



PMI BELGIUM

Earned Value Management Event –

10 Mar 2010

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PROJECT insight
Web-Based Project Management Software

New PMP's since January 2010

- Dr. Eike Brechlin
- Mr. Geoffroy De Puyt
- Mr. Dirk Hof
- Mr. Maarten Koens

New Members since 15 January 2010

- Dr. Ronald van Amsterdam
- Mr. Jean-Pierre Barreca, PMP
- Mr. Roland Boulanger
- Mr. Bart De Bruyne
- Mr. Olivier Carl, PMP
- Frederic Caufrier, Ph.D.
- Mr. Geert Roberto Claes
- Mrs. Nadine De Corte
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- Mr. David Van De Sype, PMP
- Mrs. Joyce Van Kerckhove
- Mr. Gilles Wintraecken

Message from President

- Volunteers wanted for BNL Day
 - Website (Joomla)
 - Communications Team
 - Venue Team
- Interested to unleash your talents?
Call Kris Jennes, Deputy Project Mgr
 - +32/479/65 65 03
 - Kris.jennes@pmi-belgium.be

A Belgian Research Effort By Prof. Dr. Mario Vanhoucke

- PMI Belgium 2007 Award
Research Collaboration Fund
- Support Funding by Flemish
Government (2008)
- Support by FWO Vlaanderen
Contract nr. G.0463.04

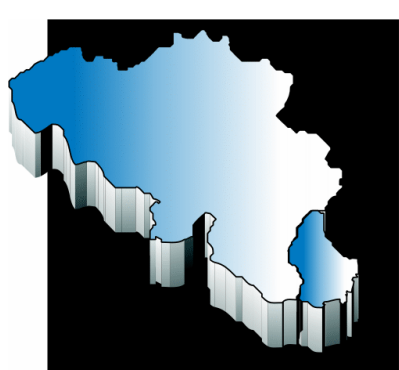
IPMA Research Award 2008
22nd World Congress Rome

www.protrack.be



Agenda

- “Extending Earned Value: How to implement Earned Value to perform your Cost & Time Forecasting”
– by Stephan Vandevoorde –
- “Measuring Time” - An Earned Value simulation study
Presentation of the research results
– by Prof. Dr. Mario Vanhoucke & Tom Van Acker –
- “Earned value: a practical case”
– by Johan Capiou –



Making project management
indispensable for business results

EV Based Cost Forecasting & Potential EV Extensions

@

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Agenda

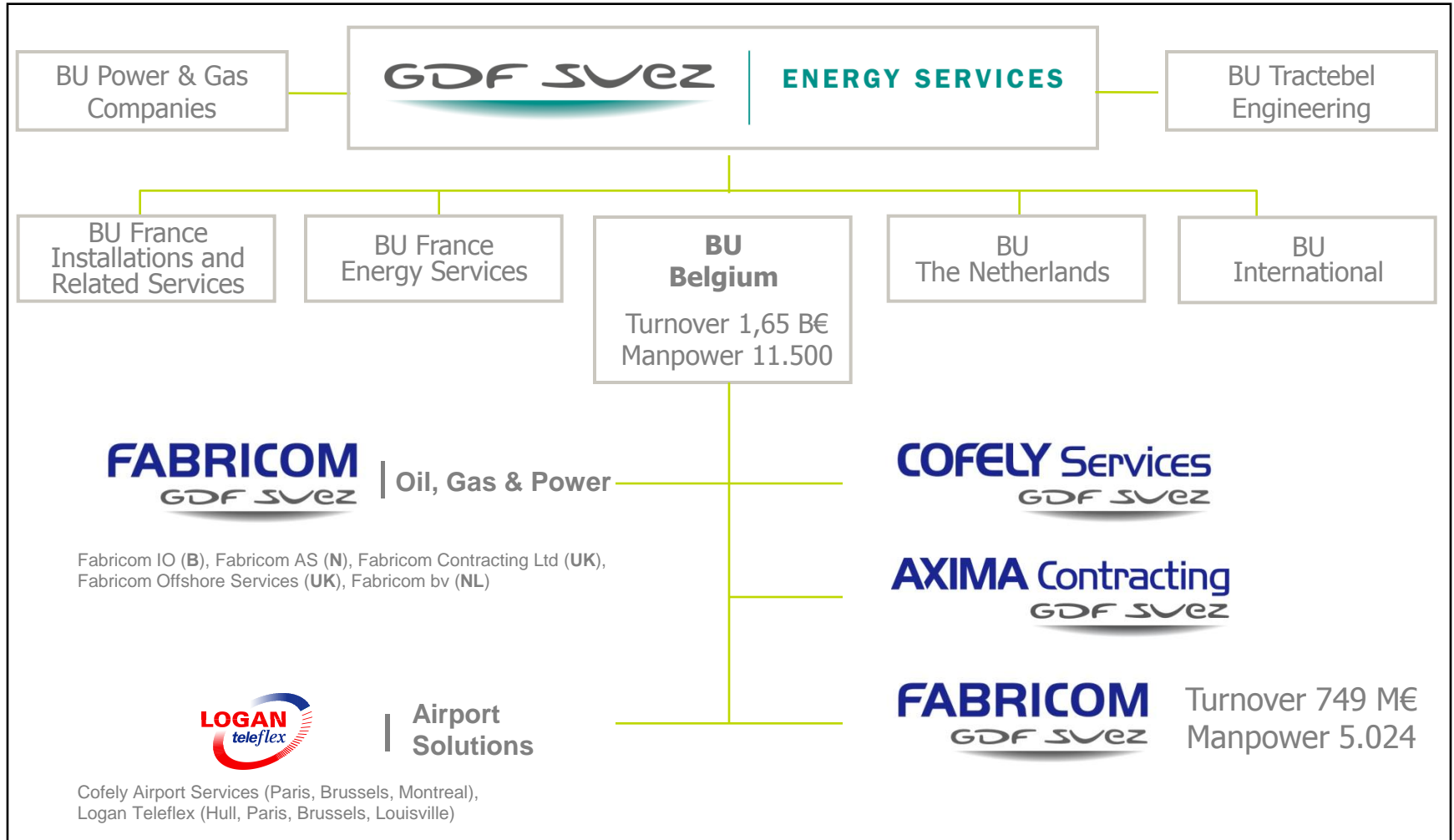
Intro: Fabricom's Project Management School

Part 1: Cost Forecasting Used on large / complex projects

Part 2: Time Forecasting Advanced Experimental use

Part 3: EV Extensions Experimental use

Note: it is considered that the EV Basics are known



MARKETS

Infrastructure Markets

- > High Voltage
- > Communication
- > Buildings
- > Distribution
- > Rail, Roads, Environment
- > Waterways, Airports, Ports, Panels

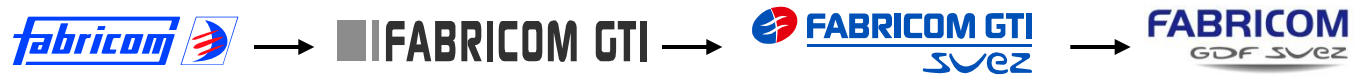
Industrial Markets

- > Oil & Gas
- > Petrochemical & Chemical
- > Steel
- > Energy
- > Automotive
- > Food and beverages
- > Pharmaceutical

Proximity Network BeLux



- 2002 – 2006: 3 re-organisations

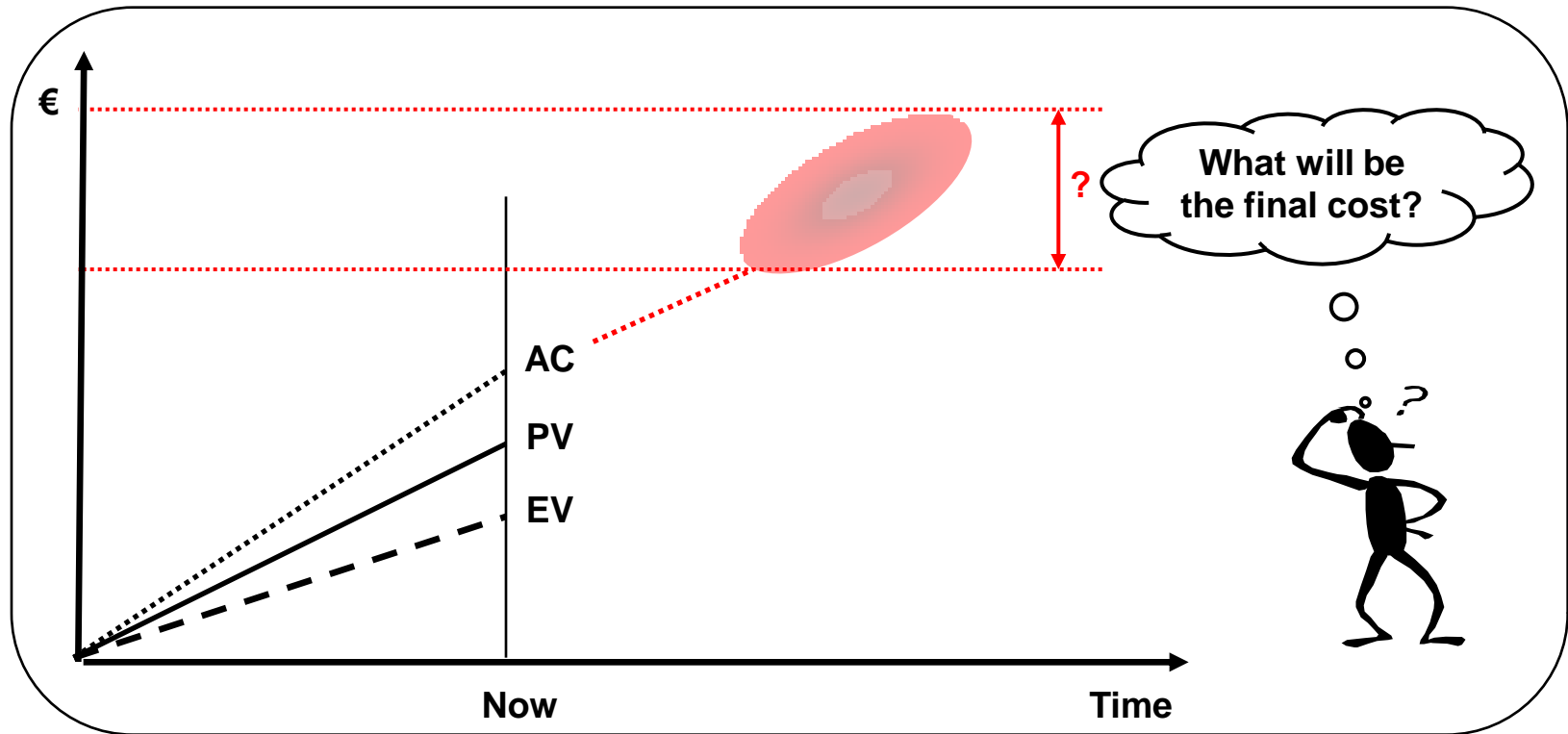


lot of people movements → loss of maturity → “troubled” projects

- End 2007: launch of a project management training program

 ION Fabricom's Project Management School	 fusION TRAINING PROGRAMME	Small & Medium Sized Projects
	 connectION TRAINING PROGRAMME	Large & Complex Projects

Part 1: Cost Forecasting



Extract Procedures Fabricom (cfr. PMBOK)

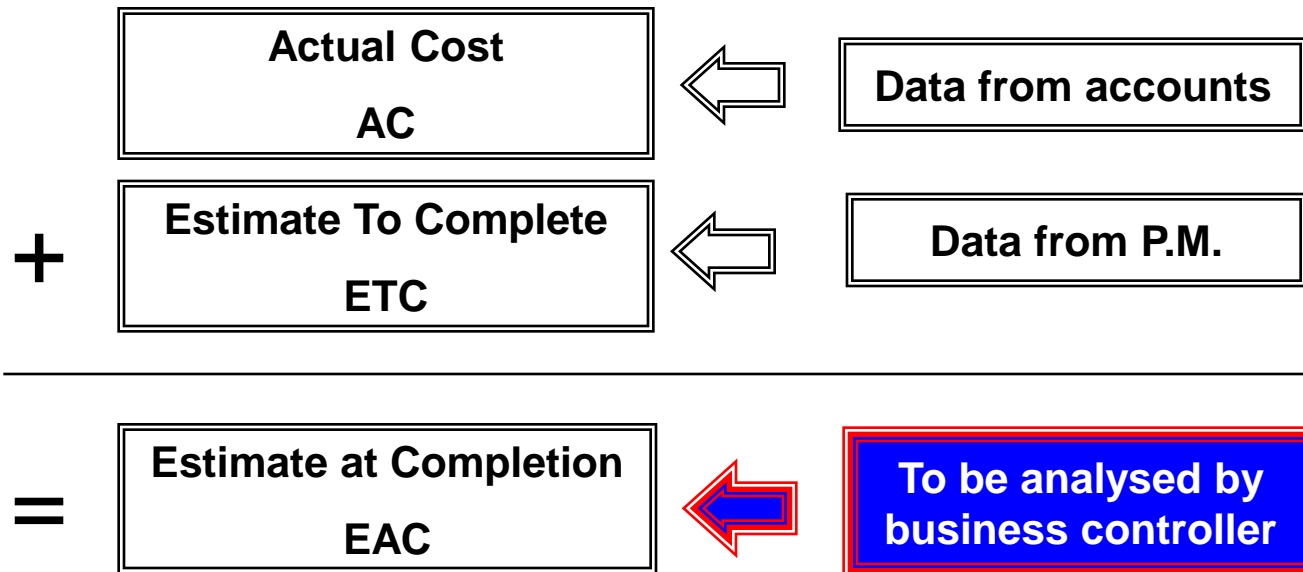
3.8 INGAVE ETC (ESTIMATE TO COMPLETE).

Op geregelde tijdstippen moet de Project Manager een inschatting maken van de kosten en opbrengsten (nog te factureren) die nog nodig zijn om het project af te werken. Deze inschattingen noemt men de ETC waarden (Estimate to Complete).

Het is heel belangrijk dat de Project Manager zo juist mogelijke schattingen geeft van de ETC waarden, omdat deze een rechtstreekse invloed hebben op het resultaat.

Uitgaande van de FES waarden wordt namelijk per project het resultaat berekend dat rechtstreeks in de Profit & Loss rekeningen wordt opgenomen.

Daarom worden bij elke ETC oefening de resultaten besproken door de Business Controller, de Project Manager en zijn operationele hiërarchie.



D.O.D. Research - Cost Evaluation Rules

- Once a contract is more than 15-20% complete, the final overrun will be worse than the present overrun (*Christensen/Wilson 1992*)

$$\mathbf{VAC > CV}$$

- Once a contract is over 20% complete, the CPI does not change by more than 10%, and in most cases it only worsens (*Christensen/Heise 1993*)

$$\mathbf{| CPI_{final} - CPI_{20\%} | \leq 0,10}$$

- Calculate a range of outcomes:

CPI-based EAC is a floor to final cost (*Christensen, 1996*)

SCI-based EAC is often the most accurate estimate (*Fleming & Koppelman 2000, Humphreys & Associates 2002*)

$$\mathbf{EAC_{cpi} < LRE < EAC_{SCI}}$$

Cost Evaluation Rules – Fabricom Experiences

- Once a contract is more than 15-20% complete, the final overrun will be worse than the present overrun

It is very hard to recover

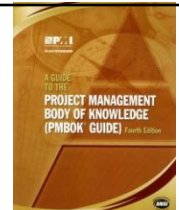
- not enough attention is given in the early stages
- strict planning and control in the early stages is needed



- Once a contract is over 20% complete, the CPI does not change by more than 10%, and in most cases it only worsens

CPI shows more variability, especially during early stages

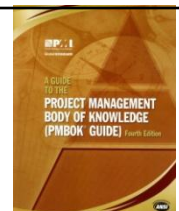
- CPI tends to worsen, but not in all cases
- Compare $TCPI < -- > CPI$



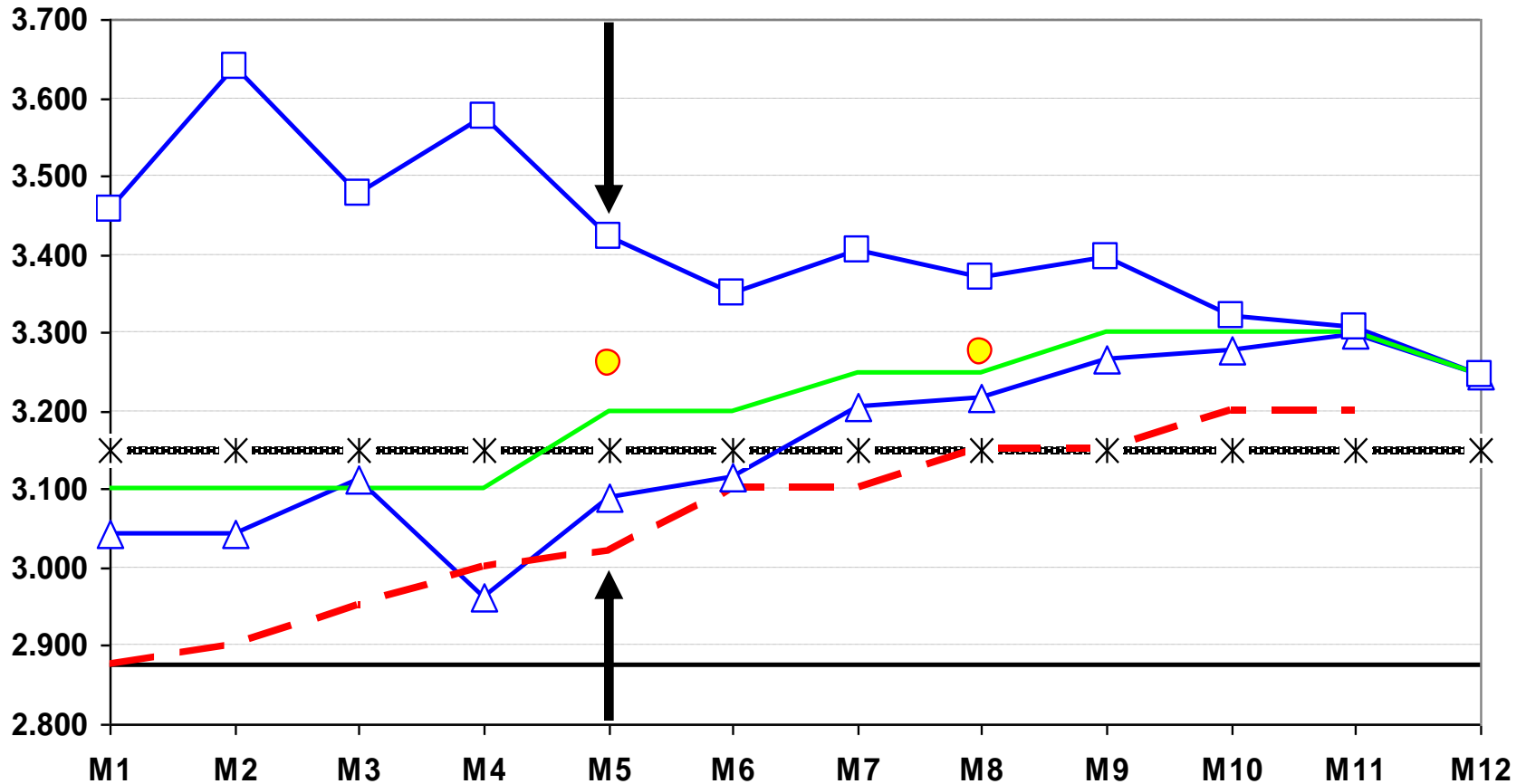
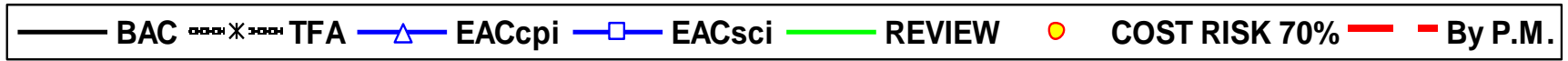
- Calculate a range of outcomes: CPI-based EAC is a floor to final cost, SCI-based EAC is often the most accurate estimate

This rule is true in nearly all cases

For critical project, a periodic cost simulation exercise is recommended



Real Life Application (3)

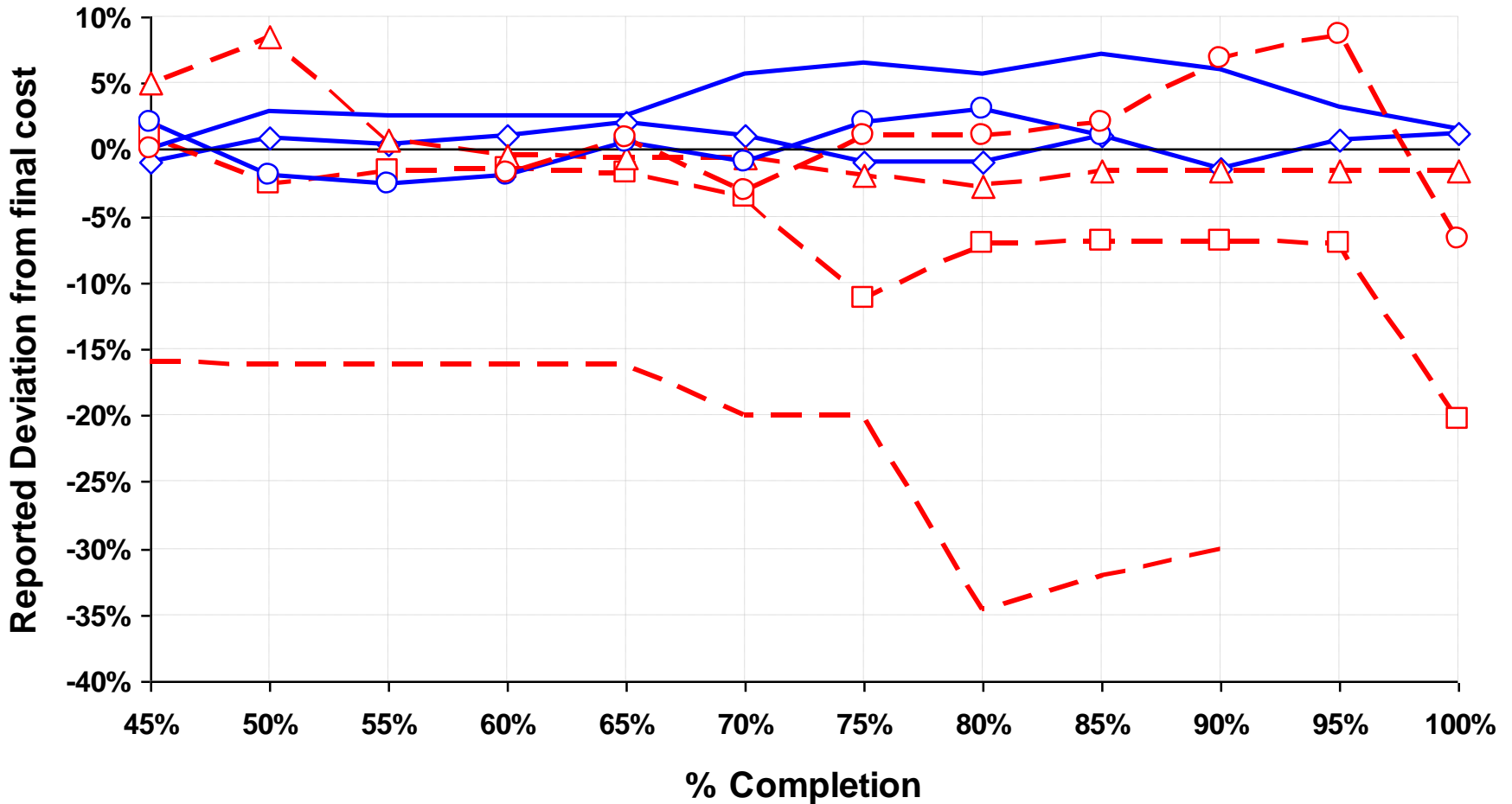


P.M. Optimism: Fact or Fiction?

Fabricom's Project Management School

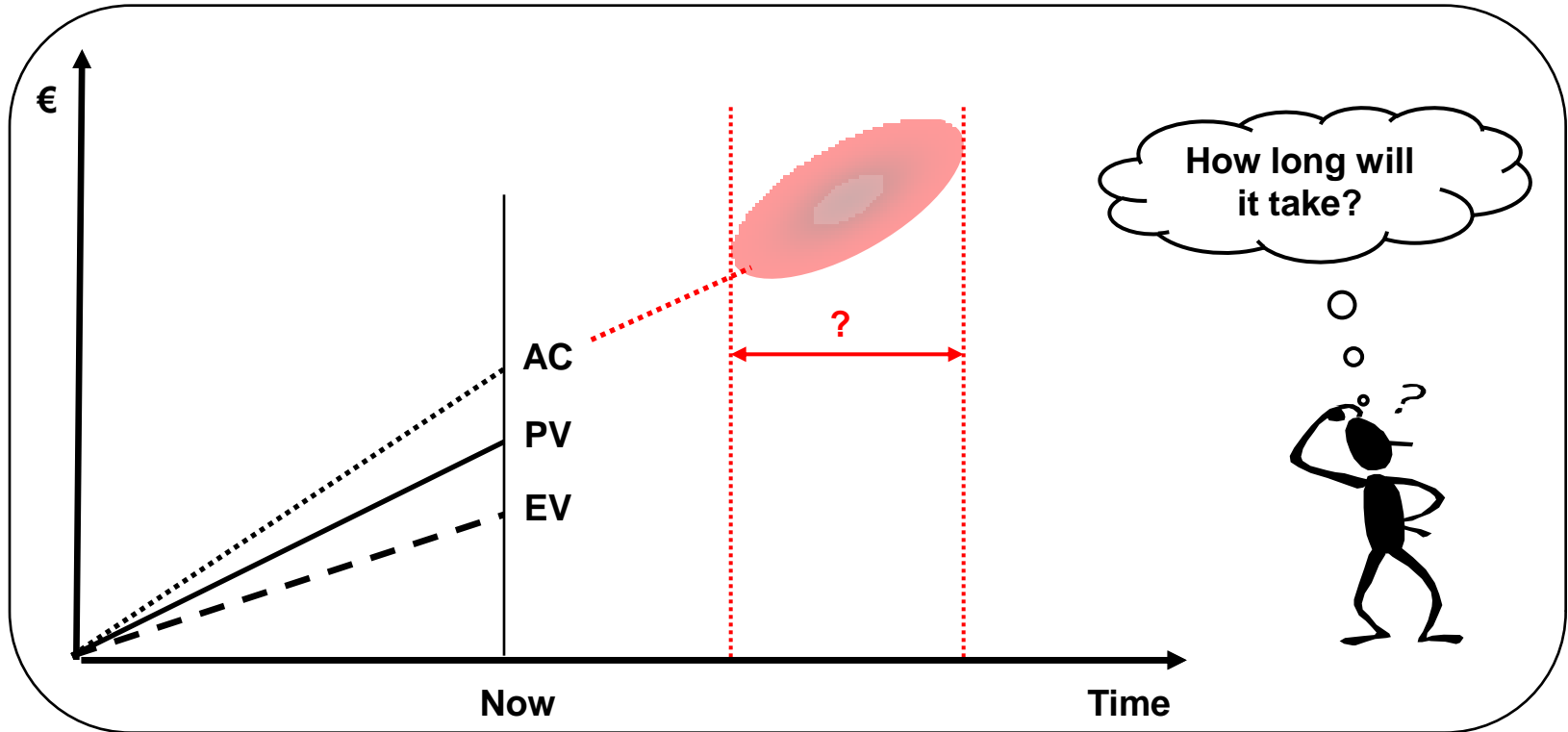


973.088 973.096 973.103 973.104 973.105 973.117 973.119



Using the "Evaluation Rules" allows accurate cost predictions → just use them

Part 2: Time Forecasting



SPI – SV: Are they really good signals?

SV = EV - PV < 0: behind schedule > 0: ahead of schedule

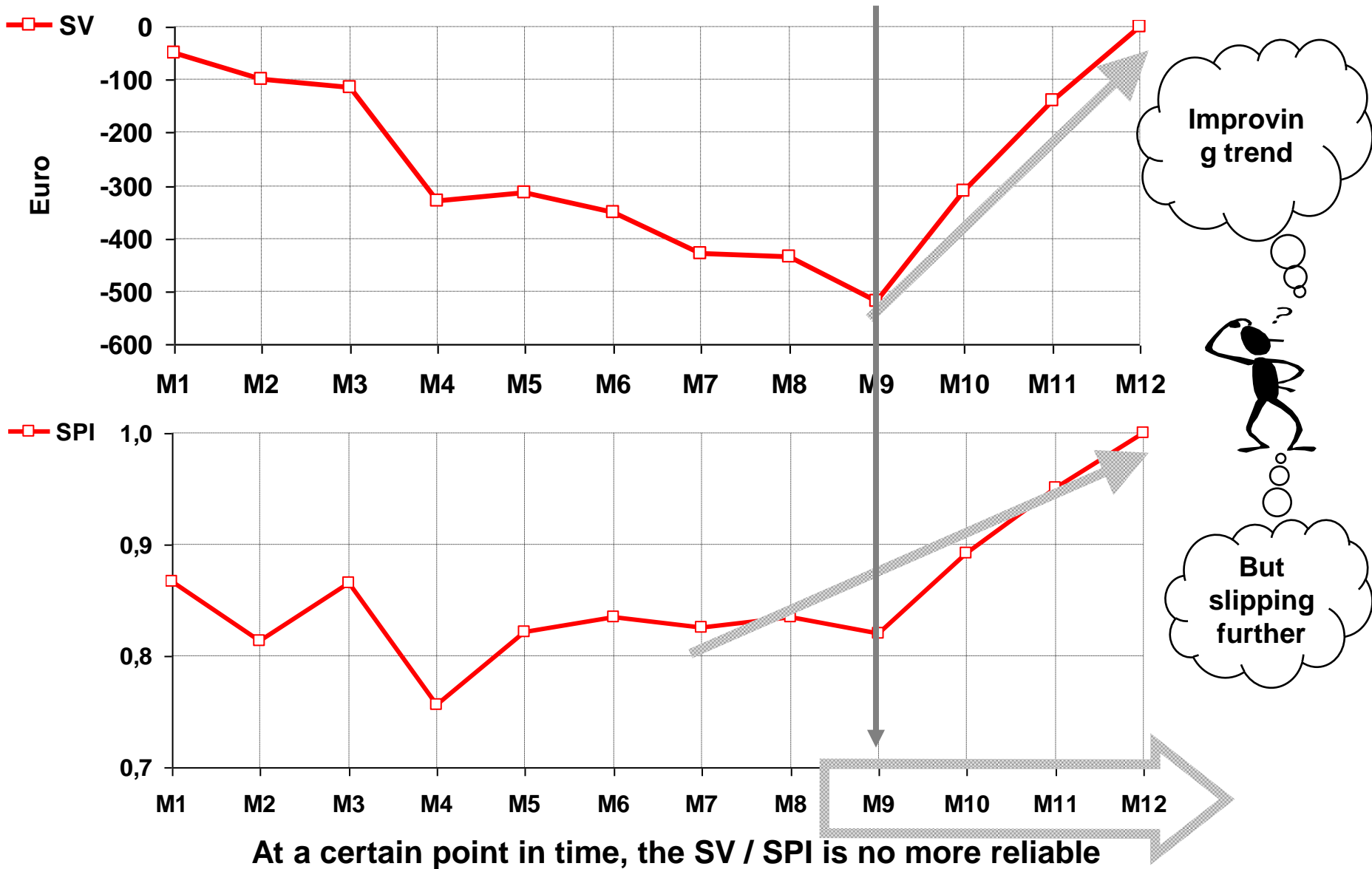
- SV measures a deviation in euros → makes no sense
- At the end of the project: SV is always 0 → perfect performance
- Why? At the end EV = total PV = BAC
- What if we are late?

SPI = EV / PV < 1: behind schedule > 1: ahead of schedule

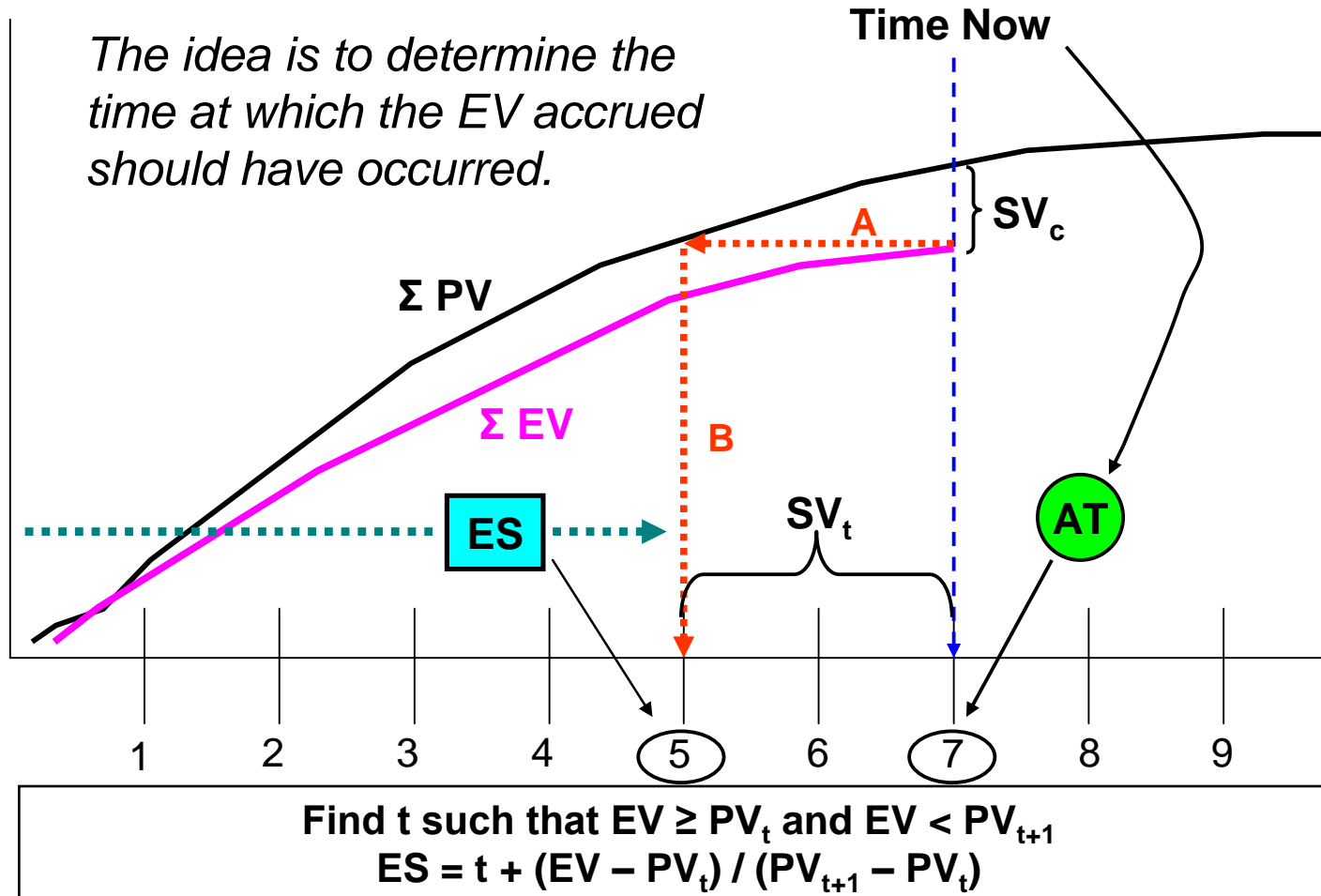
- SPI has no dimensions, easier to understand
- At the end of the project: SPI is always 1 → perfect performance
- Why? At the end EV = total PV = BAC
- What if we are late?

→ SV & SPI do have an erratic behaviour

Real life example: late project



Earned Schedule - The Concept

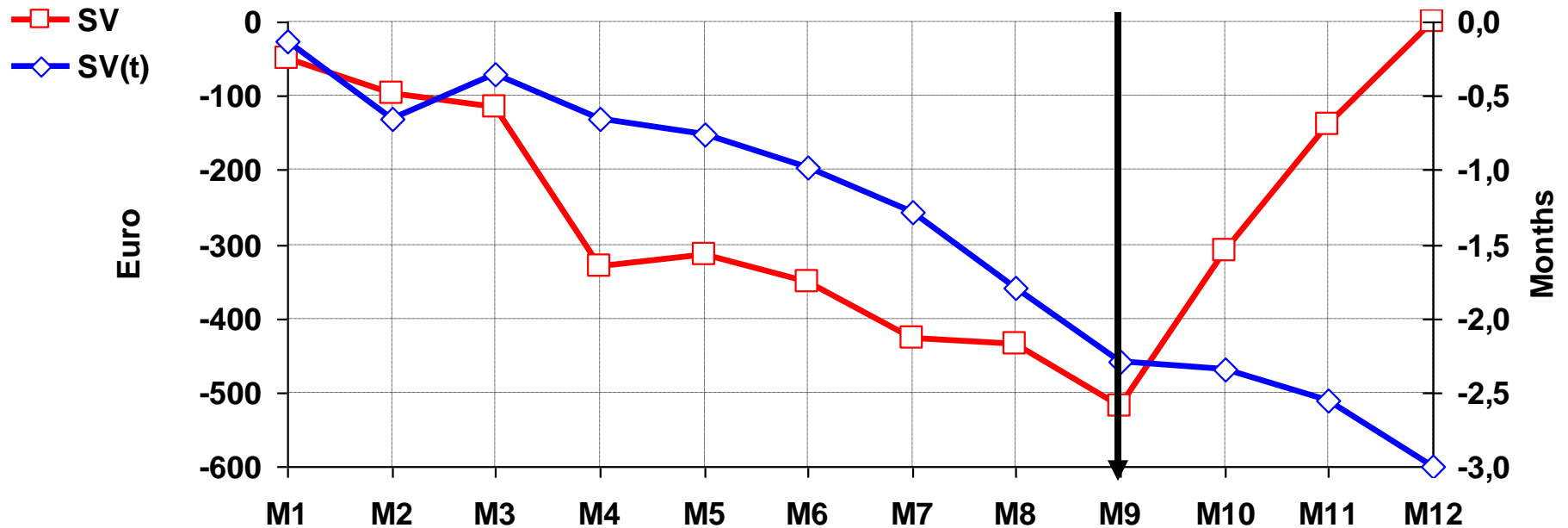


Created by Walt Lipke, Schedule is Different, The Measurable News, Summer 2003

Earned Schedule Metrics: $SV(t)$

$SV(t) = ES - AT$ < 0 : behind schedule > 0 : ahead of schedule

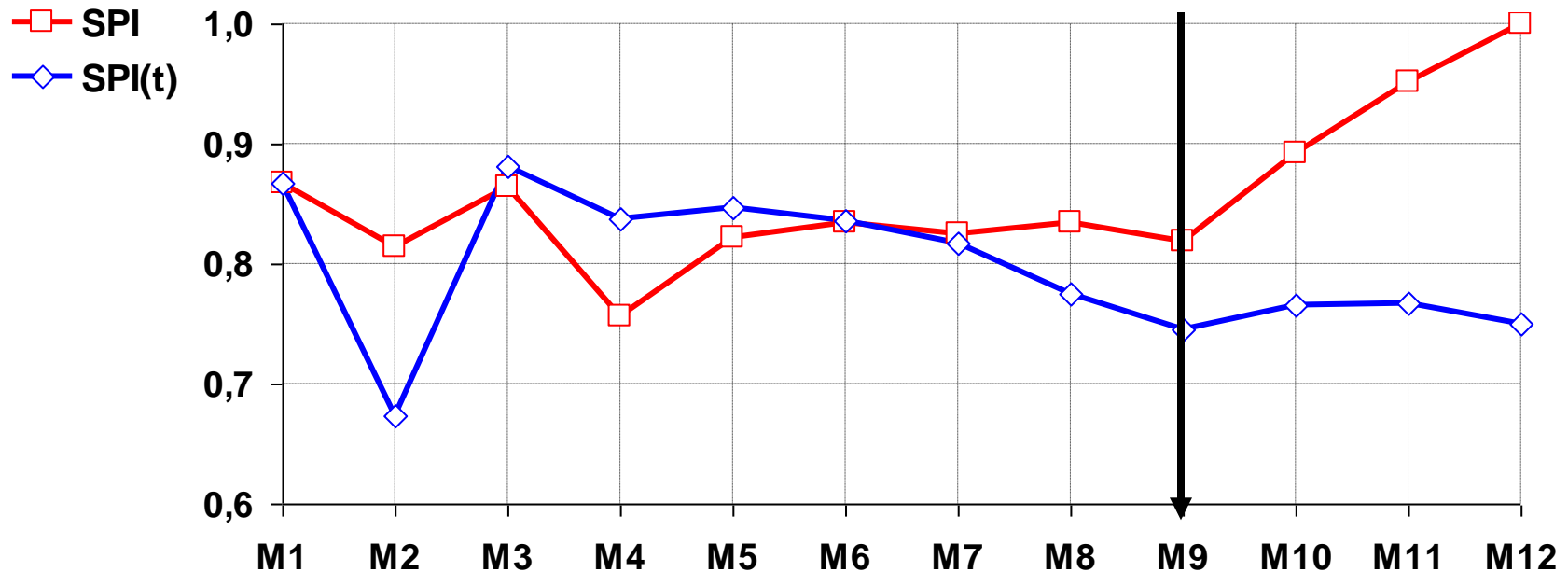
- Schedule Variance Time
- $SV(t)$ measures a deviation in time units, easy to understand
- At the end of the project: $SV(t)$ shows real deviation



Earned Schedule Metrics: SPI(t)

SPI(t) = ES / AT < 1: behind schedule > 1: ahead of schedule

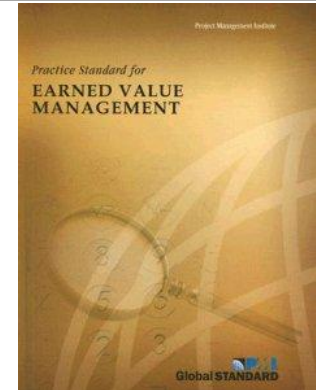
- Schedule Performance Index Time
- SPI(t) has no dimensions, easier to understand
- At the end of the project: SPI(t) shows real deviation



Forecasting Duration

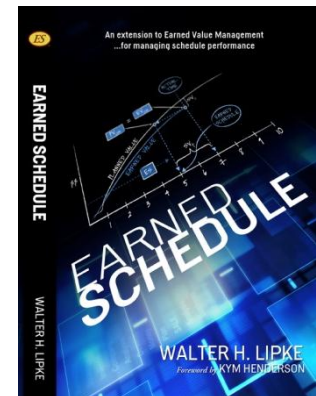
PMI – Practice Standard for Earned Value Management

$$\begin{aligned}EAC_t &= (BAC / SPI) / (BAC / PD) \\ &= PD / SPI\end{aligned}$$

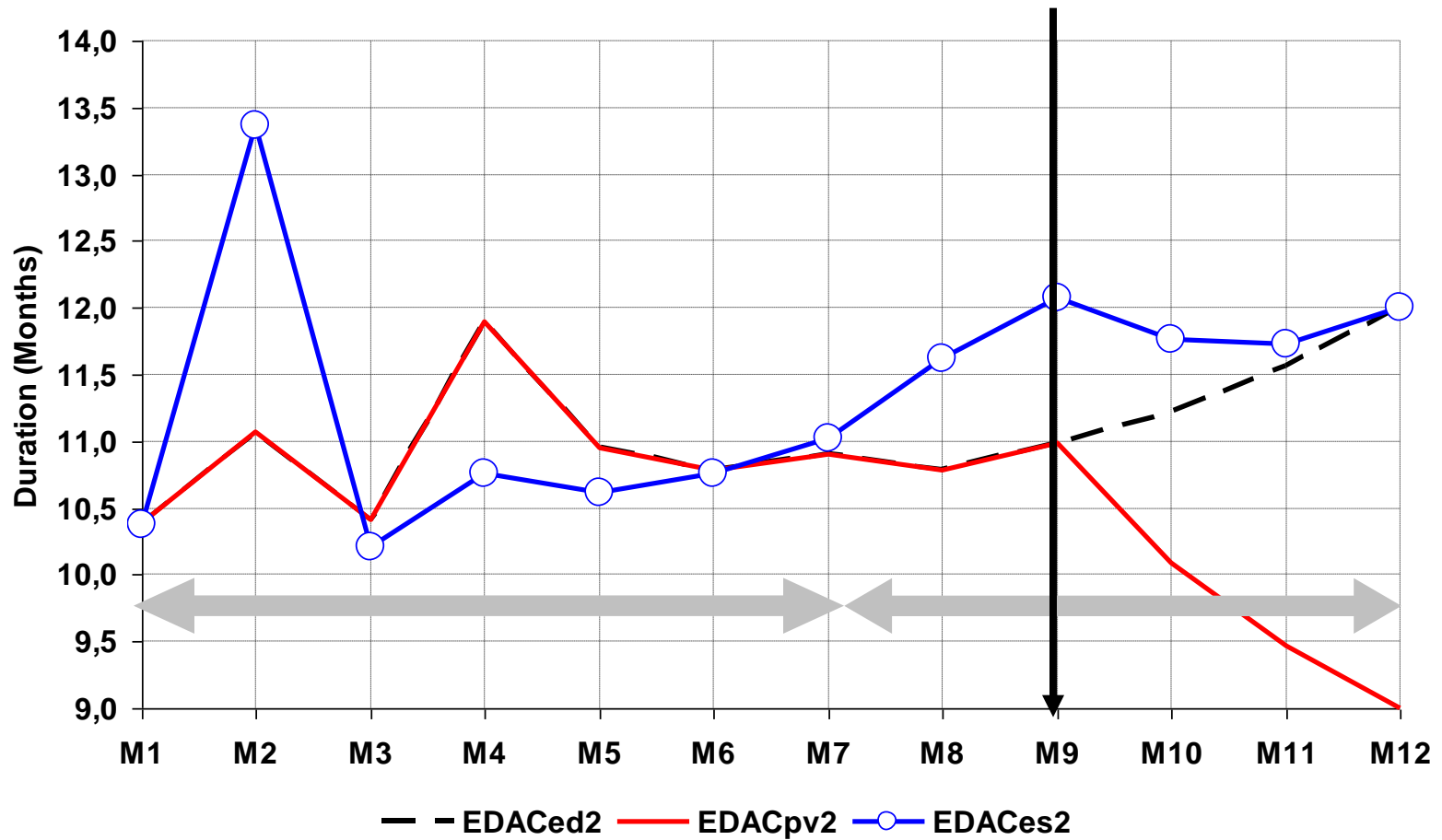


Earned Schedule Forecasting

$$\begin{aligned}EAC_t &= \text{actual duration} + \text{estimated remaining duration} \\ &= AD + (PD - ES) / \text{Performance Factor} \\ &= AD + (PD - ES) / SPI(t) \\ &= PD / SPI(t)\end{aligned}$$



Forecasting Duration

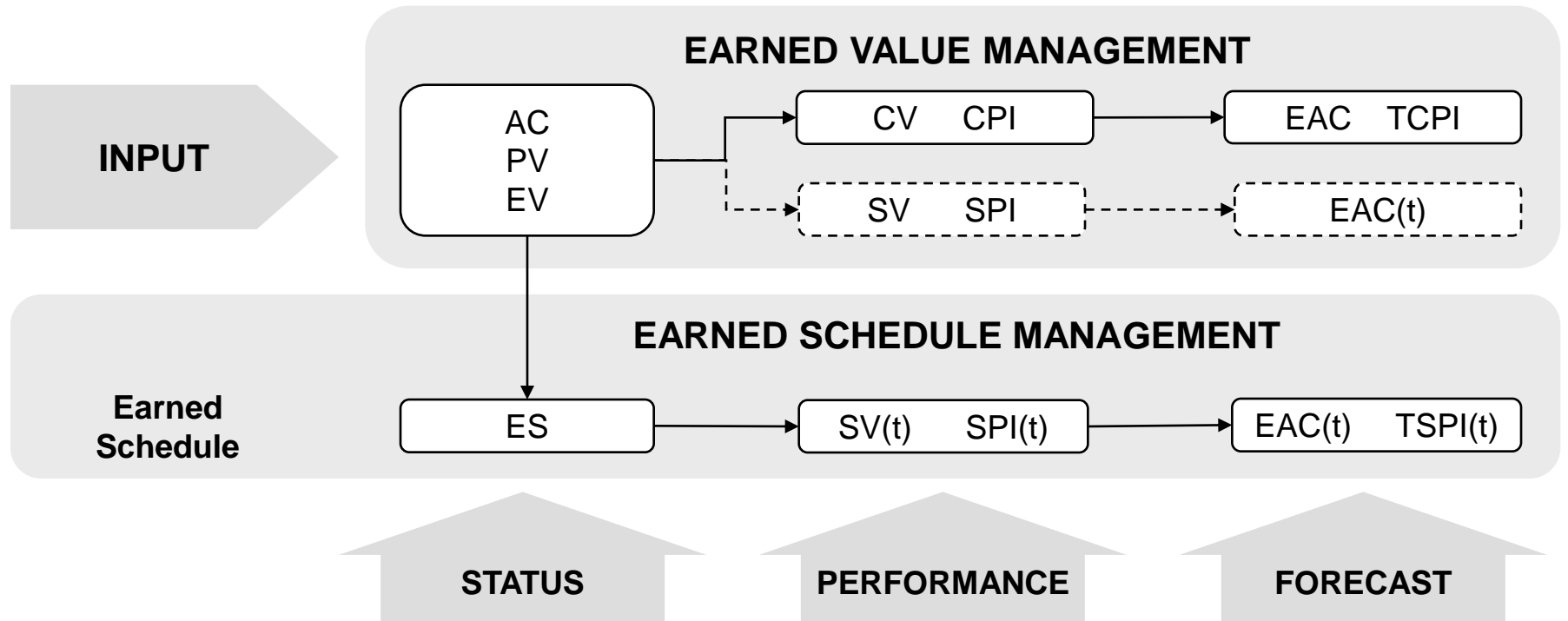


PV Method: PD / SPI correlates well at early & middle stage, useless at end

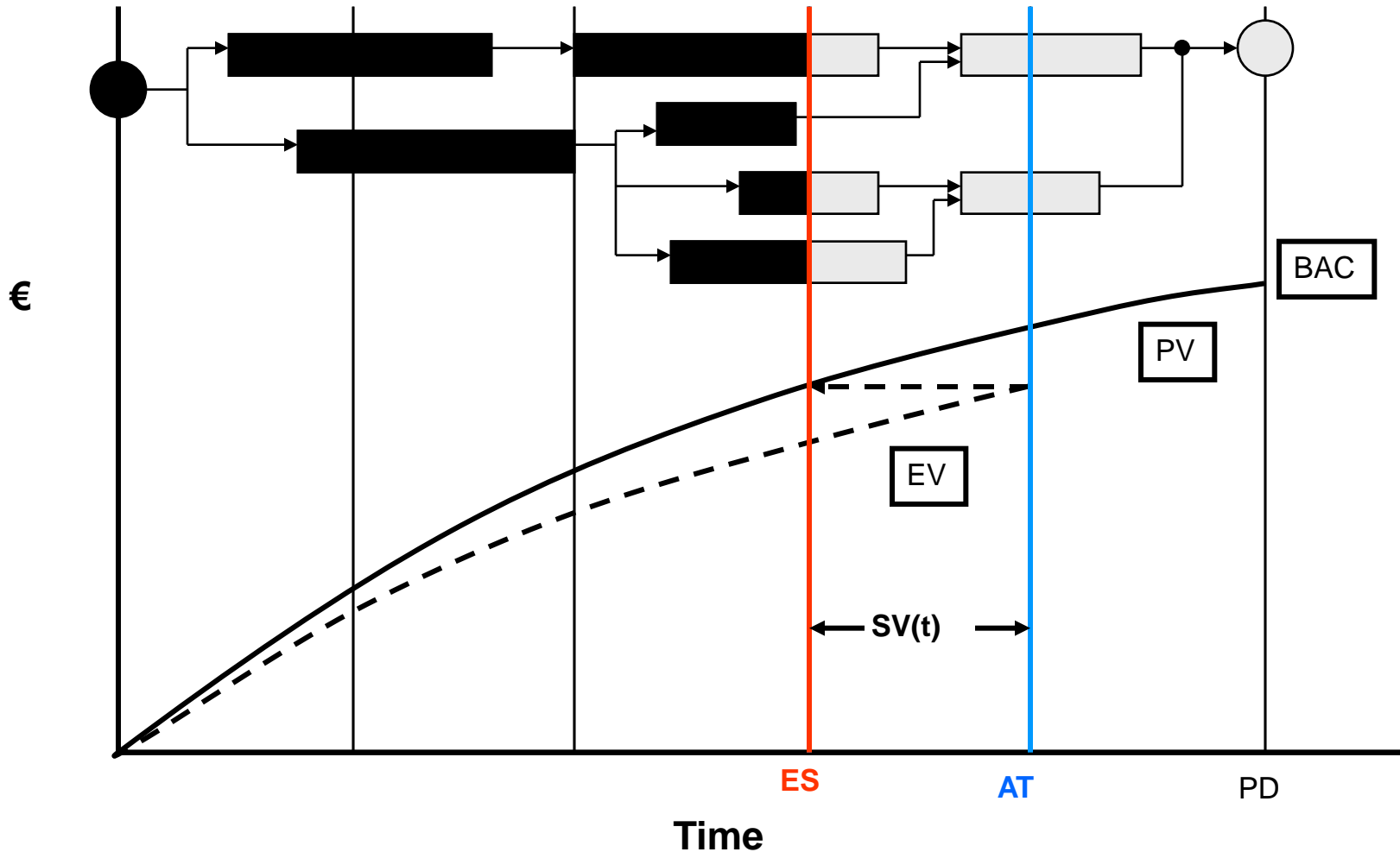
ES Method: PD / SPI(t) predicts accurate at all stages

Conclusion Part 2

- Time Forecasting
 - The SPI & SV are not what you believe it is!
 - ES is a tool providing reliable schedule indicators + time forecasts
 - No additional data needed

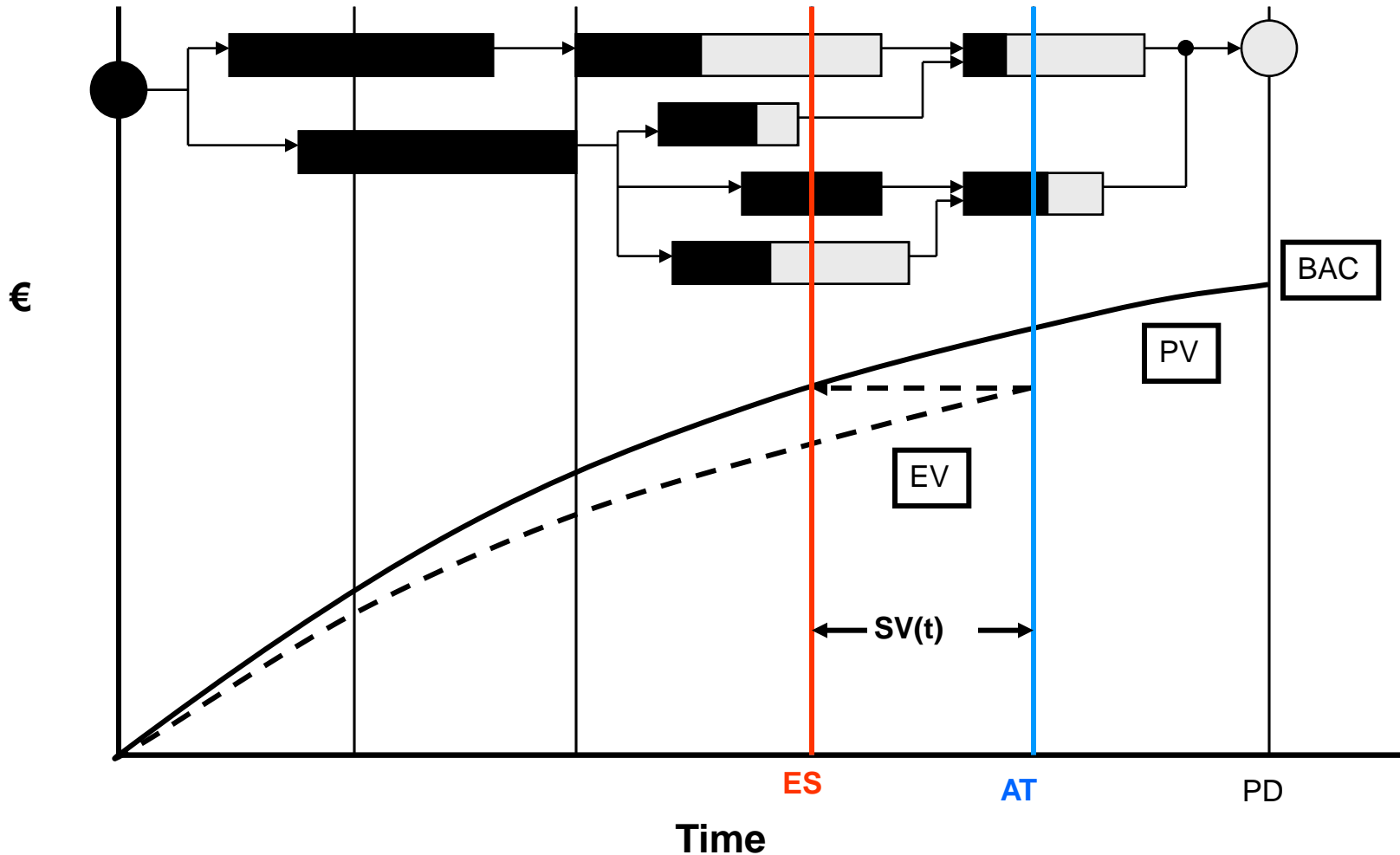


Part 3: There is more with ES...



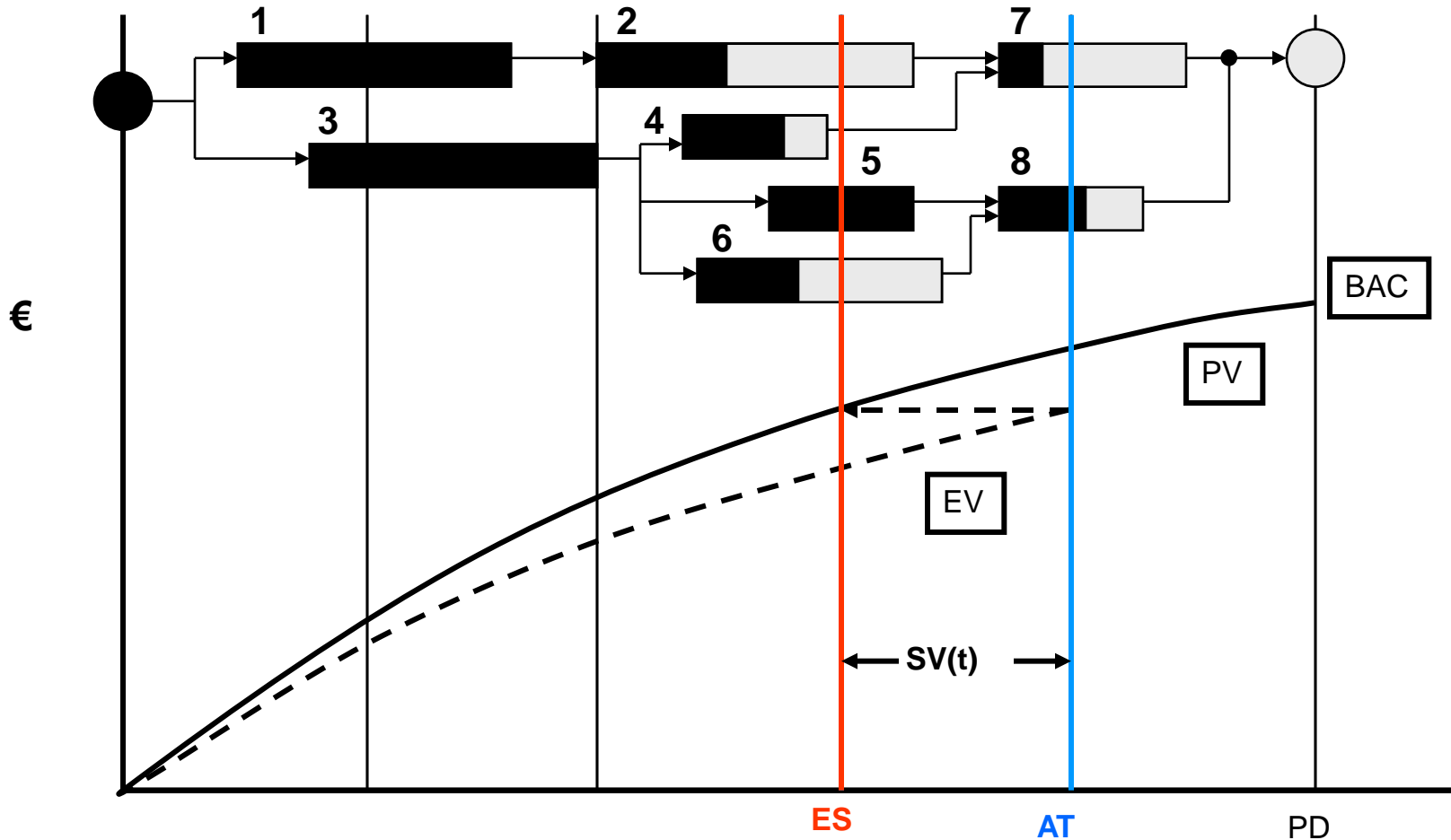
For a claimed amount of EV at a status point AT, the amount of work which should be accomplished is identified by PV at ES

Extending EV / ES



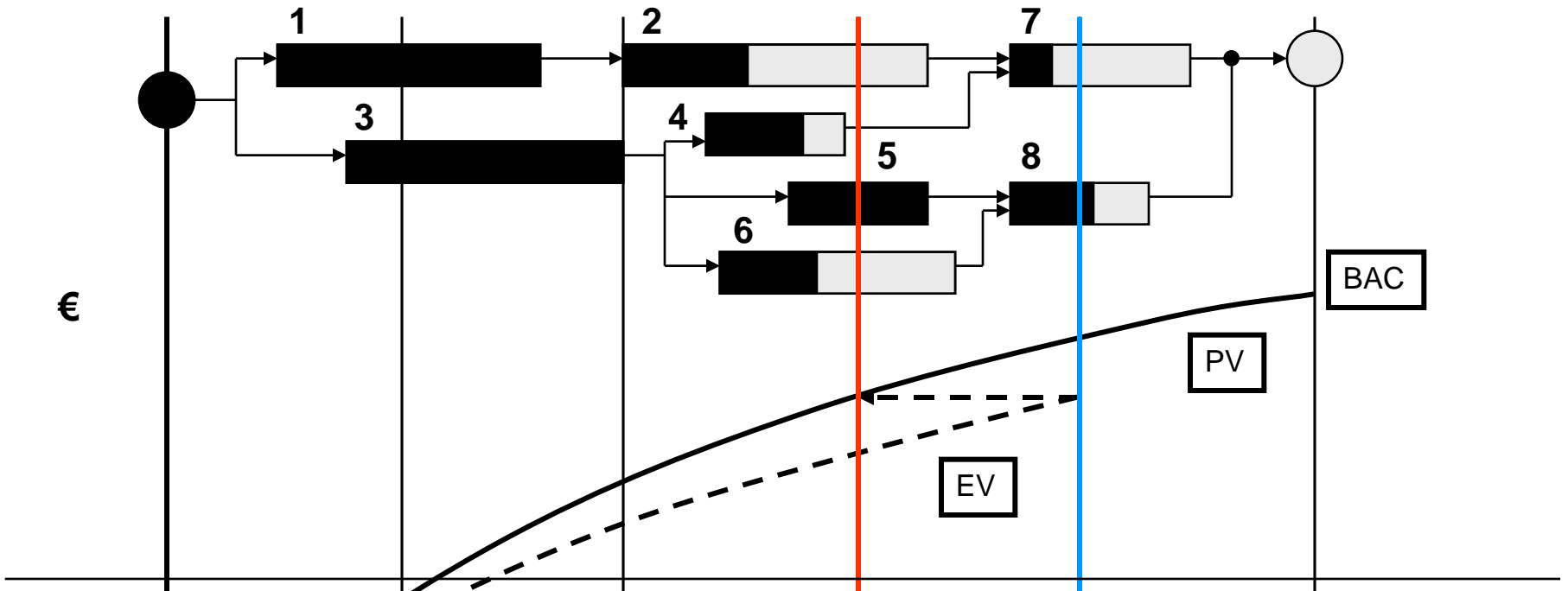
It is more likely performance is not synchronous with the schedule, the EV has a different distribution

Detecting Tasks Ahead / Delayed



- ES allows for detecting tasks done “out of schedule”:
 - Tasks behind: indicates the possibility of constraints (ex. Tasks 2, 4, 6)
 - Tasks ahead: indicates the possibility of future rework (ex. 7,8)

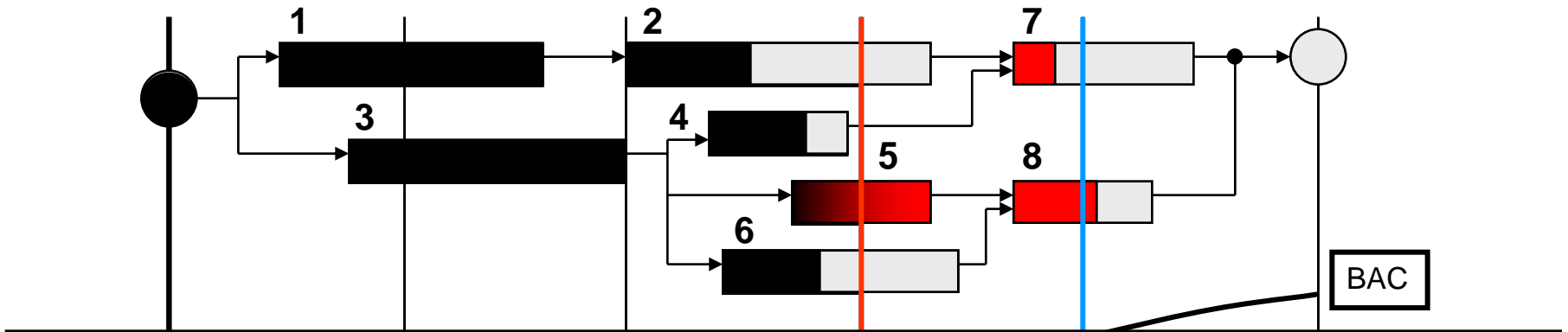
Schedule Adherence



- Schedule adherence (P-Factor):
 - A measure how the work is done according to the schedule
 - A measure how well the scheduling process is being followed
 - Value between 0 (out of sequence) and 1 (according to schedule)

- $P = \frac{\sum EV_j}{\sum PV_j} = \frac{\sum EV_j}{EV}$

Effective EV Concept



- **EV = EV(p) + EV(r)**

$EV(p) = P \times EV$

portion of EV according to plan

$EV(r) = (1 - P) \times EV$

portion of EV not to plan, at risk
high likely a source of rework

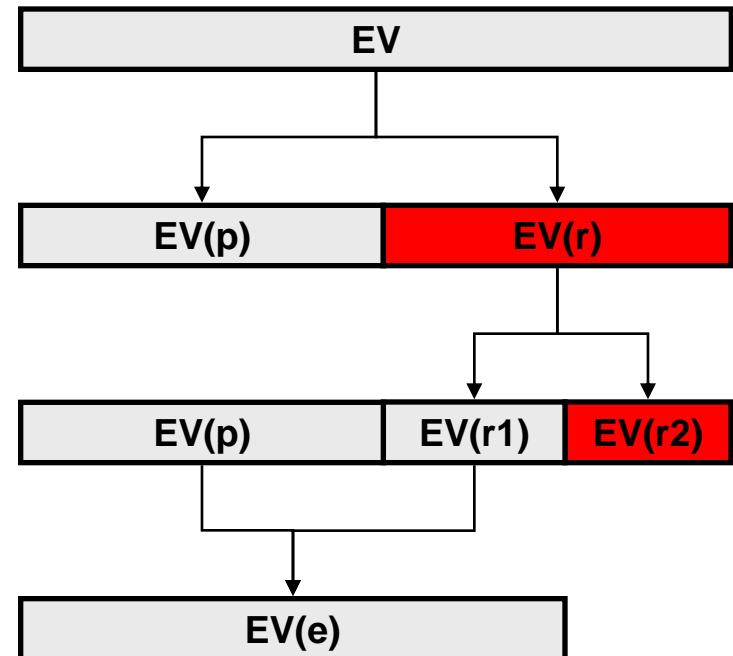
- **EV(r) = EV(r1) + EV(r2)**

EV(r1) = usable portion of EV(r)

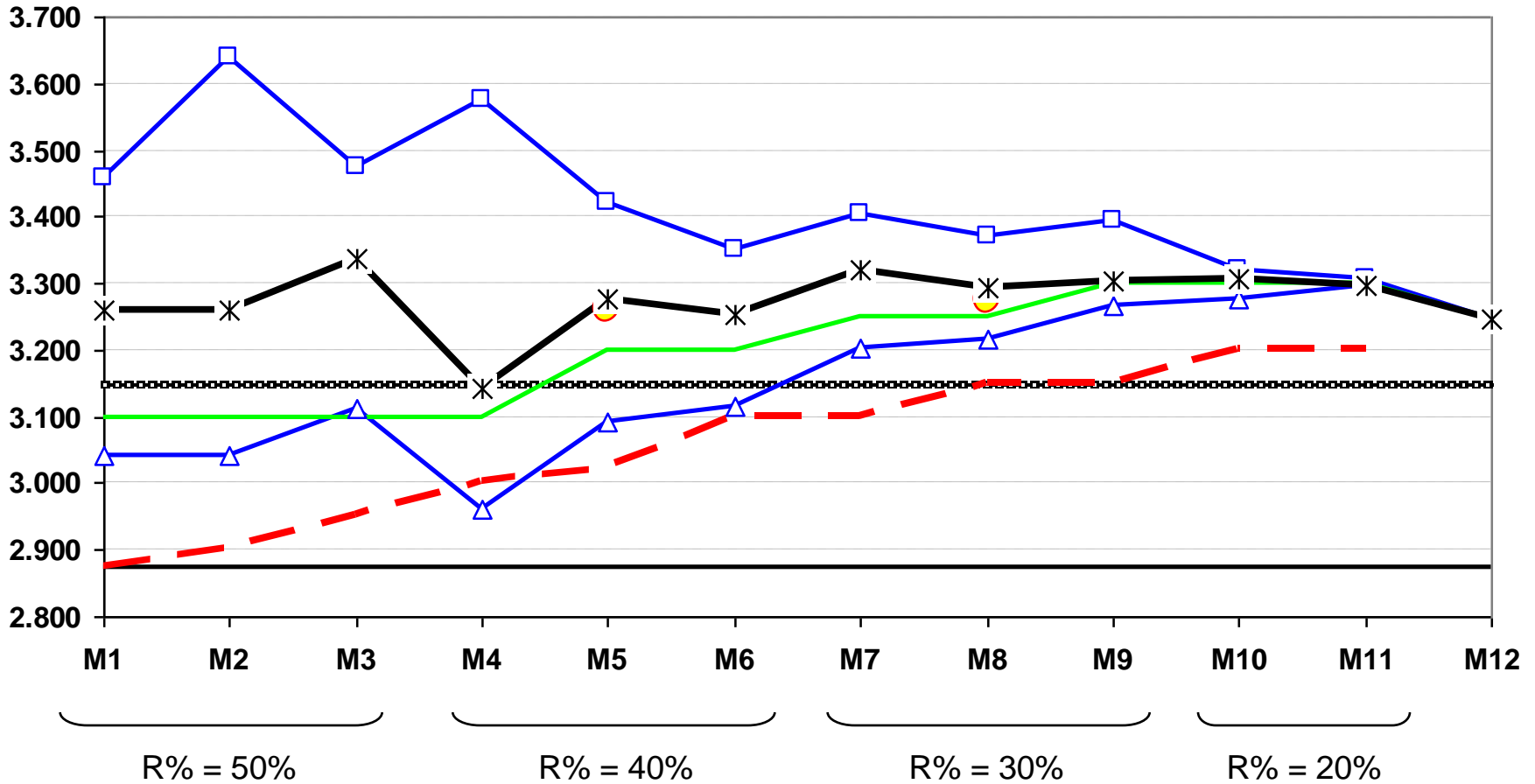
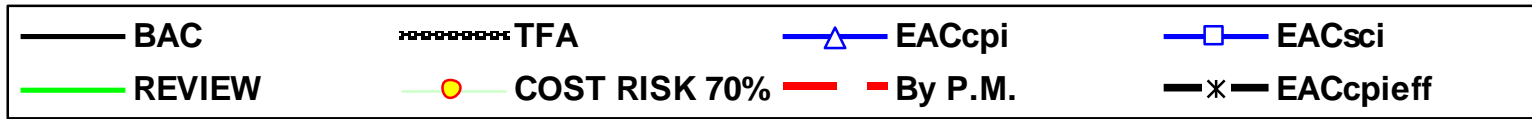
EV(r2) = unusable portion of EV(r)

- **EV(e) = Effective Earned Value**

$EV(e) = EV(p) + EV(r1) = f(P, \% R) \times EV$
 $= a \times EV$

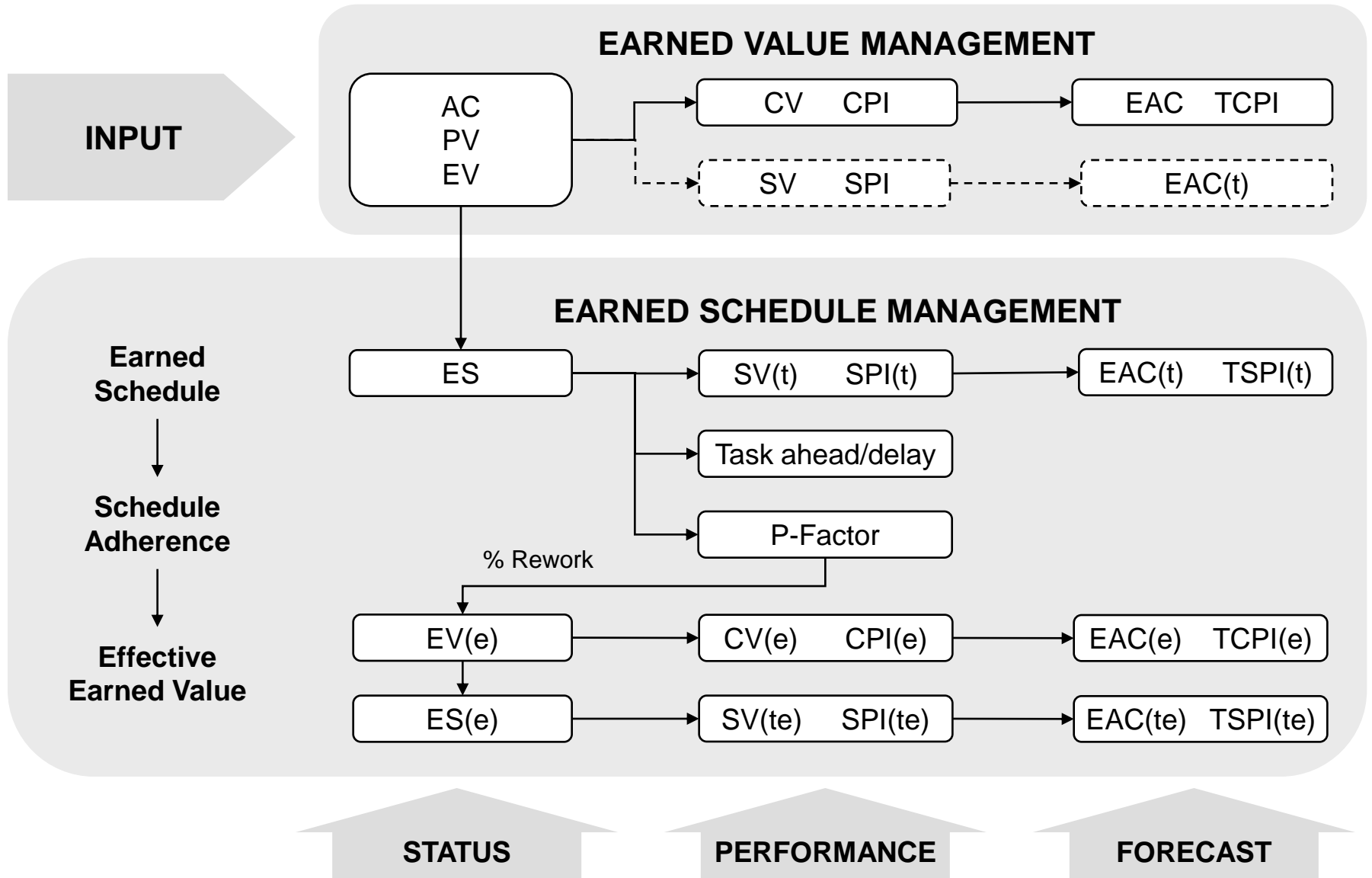


EV(e) ... leads to better cost forecasting



As progress advances → more information available → %Rework decreases

EV/ES ANALYSIS ROADMAP



EV Based Cost Forecasting Experiences:

- The P.M.'s cost forecast is usually too optimistic
- Using evaluation rules increases forecast accuracy

Time Forecasting Experiences:

- The SV / SPI is not what you believe it is
- Updating schedules is proven very difficult
- Earned Schedule will help to assess duration forecasts

Earned Value Management is more than just EVM:

- The P-factor allows to evaluate the scheduling process
- The use of effective earned value leads to more accurate forecasts

But there are still many questions:

- Starting which point in time are the SPI / SV becoming unreliable?
- Is the ES method really better than the traditional methods?
- Is the use of EV(e) really leading to better forecast accuracy?

May be the most important question:

- PMBOK 4th Edition (Section 7.3.2.1):
“...The principles of EVM can be applied to all projects, in any industry...”
- Feedback from the field: EVM “works so well” / “fails terribly”
- Is there an underlying reason why PMBOK's statement is “too general”?

I trust Mario & Tom do have the answers!

Thank You!

Questions?



Project Cost Management

The power of
Earned Value
analysis



PMI Belgium
March 10 2010
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- US based Irvine California
- Microsoft Gold Certified Developer and Partner
- Project Insight created and launched at Project World in 2001

Sample customers



- ▶ **100% Web-Based**
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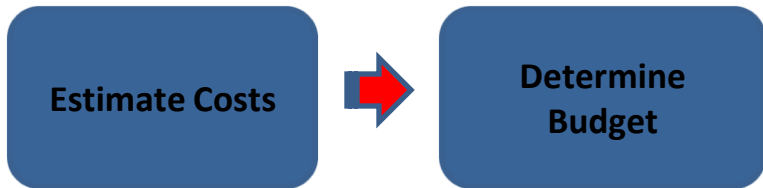


- 📄 The *PMBOK® Guide* and Earned Value
- 📄 Building blocks for Earned Value Management
- 📄 Link to Project Insight
- 📄 Monitoring and controlling – Reading and Interpreting Earned Value Management Information

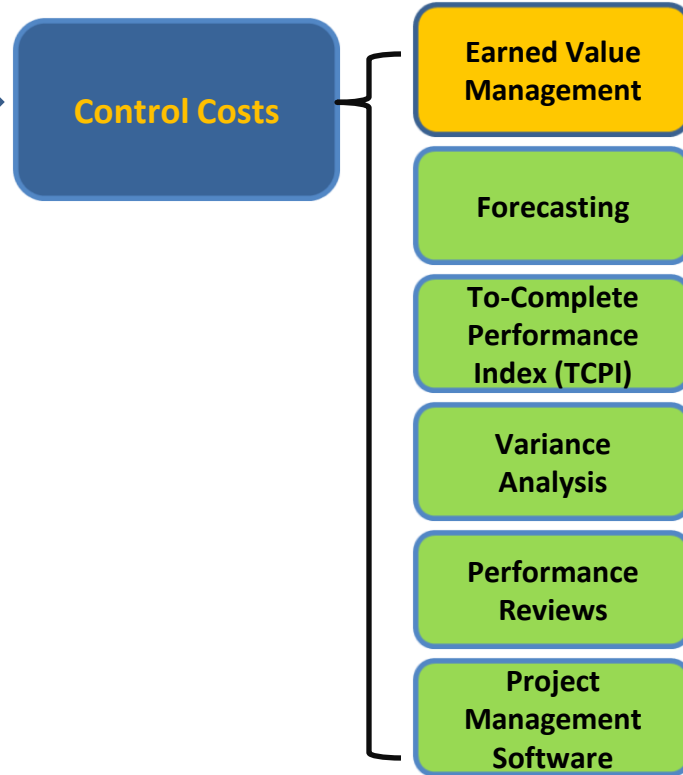
Knowledge areas for Earned Value

-  Integration
-  Time
-  Cost
-  Communications
-  Risk

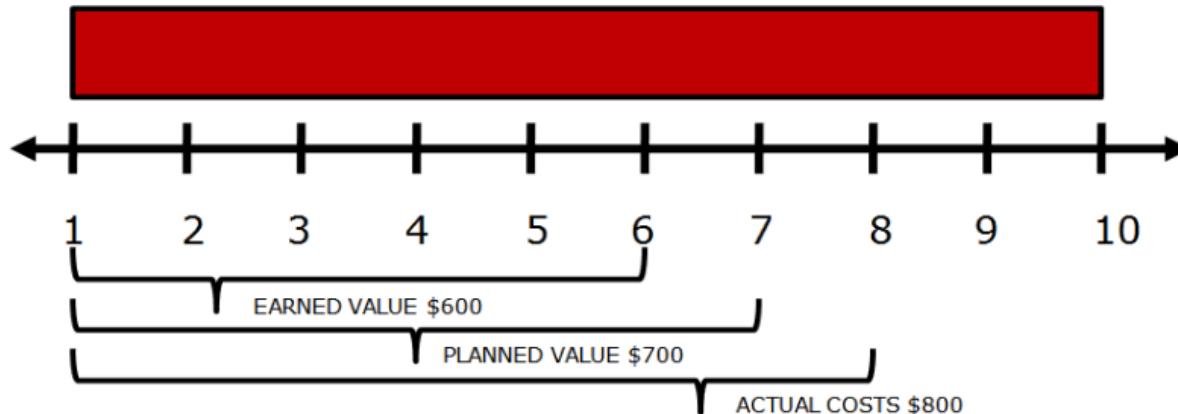
Planning Processes



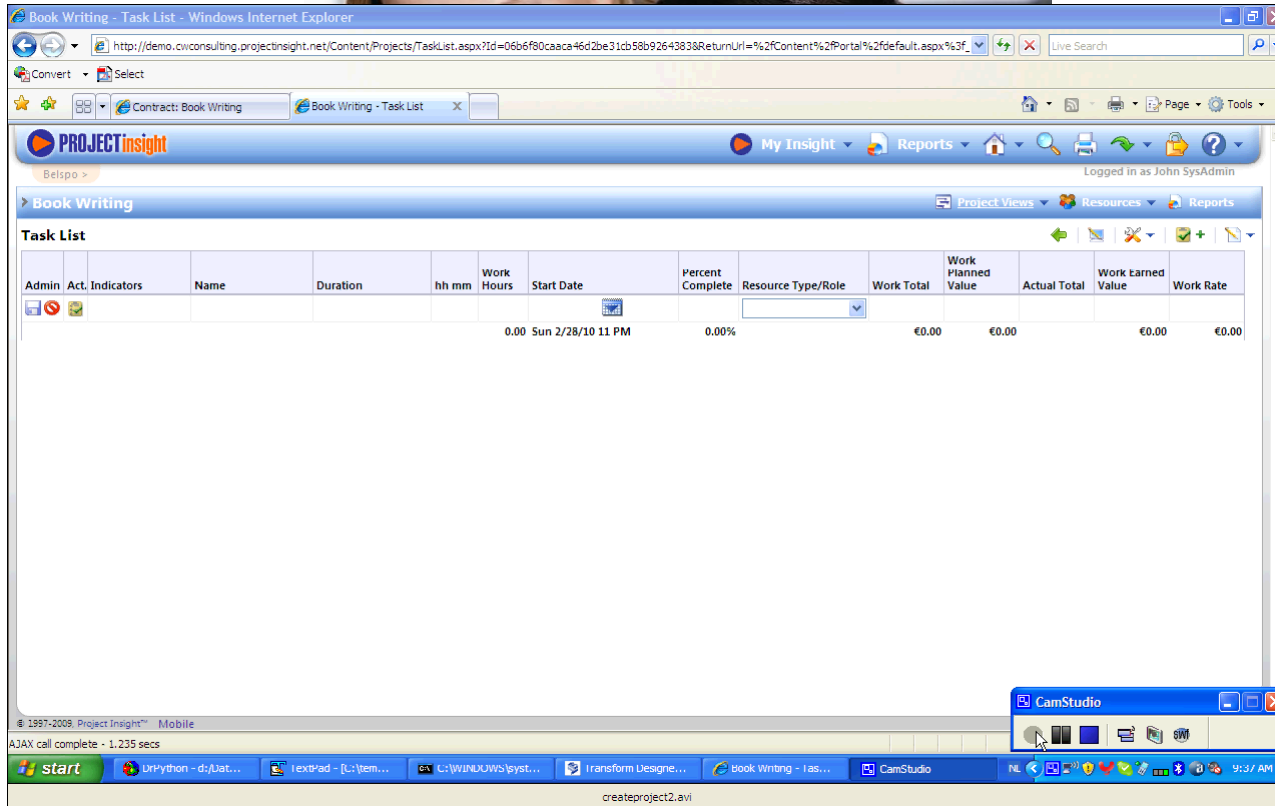
Monitoring & Controlling Processes



- 📄 Planned Value (PV) – what is budgeted
- 📄 Actual Cost (AC) – what was spent
- 📄 Earned Value (EV) – what was accomplished
 - Cost Variance (CV) $\$600 - \$800 = <\$200>$
 - ▣ Earned Value (EV) minus Actual Costs (AC)
 - Schedule Variance (SV) $\$600 - \$700 = <\$100>$
 - ▣ Earned Value (EV) minus Planned Value (PV)



Writing a Book of 100 pages



The screenshot shows a web browser window displaying the PROJECTinsight application. The page title is "Book Writing - Task List". The browser address bar shows the URL: <http://demo.cwconsulting.projectsight.net/Content/Projects/TaskList.aspx?Id=06b6f80caaca46d2be31cb58b92643838&ReturnUrl=%2fContent%2fPortal%2fdefault.aspx%2f>. The application interface includes a navigation bar with "My Insight", "Reports", and "Home" buttons. The user is logged in as "John SysAdmin".

The main content area displays a "Task List" table with the following columns: Admin, Act. Indicators, Name, Duration, hh mm, Work Hours, Start Date, Percent Complete, Resource Type/Role, Work Total, Work Planned Value, Actual Total, Work Earned Value, and Work Rate. The table contains one row of data:

Admin	Act. Indicators	Name	Duration	hh mm	Work Hours	Start Date	Percent Complete	Resource Type/Role	Work Total	Work Planned Value	Actual Total	Work Earned Value	Work Rate
						0.00 Sun 2/28/10 11 PM	0.00%		€0.00	€0.00		€0.00	€0.00

The bottom of the screenshot shows the Windows taskbar with several open applications: start, D:\Python - d:\Jat..., textpad - [L]-Item..., C:\WINDOWS\system..., Transform Designie..., Book Writing - Tas..., and CamStudio. The system tray shows the time as 9:37 AM.

Writing a Book of 100 pages

Book Writing - Reports - Book Writing - - Windows Internet Explorer

http://demo.cwconsulting.projectinsight.net/Content/Reports/ResourceAllocationReport.aspx?Predefined=true&ProjectId=06b6f80caeca46d2be31cb58b92643838&ReturnUrl=/C

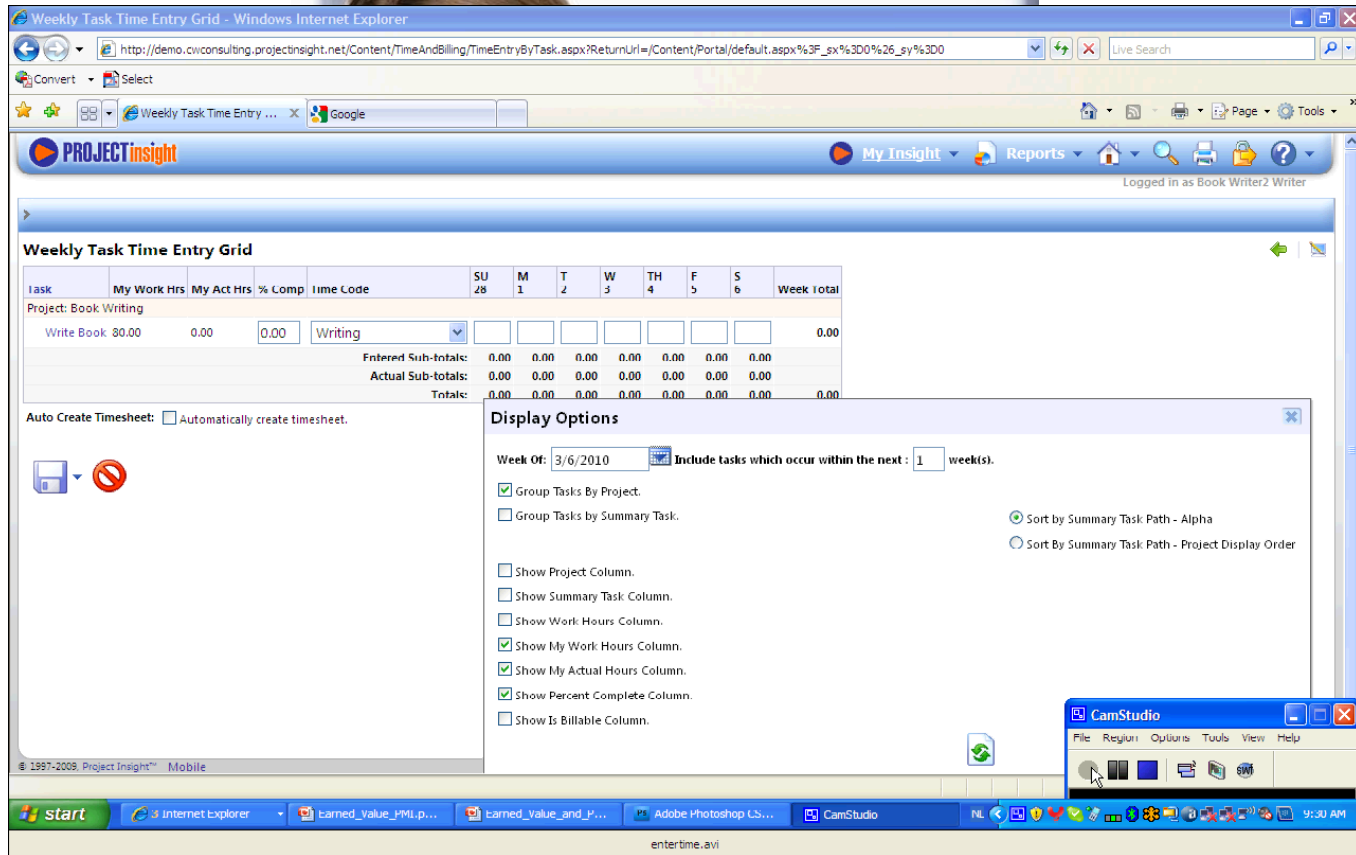
Contract: Book Writing

Resource > Project > Task	Admin	Details	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Work																					
Book Binder1 Binder		Graph																			
Work																					
Book Writer1 Writer		Graph																			
Work																					
Book Writer2 Writer		Graph																			
Work																					
Cover Designer1 Designer		Graph																			
Work																					
John SysAdmin		Graph																			
Unassigned Tasks		Work	16.00	16.00	16.00	16.00	16.00			16.00	16.00	16.00	8.00	8.00			8.00	8.00			
Book Writing		Work	16.00	16.00	16.00	16.00	16.00			16.00	16.00	16.00	8.00	8.00			8.00	8.00			
Book Binding		Work																			
Design Cover		Work	8.00	8.00	8.00	8.00	8.00			8.00	8.00	8.00									
Write Book		Work	8.00	8.00	8.00	8.00	8.00			8.00	8.00	8.00	8.00	8.00							

Report Name:

AJAX call complete - 2.563 secs

start | DrPyt... | TextP... | C:\W\... | Itrans... | In... | CamStudio | iPlayer | PML C... | Micros... | Adob... | 9:38 AM



The screenshot shows the 'Weekly Task Time Entry Grid' in a web browser. The interface includes a navigation bar with 'My Insight' and 'Reports' menus, and a user login status 'Logged in as Book Writer2 Writer'. The main content area displays a table for time entry with columns for days of the week and a 'Week Total' column. A task entry for 'Write Book' is shown with 80.00 work hours and 0.00 actual hours. A 'Display Options' dialog box is open, showing settings for the week (3/6/2010) and various display preferences.

Task	My Work Hrs	My Act Hrs	% Comp	Time Code	SU 28	M 1	T 2	W 3	TH 4	F 5	S 6	Week Total
Project: Book Writing												
Write Book	80.00	0.00	0.00	Writing								0.00
Entered Sub-totals:					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Actual Sub-totals:					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Totals:					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Auto Create Timesheet: Automatically create timesheet.

Display Options

Week Of: 3/6/2010 Include tasks which occur within the next: 1 week(s).

- Group Tasks By Project.
- Group Tasks by Summary Task.
- Show Project Column.
- Show Summary Task Column.
- Show Work Hours Column.
- Show My Work Hours Column.
- Show My Actual Hours Column.
- Show Percent Complete Column.
- Show Is Billable Column.

Sort by Summary Task Path - Alpha (selected)
Sort By Summary Task Path - Project Display Order

Reading and Interpreting Earned Value Information

- ❑ The PM's responsibility is to estimate, budget & control project costs
- ❑ Know the expected budget at completion for the Project as well as all activities
- ❑ Measure actuals at the activity level
- ❑ Manage Earned Value Management indicators
- ❑ Forecast changes as accurately as possible

Reading and Interpreting Earned Value Information

Book Writing - Task List - Windows Internet Explorer

http://demo.cwconsulting.projectinsight.net/Content/Projects/TaskList.aspx?id=06b6f80caaca46d2be31cb58b9264383&ReturnUrl=/Content/Projects/ProjectSummary.aspx%3F

PROJECT insight

My Insight Reports

Belspo > Logged in as John SysAdmin

Book Writing Project Views Resources Reports

Task List

Admin	Act. Indicators	Name	Duration	hh mm	Work Hours	Start Date	Percent Complete	Resource Type/Role	Work Total	Work Planned Value	Actual Total	Work Earned Value
		▼Book Writing	12d		160.00	Sun 2/28/10 11 PM	35.00%		€2,480.00	€1,200.00	€790.00	€960.00
		Design Cover	8d		64.00	Sun 2/28/10 11 PM	25.00%	Cover Designer	€640.00	€400.00	€290.00	€160.00
		Write Book	10d		80.00	Sun 2/28/10 11 PM	50.00%	Writer	€1,600.00	€800.00	€500.00	€800.00
		Book Binding	2d		16.00	Mon 3/15/10	0.00%	Binder	€240.00	€0.00		€0.00
			12d		160.00	Sun 2/28/10 11 PM	35.00%		€2,480.00	€1,200.00	€790.00	€960.00

Is the project on schedule ?

Is the project on budget ?

OVERVIEW CUSTOM FIELDS BUDGET SCHEDULE PERFORMANCE RESOURCES LINKS APPROVALS

Earned/planned values calculated through 2/26/2010 Calculate Now

Performance Dollars Planned Value Method (Anbari)

	Planned Value (PV)	Earned Value (EV)	Actual Total (AC)	Dollar Cost Variance (CV)	% Cost Variance	% Cost Variance (EV)	Dollar Schedule Variance (SV)	% Schedule Variance	Cost Performance Index	Schedule Performance Index
Work Total	€1,200.00	€960.00	€790.00	€170.00	21.52%	17.71%	€-240.00	-20.00%	1.22	0.80
Billable Work Total	€0.00	€0.00	€0.00	€0.00			€0.00			

Performance Hours Earned Duration Method (Jacob)

	Planned Hours (PVH)	Accomplished Hours (EVH)	Actual Hours (AH)	Accomplished Hours Variance (AHV)	% Accomplished Hours Variance	% Accomplished Hours Variance (EVH)	Scheduled Hours Variance (SHV)	% Scheduled Hours Variance	Accomplished Hours Performance Index	Scheduled Hours Performance Index
Work Hours	80.00	56.00	54.00	2.00	3.70%	3.57%	-24.00	-30.00%	1.04	0.70
Billable Work Hours	80.00	56.00	54.00	2.00	3.70%	3.57%	-24.00	-30.00%	1.04	0.70

Billable Gross Profit Analysis

Invoice Analysis

Estimates To/At Completion

	Estimate To Complete (Remaining Work)	Estimate At Completion (Actuals/Billables Plus Remaining Work)	Estimate At Completion (CPI) (Actuals/Billables Plus Remaining Work divided by the Performance Index)
Work Hours	104.00	158.00	154.00
Work Cost	€1,520.00	€2,310.00	€2,035.90
Billable Work Hours	104.00	158.00	154.00
Billable Cost	€0.00	€0.00	€0.00

Reading and Interpreting Earned Value Information

Book Writing - Task List - Windows Internet Explorer

http://demo.cwconsulting.projectinsight.net/Content/Projects/TaskList.aspx?id=06b6f80caaca46d2be31cb58b9264383&ReturnUrl=/Content/Projects/ProjectSummary.aspx%3F

PROJECTinsight My Insight Reports

Belspo > Logged in as John SysAdmin

Book Writing Project Views Resources Reports

Task List

Admin	Act. Indicators	Name	Duration	hh mm	Work Hours	Start Date	Percent Complete	Resource Type/Role	Work Total	Work Planned Value	Actual Total	Work Earned Value
		▼Book Writing	12d		160.00	Sun 2/28/10 11 PM	35.00%		€2,480.00	€1,200.00	€790.00	€960.00
		Design Cover	8d		64.00	Sun 2/28/10 11 PM	25.00%	Cover Designer	€640.00	€400.00	€290.00	€160.00
		Write Book	10d		80.00	Sun 2/28/10 11 PM	50.00%	Writer	€1,600.00	€800.00	€500.00	€800.00
		Book Binding	2d		16.00	Mon 3/15/10	0.00%	Binder	€240.00	€0.00		€0.00
			12d		160.00	Sun 2/28/10 11 PM	35.00%		€2,480.00	€1,200.00	€790.00	€960.00

Is the project on schedule ? **Behind Schedule**

Is the project on budget ? **Yes**

Drill Down



The screenshot shows a web browser window displaying the PROJECT insight interface. The main content is a 'Task List' for a project named 'Book Writing'. The table below represents the data shown in the application.

Admin	Act. Indicators	Name	Duration	hh mm	Work Hours	Start Date	Percent Complete	Resource Type/Role	Work Total	Work Financed Value	Actual Total	Work Earned Value
		Book Writing	12d	160.00	Sun 2/28/10 11 PM	35.00%		€2,480.00	€1,200.00	€790.00	€960.00	
		Design Cover	8d	64.00	Sun 2/28/10 11 PM	25.00%	Cover Designer	€640.00	€400.00	€290.00	€160.00	
		Write Book	10d	80.00	Sun 2/28/10 11 PM	50.00%	Writer	€1,600.00	€800.00	€500.00	€800.00	
		Book Binding	2d	16.00	Mon 3/15/10	0.00%	Binder	€310.00	€0.00	€0.00	€0.00	
			12d	160.00	Sun 2/28/10 11 PM	35.00%		€2,480.00	€1,200.00	€790.00	€960.00	



Simulate



Book Writing - Gantt Chart - Windows Internet Explorer

http://demo.civiconsulting.projectsight.net/Content/Projects/Tasks/letGantt.aspx?id=0564f80caaca462be31cb58b926438338&returnUrl=%2fContent%2fProjects%2fTaskDisplay

PROJECT insight

My Insight Reports

Logged in as John SysAdmin

Book Writing

Gantt Chart

Admin	Act. Indicators	Name	Work earned Value	Work Planned Value	Percent Complete	Actual Total	Work Total	Work estimate At Completion (CPB)	Work Hours Estimate	Work Hours
		Book Writing	€960.00	€1,200.00	35.00%	€790.00	€2,480.00	€2,035.50	160.00	154.00
		Design Cover	€160.00	€400.00	25.00%	€200.00	€640.00	€1,162.73	64.00	116.27
		Write Book	€800.00	€800.00	50.00%	€500.00	€1,600.00	€1,000.00	80.00	50.00
		book binding	€0.00	€0.00	0.00%	€240.00	€240.00	€240.00	16.00	16.00
			€960.00	€1,200.00	35.00%	€790.00	€2,480.00	€2,035.50	160.00	154.00

Feb 28, 2010 Mar 7, 2010 Mar 14, 2010 Mar 21, 2010

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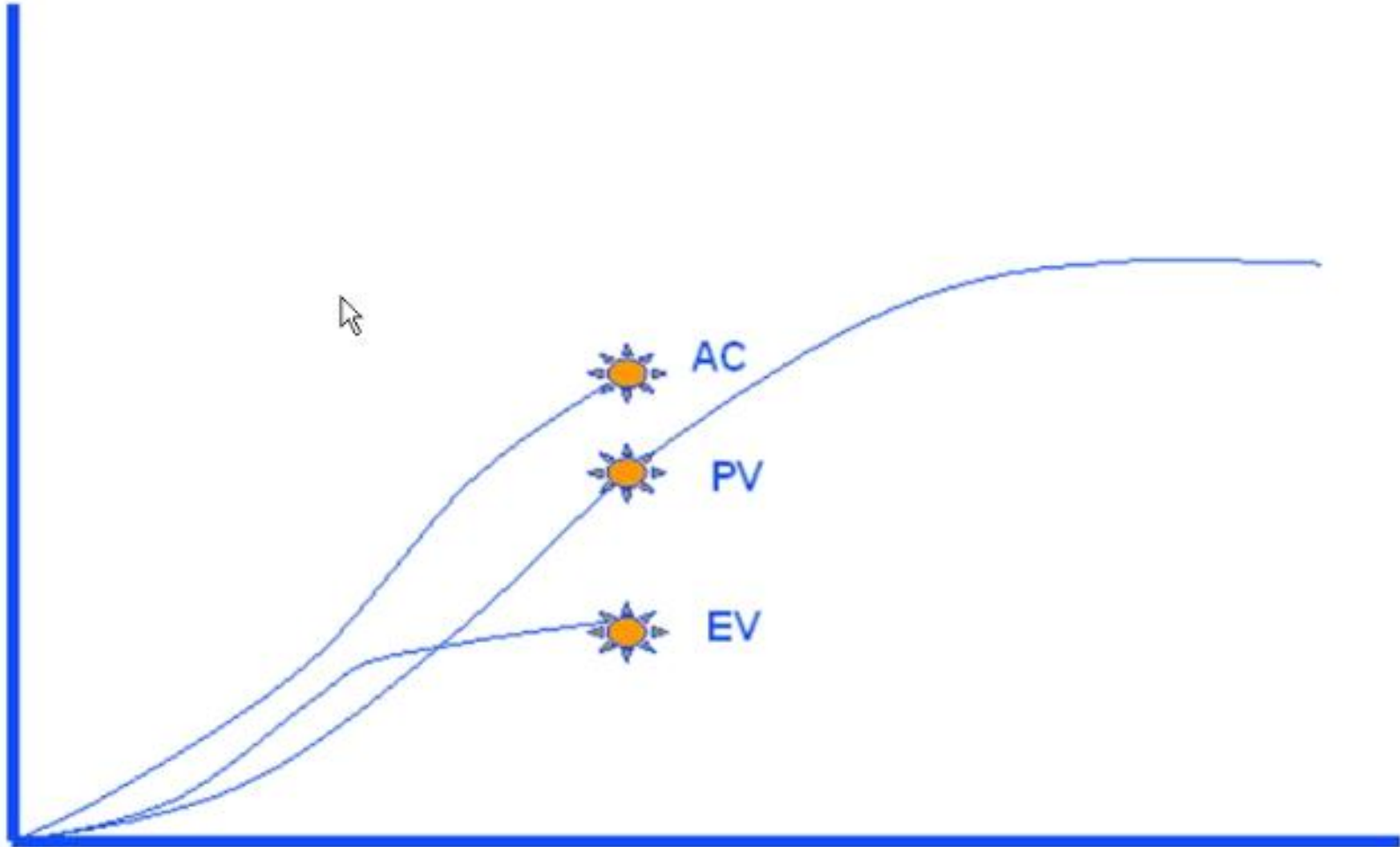
start

reschedule.avi





S-Curve – Earned Schedule



Book Writing - Task List - Windows Internet Explorer

http://demo.cwconsulting.projectinsight.net/Content/Projects/TaskList.aspx?id=06b6f80caaca46d2be31cb58b9264383&ReturnUrl=/Content/Portal/default.aspx%3F_sx%3D09

Convert Select

Book Writing - Task List

PROJECT insight My Insight Reports

Belpo >

Book Writing

Task List

Admin	Act.	Indicators	Name	Duration	hh mm	Work Hours	Start Date	Percent Complete	Resource Type/Role	Work Total	Work Planned Value	Actual Total	Work Earned Value
		!	▼ Book Writing		12d	160.00	Sun 2/28/10 11 PM	51.00%		€2,480.00	€1,200.00	€790.00	€1,216.00
			Design Cover		8d	64.00	Sun 2/28/10 11 PM	65.00%	Cover Designer	€640.00	€400.00	€290.00	€416.00
		!	Write Book		10d	80.00	Sun 2/28/10 11 PM	50.00%	Writer	€1,600.00	€800.00	€500.00	€800.00
		!	Book Binding		2d	16.00	Mon 3/15/10	0.00%	Binder	€240.00	€0.00		€0.00
					12d	160.00	Sun 2/28/10 11 PM	51.00%		€2,480.00	€1,200.00	€790.00	€1,216.00

Export to Excel
Export to Microsoft Excel
Export to MS Project
Export to MS Project XML

John SysAdmin

Reports

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javascript;

Local intranet 100%

Project Report - Portfolio Roll-up by Project Type Work Est. (CPI)



6 project(s) matching query: Projects marked Active;

Indicators	Name	Work Estimate At Completion (CPI)	Work Hours	Durati...	hh mm	Start Date ^	End Date
▼ Information Technology		€32,800.00	642.00			1/2/10 8 AM	22/7/10 4:53 PM
	Software Development Project 123	€32,800.00	642.00	123d 7h 53m		1/2/10 8 AM	22/7/10 4:53 PM
▼ Operations						1/2/10 8 AM	25/2/10 8 AM
	Strategic Initiative					1/2/10 8 AM	25/2/10 8 AM
▼ Product Development		€18,400.00	448.00			18/2/10 8 AM	3/5/10 5 PM
	Product Development for 123	€18,400.00	448.00	53d		18/2/10 8 AM	3/5/10 5 PM
▼ Professional Services		€72,500.00	580.00			25/1/10 8 AM	13/7/10 5 PM
	Professional Services - For Customer...	€43,924.24	290.00	112d		25/1/10 8 AM	29/6/10 5 PM
	Software Implementation	€14,400.00	290.00	112d		8/2/10 8 AM	13/7/10 5 PM
▼ Web Development		€50,000.00	1,028.00			18/1/10 8 AM	16/6/10 5 PM
	Web Development	€50,000.00	1,028.00	108d		18/1/10 8 AM	16/6/10 5 PM
Total:		€19,180.76	2,698.00			18/1/10 8 AM	22/7/10 4:53 PM




Row: Software Development Project 123
Column: Name

Project Snapshots Report



5 project(s) matching query: Scheduled within 1/3/2010 to 31/3/2010; And Projects marked Active;

Indicators	Name	Start Date ▲	End Date	Planned Work Hours	Planned Work Total Time	Actual Hours	Actual Time	Actual Total
▼	Customer ABC	18/1/10 8 AM	22/7/10 4:53 PM	832.00	€41,600.00	0.00	€0.00	€0.00
▼	Information Technology	1/2/10 8 AM	22/7/10 4:53 PM	184.00	€9,200.00	0.00	€0.00	€0.00
●	Software Development Project 123	1/2/10 8 AM	22/7/10 4:53 PM	184.00	€9,200.00	0.00	€0.00	€0.00
▼	Product Development	18/2/10 8 AM	3/5/10 5 PM	184.00	€9,200.00	0.00	€0.00	€0.00
●	Product Development for 123	18/2/10 8 AM	3/5/10 5 PM	184.00	€9,200.00	0.00	€0.00	€0.00
▼	Professional Services	25/1/10 8 AM	13/7/10 5 PM	272.00	€13,600.00	0.00	€0.00	€0.00
●	Professional Services - For Customer...	25/1/10 8 AM	29/6/10 5 PM	96.00	€4,800.00	0.00	€0.00	€0.00
●	Software Implementation	8/2/10 8 AM	13/7/10 5 PM	176.00	€8,800.00	0.00	€0.00	€0.00
▼	Web Development	18/1/10 8 AM	16/6/10 5 PM	192.00	€9,600.00	0.00	€0.00	€0.00
●	Web Development	18/1/10 8 AM	16/6/10 5 PM	192.00	€9,600.00	0.00	€0.00	€0.00
Total:		18/1/10 8 AM	22/7/10 4:53 PM	832.00	€41,600.00	0.00	€0.00	€0.00

		Jan 31,	Feb 28, 2010	Mar 28, 2010	Apr 25, 2010	May 30, 2010	Jun 27, 2010	
Company->Project->Resource->Task	Details	MT	MT	MT	MT	MT	MT	Total
▼  Customer ABC	Work	114.00	694.00	832.00	530.33	215.78	280.00	2,666.12
	Active	114.00	694.00	832.00	530.33	215.78	280.00	2,666.12
	Plan.							
	Comp.	30.00	90.00					120.00
	Act. Hrs.	14.00	16.00					30.00
	Bill Hrs.	14.00	12.00					26.00
	Planned Value	€5,700.00	€40,400.00	€41,600.00	€26,516.67	€10,789.17	€14,000.00	€139,005.83
	Earned Value	€1,500.00	€9,500.00					€11,000.00
	Time Cost	€700.00	€800.00					€1,500.00
	Expense Cost							
	Total Cost	€700.00	€800.00					€1,500.00
	Planned Value Bill.	€11,400.00	€69,400.00	€86,400.00	€54,233.33	€21,578.33	€28,000.00	€271,011.67
	Earned Value Bill.	€3,000.00	€9,000.00					€12,000.00
	Time Cost Bill.	€1,400.00	€1,200.00					€2,600.00
Expense Cost Bill.								
Total Cost Bill.	€1,400.00	€1,200.00					€2,600.00	
▼  Product Development for 123	Work		80.00	184.00	176.00	8.00		448.00
	Active		80.00	184.00	176.00	8.00		448.00
	Plan.							
	Comp.		80.00					80.00
	Act. Hrs.							
	Bill Hrs.							
	Planned Value		€9,000.00	€9,200.00	€8,800.00	€400.00		€27,400.00
	Earned Value		€9,000.00					€9,000.00
	Time Cost							
	Expense Cost							
	Total Cost							
	Planned Value Bill.		€8,000.00	€21,600.00	€18,800.00	€800.00		€49,200.00
	Earned Value Bill.		€8,000.00					€8,000.00
	Time Cost Bill.							
Expense Cost Bill.								
Total Cost Bill.								
▶  Jill Project	Work		40.00	112.00	128.00	8.00		288.00
	Active		40.00	112.00	128.00	8.00		288.00
	Plan.							
	Comp.		40.00					40.00
	Act. Hrs.							
	Bill Hrs.							
	Planned Value		€7,000.00	€5,600.00	€6,400.00	€400.00		€19,400.00
	Earned Value		€7,000.00					€7,000.00
	Time Cost							

Solution step two: Realize the closed process. < www.topITpartners.eu >

Stochastic statistics

Monte Carlo analyses are used to **virtually run business cases or project schedules** for a thousand or a million times in order to simulate virtually every possible impact and register simultaneously all outcomes of variations.

Correlations, cruciality, criticality indexes, and diagrams are produced to visualize outcomes and **improve the quality of scenarios and strategies.**



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Thank you and enjoy the rest of the evening

