

# 2021 Training Catalog

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(888) 975-1119

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# Instructor Led Courses

<a href="#"><u>Introduction to Earned Value Management (EVM)</u></a>	2 Days (16 hours)
<a href="#"><u>Principles of Earned Value Management (EVM)</u></a>	1 Day (8 hours)
<a href="#"><u>The DCMA 14-Point Schedule Assessment</u></a>	½ Day (4 hours)
<a href="#"><u>EVM EIA 748 and The Validation Process</u></a>	½ Day (4 hours)
<a href="#"><u>Earned Value Analysis Using Empower™</u></a>	½ Day (4 hours)
<a href="#"><u>Variance Analysis Reporting (VAR) Using Empower™</u></a>	½ Day (4 hours)
<a href="#"><u>Control Account Scheduling Using Microsoft Project</u></a>	2 Days (16 hours)
<a href="#"><u>Introduction to CPM Scheduling</u></a>	1 Day (8 hours)

# Introduction to Earned Value Management (EVM)

## LOGISTICS

**Duration:** 2 Days  
(16 hours)

**Delivery:** In person, instructor led, or via video conference

PC's *not* required

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course introduces the concepts underlying Earned Value Management (EVM), including:

- The problems EVM was created to solve
- EVM Terminology and data elements
- The key EVM Processes (Organizing, Planning, Scheduling & Budgeting, Accounting, Managerial Analysis & Reporting, Revisions)

## TARGET AUDIENCE

Professionals in organizations who currently, or will be utilizing an EVM System, including:

- Project Managers
- Integrated Product Team (IPT) Leads
- Program Schedulers
- Control Account Managers (CAMs)
- Program Controls / EV Analysts
- Program Financial Analysts
- Executives who oversee Program Managers may also find this course of interest.

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Discuss why EVM was created, and how effective EVM practice benefits an organization
- Recognize the basic principles and terms used in EVM
- Understand the fundamental processes and key roles and responsibilities involved in EVM
- Participate more meaningfully in advanced EVM system coursework

# Principles of Earned Value Management (EVM)

## LOGISTICS

**Duration:** 1 Day  
(8 hours)

**Delivery:** In person, instructor led, or via video conference

PC's *not* required

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course introduces students to the basic components of managing projects using Earned Value Management principles.

## TARGET AUDIENCE

Anyone who is interested in understanding what EVM is and how it is used to measure program performance. This is an introductory course, and it is not intended for those who need to implement or operate an EIA-748 compliant system.

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Recognize the basic principles and terms used in EVM
- Understand the components of a Performance Measurement Baseline (PMB), including critical path schedule and time-phased resource plan
- Perform basic EVM performance calculations and understand how these metrics are used to manage a program

# The DCMA 14-Point Schedule Assessment

## LOGISTICS

**Duration:** 1 Day  
(8 hours)

**Delivery:** In person, instructor led, or via video conference

PC's *not* required

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course introduces students to the DCMA 14-Point Schedule Analysis metrics, including an explanation of each of the metrics and how it applies to scheduling best practices. Students will be shown real examples of schedule problems identified by the metrics, along with options on how to correct them. Two versions of this course are offered - one for Microsoft Project, and the other for Oracle Primavera.

## TARGET AUDIENCE

Schedulers interested in better understanding the DCMA 14-Point Schedule Assessment, or who are looking for ways of improving schedule integrity using industry best-practices.

## LEARNING OBJECTIVES

Upon successful completion of this course, students will have a thorough understanding of:

- The scope and objectives of the DCMA 14-Point schedule assessment methodology
- The basic counts used to derive the metrics
- The 14 DCMA metrics, including how the metric is computed, applicable thresholds and relevant scheduling best-practices
- How to identify and correct schedule problems identified by the 14-Point analysis

# The EVM EIA 748 Validation Process

## LOGISTICS

**Duration:** ½ Day  
(4 hours)

**Delivery:** In person, instructor led, or via video conference

PC's *not* required

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course answers common questions related to how to achieve and maintain validation of an EVM System.

## TARGET AUDIENCE

Stakeholders who will be involved in supporting the DCMA or Cognizant Federal Agency (CFA)\* Compliance Review, including Program Managers, Finance Managers and Senior Management.

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Identify which programs in their organization must comply with the EIA-748 guidelines
- Identify the areas of their organization involved in establishing and maintaining a compliant EVM System
- Identify high-level goals for preparing their organization for a Compliance Review

\*Cognizant Federal Agencies include DCMA, NASA, Department of Energy, FAA, DHS, NSF, NRO or other agencies performing validation review under FAR 52.234-2.

# Earned Value Analysis Using Encore Analytics Empower™

## LOGISTICS

**Duration:** ½ Day  
(4 hours)

**Delivery:** In person, instructor led, or via video conference

PC's are optional for hands-on participation and student exercises.

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course is an introduction to Earned Value Analysis Using Encore Analytics Empower™. It covers how to access the tool and use the various features and functions within it to support analysis of program performance.

## TARGET AUDIENCE

Anyone responsible for analyzing program performance, including:

- Control Account Managers (CAs)
- Program Managers
- Integrated Product Team (IPT) Leads
- Program Controls / EV Analysts
- Program Financial Analysts

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Navigate the Empower™ software system
- Understand the difference between data analysis and variance analysis
- Be proficient with the commonly used cost and schedule historical performance metrics (i.e. CPI, SPI)
- Develop Independent Estimates at Completion (IEAC) using performance metrics
- Be conversant with the DCMA Tripwire, and the new DCMA data-driven validation metrics
- Use graphical trend analysis to provide perspective into likely future performance

# Variance Analysis Reporting (VAR) Using Empower™

## LOGISTICS

**Duration:** ½ Day  
(4 hours)

**Delivery:** In person, instructor led, or via video conference

PC's are optional for hands-on participation and student exercises.

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course is designed to help CAMs analyze and understand earned value performance metrics with a goal of writing a clear, cohesive Variance Analysis Report (VAR). VARs are exception reports that alert program stakeholders to cost and schedule variances that exceed predetermined thresholds. On many government contracts, VARs are required to be delivered to the customer in the Integrated Program Management Report (IPMR) Format 5.

## TARGET AUDIENCE

Control Account Managers who are responsible for producing Variance Analysis Reports. Others who may participate in the process, including:

- Program Managers
- Integrated Product Team (IPT) Leads
- Program Controls / EV Analysts
- Program Financial Analysts

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- List the inputs that result in Earned Value (EV) metrics
- List and describe the EVM metrics used to create VARs
- Use Empower™ to access data views used in VARs
- Understand what should be included within a VAR
- Write a VAR that is clear, concise and coherent
- Submit, review and approve variance analyses



# Control Account Scheduling Using Microsoft Project

## LOGISTICS

**Duration:** 2 Days  
(16 hours)

**Delivery:** In person, instructor led, or via video conference

PC's are required for hands-on participation and student exercises.

**Class Size:** Up to 15 students

**Prerequisites:**  
None

## OVERVIEW

This course introduces students to building a control account schedule in Microsoft Project or Project Server that will be part of an Integrated Master Schedule (IMS). Topics covered include:

- Configuring options for ideal critical path scheduling calculations
- Structuring the schedule to properly interface with an Earned Value Management System (EVMS)
- Applying Critical Path Method (CPM) best-practices
- Resource-loading, setting a baseline, and applying a status

## TARGET AUDIENCE

Control Account Managers or Schedulers building and maintaining Microsoft Project schedules as part of an Integrated Master Schedule or to interface with an EVMS (such as Deltek Cobra, EVMS forProject or a similar tool).

Anyone who wants to learn how to schedule in Microsoft Project using best practices from the NDIA Planning & Scheduling Excellence Guide (PASEG) or GAO Scheduling Guide.

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Develop a control account schedule using good scheduling practices in Microsoft Project
- Use a shared resource pool (Microsoft Project) or enterprise resource pool (Project Server)
- Assign resources and establish a baseline
- Use the DCMA 14-point analysis to validate schedule integrity
- Update the schedule (with or without actuals) and forecast
- Incorporate authorized changes to the baseline plan
- Establish an IMS using Microsoft Project and/or Project Server

# Introduction to CPM Scheduling

## LOGISTICS

**Duration:** 1 Day  
(8 hours)

**Delivery:** In person,  
instructor led or via  
video conference

PC's are not required.

**Class Size:** Up to 20  
students

**Prerequisites:**  
None

## OVERVIEW

This course introduces students to the fundamental concepts of the Critical Path Method (CPM) scheduling technique. This course does not teach any particular software but should be considered a prerequisite to scheduling software training. Topics covered include:

- CPM scheduling terminology
- Using the PERT estimating technique
- Relationships, lags, leads, and constraints
- Calculating a forward-pass and backward-pass
- Resource loading and leveling
- Applying status
- Basic scheduling best-practices

## TARGET AUDIENCE

Aspiring project managers, project controls analysts, or schedulers.

Project professionals who want to learn more about the scheduling process.

## LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to:

- Understand the terminology used in CPM scheduling
- Build a schedule of sequenced tasks, with durations, using critical path methodology
- Identify free float, total float, and the schedule critical path
- Understand options for resource loading and optimization
- Apply a disciplined scheduling update process
- Use schedule recovery techniques