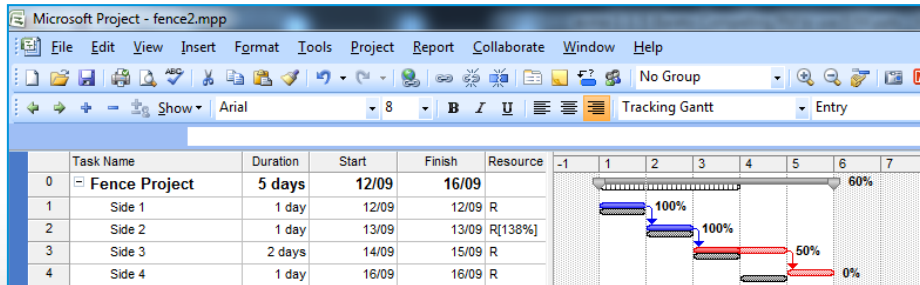
Resource Sheet

Resource Name	Type	Initials	Max. Units	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar	Code
R	Work	R	100%	25,00 €/hr	0,00 €/hr	0,00 €	Prorated	Standard	

Microsoft Project - fence2.mpp

Resource Usage

Resource Name	Work	Details	1	2	3	4	5
R	43 hrs	Act. Work	8h	11h	8h		
		Work	8h	11h	8h	8h	8h
		Base. Work	8h	8h	8h	8h	
Side 1	8 hrs	Act. Work	8h				
		Work	8h				
		Base. Work	8h				
Side 2	11 hrs	Act. Work		11h			
		Work		11h			
		Base. Work		8h			
Side 3	16 hrs	Act. Work			8h		
		Work			8h	8h	
		Base. Work			8h		
Side 4	8 hrs	Act. Work					8h
		Work					8h
		Base. Work					8h



Visual Reports - Create Report

Select Template

Show report templates created in: Microsoft Office Excel, Microsoft Office Visio

Task Summary | Resource Summary | Assignment Summary

All | Task Usage | Resource Usage | Assignment Usage

- Baseline Cost Report
- Baseline Work Report
- Budget Cost Report
- Budget Work Report
- Cash Flow Report
- Earned Value Over Time Report
- Resource Cost Summary Report
- Resource Remaining Work Report
- Resource Work Availability Report
- Resource Work Summary Report

Select level of usage data to include in the report: Days

Include report templates from: Modify...

Buttons: New Template..., Edit Template..., Manage Template..., View, Close

Visual Reports - Field Picker

The following fields are available in the Assignment Usage cube. Choose the fields you want to include in your report. For best performance, select fewer than six dimensions.

Select Fields:

Available Fields:

- Overtime Work
- Regular Work
- Resource % Work Complete
- Resource Available From
- Resource Available To
- Resource Base Calendar
- Resource Baseline Finish
- Resource Baseline Start
- Resource Baseline 1 Finish
- Resource Baseline 1 Start
- Resource Baseline 10 Finish

Selected Fields:

- AC
- Earned Value
- Planned Value

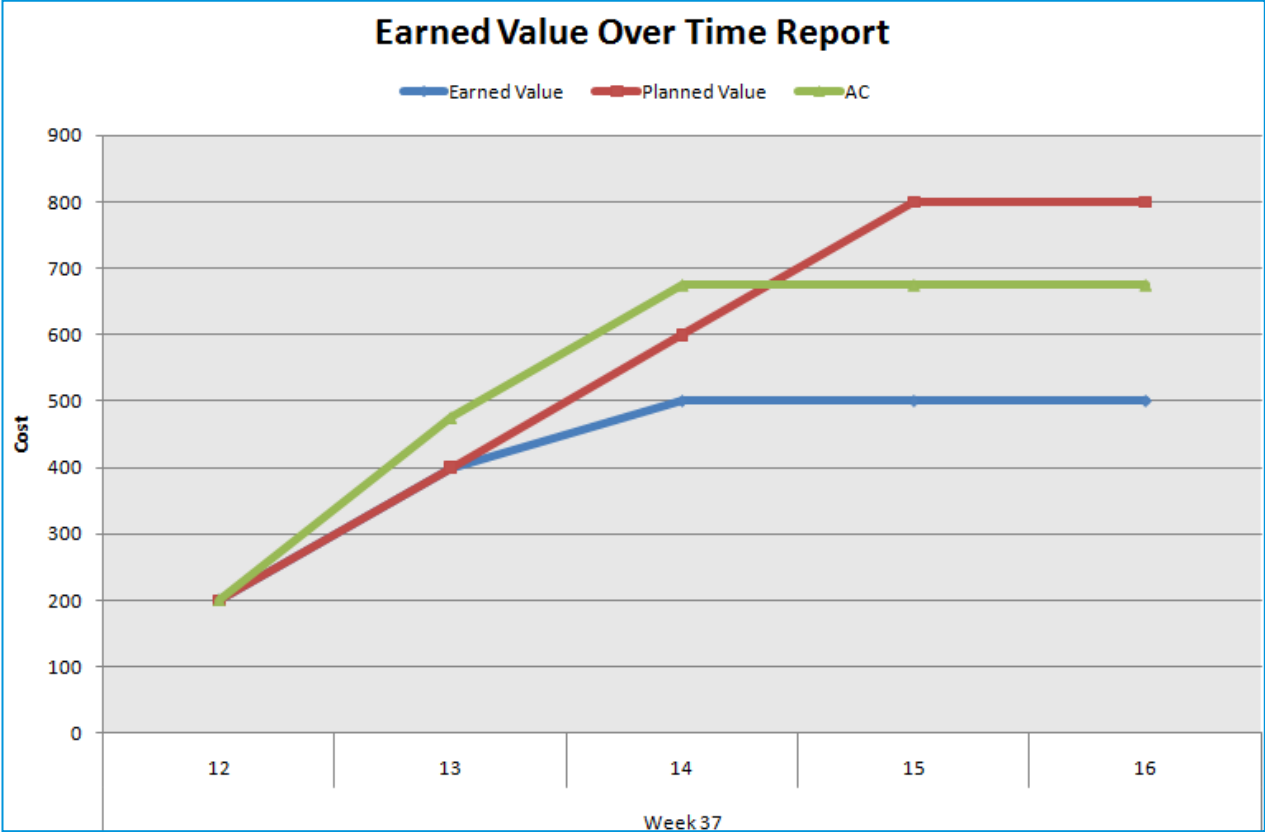
Select Custom Fields:

Available Custom Fields:

Selected Custom Fields (Maximum of 141):

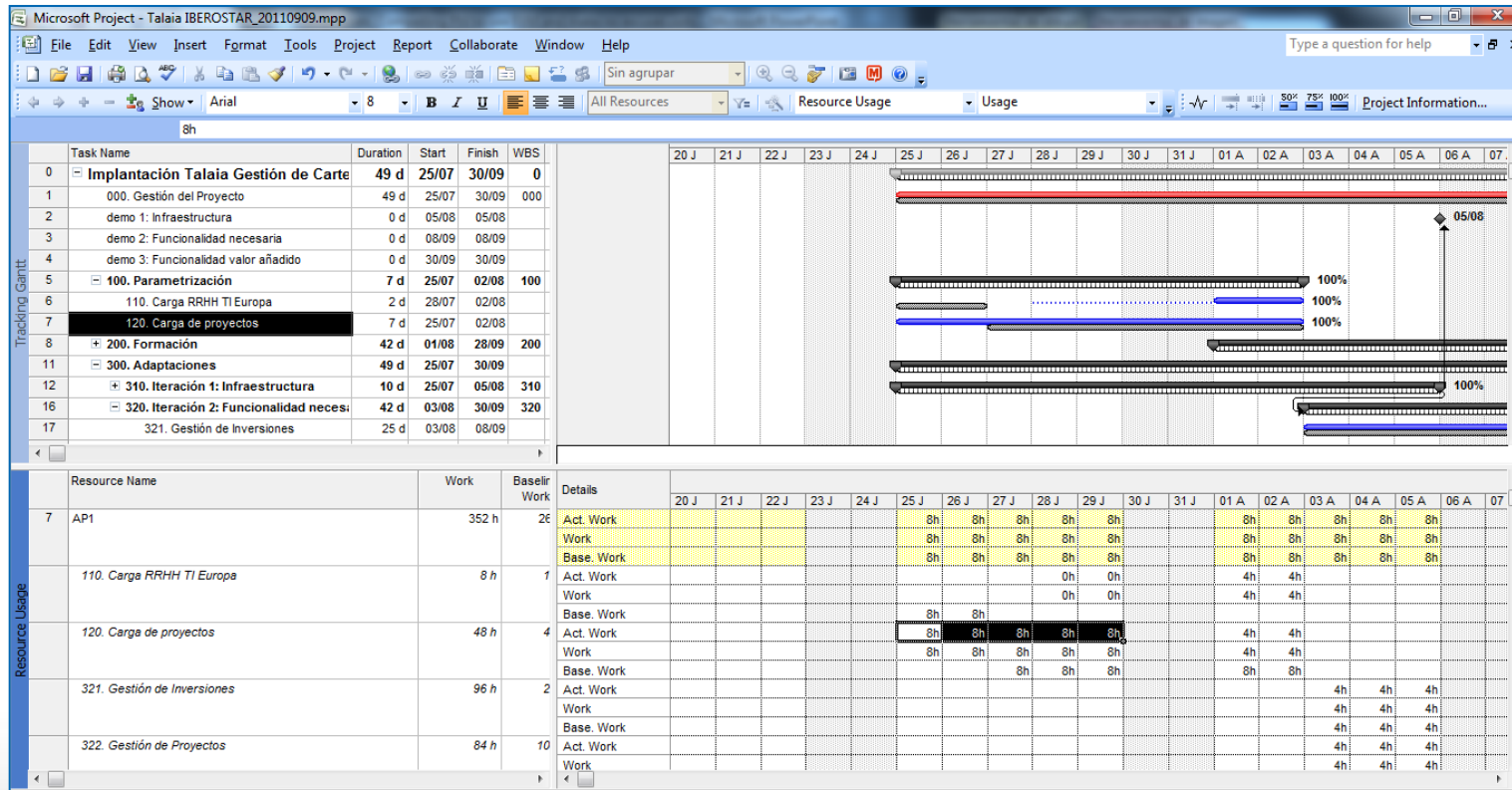
Buttons: Add >, < Remove, << Remove All, Edit Template, Cancel

Attempt #3: “The Fence” exercise (wrap-up)



Attempt #3: EVM in Microsoft Project

- You can see EVM data in view **Task Sheet**, table **Earned Value**
- Before that, you need to:
 - Assign resources to tasks
 - Enter **standard rates** for each resource
 - Register **Actual Work** + update pending **Work** for each task



Attempt #3: EVM in Microsoft Project step-by-step

1. Create a new project with 2 task in sequence: A (5 d) y B (2 d)
2. Assign resource R1 to task A, and resource R2 to task B, **standard rate** 1 €/h
3. Set **Project Start Date**: September the 22nd, 2008

Attempt #3: EVM in Microsoft Project step-by-step

Microsoft Project

File Edit View Insert Format Tools Project Report Collaborate Window Help

Type a question for help

No Group

Security...

Adjust Dates Copy Picture to Office Wizard PERT Analysis

A

Project1.mpp:3

Task Name	Duration	Start	Finish	Prede	Resource Narr	22 Sep '08							29 Sep '08							06 Oct '08																
						S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M
0 Project1	7 days	22/09	30/09			0%																														
1 A	5 days	22/09	26/09	R1		0%																														
2 B	2 days	29/09	30/09	1 R2		0%																														

Project1.mpp:1

Resource Name	Work	Details	22 Sep '08							29 Sep '08						
			S	M	T	W	T	F	S	S	M	T	W	T	F	S
R1	40 hrs	Work		8h	8h	8h	8h	8h								
	Act. Work															
	Base. Work															
A	40 hrs	Work		8h	8h	8h	8h	8h								
	Act. Work															
	Base. Work															
R2	16 hrs	Work									8h	8h				
	Act. Work															
	Base. Work															
B	16 hrs	Work									8h	8h				
	Act. Work															
	Base. Work															

Project1.mpp:2

Task Name	Planned Value - PV (BCWS)	Earned Value - EV (BCWP)	AC (ACWP)	SV	CV	EAC	BAC	VAC
0 Project1	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	56,00 €	0,00 €	-56,00 €
1 A	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	40,00 €	0,00 €	-40,00 €
2 B	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	16,00 €	0,00 €	-16,00 €

Ready

Attempt #3: EVM in Microsoft Project step-by-step

4. Set the **baseline**
 - Check updates in view **Tracking Gantt**
 - Check updates in view **Resource Usage** > **Baseline Work** row
5. Enter **Actual Work** for task A:
 - 8 hours day 22, 8 hours day 23, 0 hours day 24
 - See how task A is extended one more day (now A and B are both delayed for 1 day)
 - See how **Baseline Work** does not change
6. Enter 0 hours for **Work** of task A day 29 (delay disappears)
7. Enter 8 hours for **Actual Work** of task A for days 25 and 26
8. Set **Status Date** September 28, check that:
 - Task A is 100% complete
 - The project is under budget (CV = +8€)
 - The project is on schedule (SV = 0)

Attempt #3: EVM in Microsoft Project step-by-step

Microsoft Project

File Edit View Insert Format Tools Project Report Collaborate Window Help

Type a question for help

No Group

Security...

Adjust Dates Copy Picture to Office Wizard PERT Analysis

Project1

Project1.mpp:3

Task Name	Duration	Start	Finish	Prede	Resource Narr
0 Project1	7 days	22/09	30/09		
1 A	4 days	22/09	26/09		R1
2 B	2 days	29/09	30/09	1	R2

Project1.mpp:1

Resource Name	Work	Details	22 Sep '08							29 Sep '08			
			S	M	T	W	T	F	S	S	M	T	W
R1	32 hrs	Work		8h	8h	0h	8h	8h					
		Act. Work		8h	8h	0h	8h	8h					
		Base. Work		8h	8h	8h	8h	8h					
A	32 hrs	Work		8h	8h	0h	8h	8h					
		Act. Work		8h	8h	0h	8h	8h					
		Base. Work		8h	8h	8h	8h	8h					
R2	16 hrs	Work									8h	8h	
		Act. Work									8h	8h	
		Base. Work									8h	8h	
B	16 hrs	Work									8h	8h	
		Act. Work									8h	8h	
		Base. Work									8h	8h	

Project1.mpp:2

Task Name	Planned Value - PV (BCWS)	Earned Value - EV (BCWP)	AC (ACWP)	SV	CV	EAC	BAC	VAC
0 Project1	40,00 €	40,00 €	32,00 €	0,00 €	8,00 €	44,80 €	56,00 €	11,20 €
1 A	40,00 €	40,00 €	32,00 €	0,00 €	8,00 €	32,00 €	40,00 €	8,00 €
2 B	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	16,00 €	16,00 €	0,00 €

Task Sheet

Ready

Attempt #3: EVM in Microsoft Project (wrap-up)

Cost Unit = Usage Unit = work/time/resource/task

resource



Resource Name	Details							
	S	M	T	W	T	F	S	S
DP								
Act. Work	8h	8h	8h	8h	8h			
Work	8h	8h	8h	8h	8h			
Base. Work	2h	2h	6h	6h	2h			
Act. Work	8h	8h	8h	8h	8h			
Work	8h	8h	8h	8h	8h			
Base. Work	2h	2h	6h	6h	2h			
Act. Work								
Work								
Base. Work								

task

time



work

task



Task Name	Details							
	S	M	T	W	T	F	S	S
000. Gestión del Proyecto								
Act. Work	10h	10h	10h	10h	10h			
Work	10h	10h	10h	10h	10h			
Base. Work	4h	4h	8h	8h	4h			
Act. Work	8h	8h	8h	8h	8h			
Work	8h	8h	8h	8h	8h			
Base. Work	2h	2h	6h	6h	2h			
Act. Work	2h	2h	2h	2h	2h			
Work	2h	2h	2h	2h	2h			
Base. Work	2h	2h	2h	2h	2h			

resource

time



work

- **Work** = Planned hours for a resource/task (ongoing replanning)
- Changing **Work** means re-planning: How many hours do we need to complete? When?
- Tasks are by default effort driven: Project will tend to keep the effort constant (person-hours)
- **Cost = Work * Standard Rate**
- **Actual Work** = data entry
- **Actual Cost = Actual Work * Standard Rate**

Attempt #3: EVM in Microsoft Project (wrap-up)

- Setting the **baseline**
 - **Baseline Cost = Cost**
 - **Baseline Work = Work**
 - **PV S-curve = Baseline Cost** over time
- At the task level
 - **PV = Baseline Cost** until **Status Date**
 - **AC = Actual Cost** until **Status Date**
 - **EV = Baseline Cost * (Actual Work until status date) / Work**
 - **Cost** and **Actual Cost** depends on **standard rate** (may change)
 - **Baseline Cost** depends on the original **standard rate**
- Updating **Actual Work**
 - Advice: Always update **Actual Work** entering hours in **Resource Usage** or **Task Usage** views
 - When you enter **Actual Work**
 - Project automatically re-plan **Work** to date = **Actual Work** to date
 - Project will tend to keep the effort constant (this is good, you can override it)
 - Changing **Work** means re-planning (How many hours do we need to complete? When?)

Attempt #3: Trying with an open source tool

Earned Value Management

Display 10 records per page

Followup Date	Days to date	ES	PV	EV	AC	% Complete	CPI	SPI	SPI(t)	CV	SV	SV(t)	EAC
25/07/2011	1	1	0,00	0,00	0,00	0.00%			1,00	0,00	0,00	0	
29/07/2011	1	1	5.960,00	5.151,73	5.978,00	14.73%	0,86	0,86	1,00	-826,27	-808,27	0	40.576,41
05/08/2011	6	4	11.920,00	9.852,61	12.004,00	28.18%	0,82	0,83	0,71	-2.151,39	-2.067,39	-2	42.603,52
12/08/2011	11	6	16.080,00	12.023,01	17.004,00	34.38%	0,71	0,75	0,56	-4.980,99	-4.056,99	-5	49.454,83
19/08/2011	16	9	19.480,00	14.750,63	21.838,00	42.18%	0,68	0,76	0,59	-7.087,37	-4.729,37	-7	51.769,39
26/08/2011	21	14	23.560,00	18.340,93	27.748,00	52.45%	0,66	0,78	0,68	-9.407,07	-5.219,07	-7	52.903,10
02/09/2011	26	18	26.988,00	21.249,01	33.428,00	60.77%	0,64	0,79	0,70	-12.178,99	-5.738,99	-8	55.010,11
09/09/2011	31	20	30.308,00	22.593,08	36.548,00	64.61%	0,62	0,75	0,64	-13.954,92	-7.714,92	-11	56.566,46
16/09/2011	36	24	33.948,00	25.275,06	40.788,00	72.28%	0,62	0,74	0,65	-15.512,94	-8.672,94	-12	56.430,12
19/09/2011	41		34.968,00										

First 1 Last



Cost Charts

Earned Value Management Chart

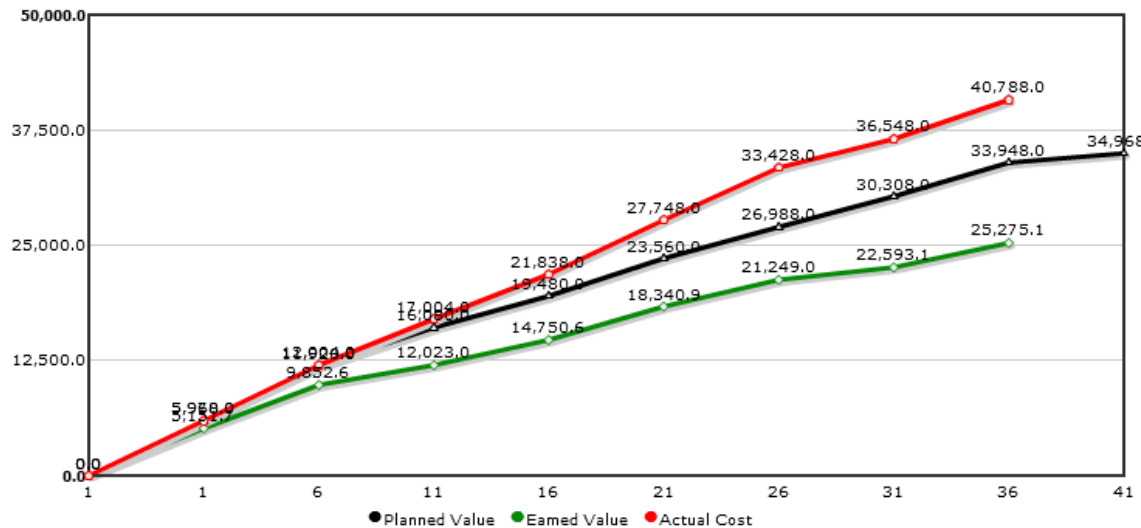


Chart SV(t)



Attempt #3: Trying with an open source tool

Earned Value Management

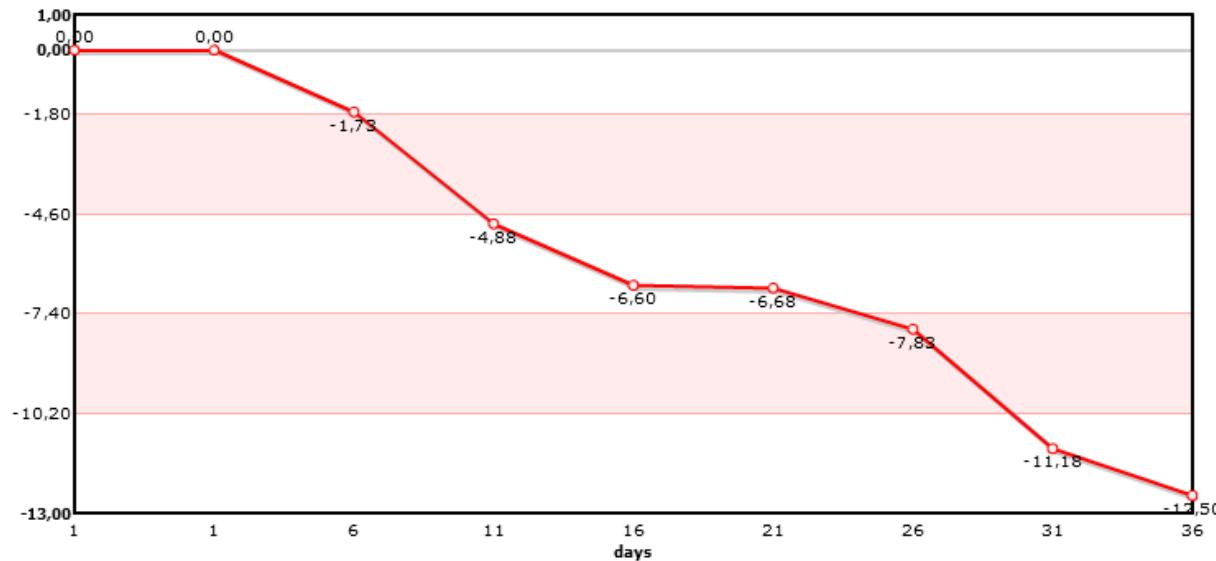
Display records per page

Followup Date	Days to date	ES	PV	EV	AC	% Complete	CPI	SPI	SPI(t)	CV	SV	SV(t)	EAC
25/07/2011	1	1	0,00	0,00	0,00	0.00%			1,00	0,00	0,00	0	
29/07/2011	1	1	5.960,00	5.151,73	5.978,00	14.73%	0,86	0,86	1,00	-826,27	-808,27	0	40.576,41
05/08/2011	6	4	11.920,00	9.852,61	12.004,00	28.18%	0,82	0,83	0,71	-2.151,39	-2.067,39	-2	42.603,52
12/08/2011	11	6	16.080,00	12.023,01	17.004,00	34.38%	0,71	0,75	0,56	-4.980,99	-4.056,99	-5	49.454,83
19/08/2011	16	9	19.480,00	14.750,63	21.838,00	42.18%	0,68	0,76	0,59	-7.087,37	-4.729,37	-7	51.769,39
26/08/2011	21	14	23.560,00	18.340,93	27.748,00	52.45%	0,66	0,78	0,68	-9.407,07	-5.219,07	-7	52.903,10
02/09/2011	26	18	26.988,00	21.249,01	33.428,00	60.77%	0,64	0,79	0,70	-12.178,99	-5.738,99	-8	55.010,11
09/09/2011	31	20	30.308,00	22.593,08	36.548,00	64.61%	0,62	0,75	0,64	-13.954,92	-7.714,92	-11	56.566,46
16/09/2011	36	24	33.948,00	25.275,06	40.788,00	72.28%	0,62	0,74	0,65	-15.512,94	-8.672,94	-12	56.430,12
19/09/2011	41		34.968,00										

First << 1 >> Last



Chart SV(t)



Cost Variance



Attempt #3: Trying with an open source tool

Earned Value Management

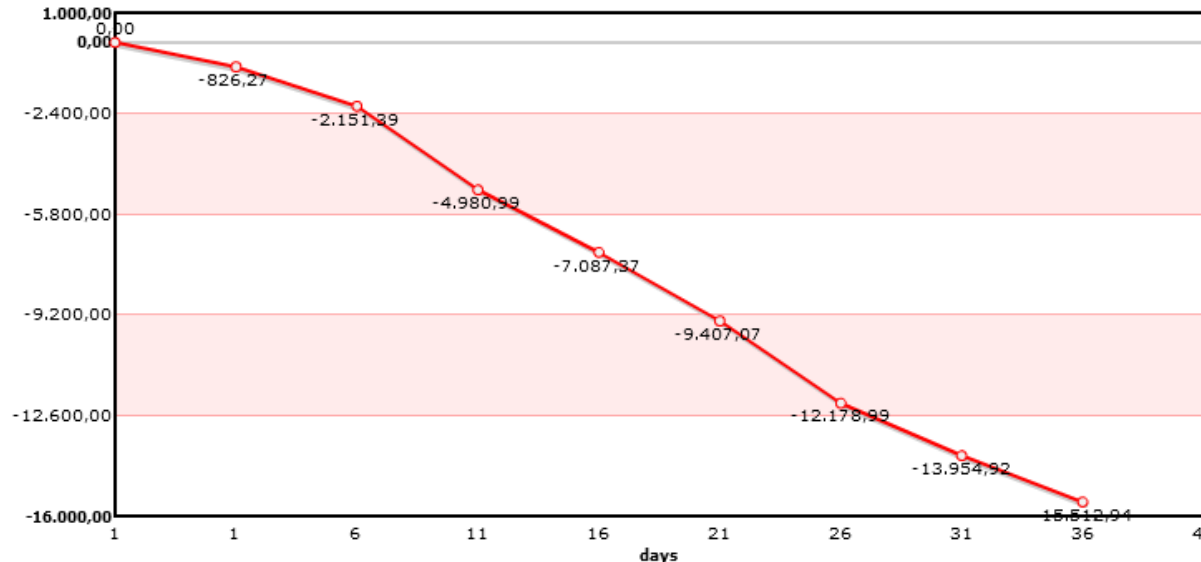
Display records per page

Followup Date	Days to date	ES	PV	EV	AC	% Complete	CPI	SPI	SPI(t)	CV	SV	SV(t)	EAC
25/07/2011	1	1	0,00	0,00	0,00	0.00%			1,00	0,00	0,00	0	
29/07/2011	1	1	5.960,00	5.151,73	5.978,00	14.73%	0,86	0,86	1,00	-826,27	-808,27	0	40.576,41
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19/09/2011	41		34.968,00										

First 1 Last



Cost Variance



Compelling Project Managers to use EVM (and make no excuses ;-)

Lesson learned #1: Managers always want PM to control project costs

Lesson learned #2: PMs need EVM, but many of them don't know it

Lesson learned #3: The worst enemy of EVM is Excel

Attempts to impose EVM	Excuses given
<p>1. <i>Look at those beautiful concepts, definitions, formulas, charts... Wouldn't it be nice to use EVM?</i></p>	<p>1. <i>Please, give me a break! don't need to learn about all those new acronyms EV, AC, PV, CPI, SPI, CV, SV, SV(t)...</i></p>
<p>2. <i>Forget about all EVM jargon: You are not aware you already wrote in prose...</i></p>	<p>2. <i>My average project takes only 3 months. I don't have the time for so much extra work to keep all that EVM data, for God sake!</i></p>
<p>3. <i>Use EVM only when you need to control cost in your project. If you don't want to use Excel, you can use a proper tool like Microsoft Project, OpenPPM, etc.</i></p>	<p>3. ...</p>