

# Are You Ready?

According to PMI, the compensation advantage for professionals with PMP® credential is **26%** in the US.



Source: Number of Certified Project Professionals by Year 2024, PMO Advisory 2021

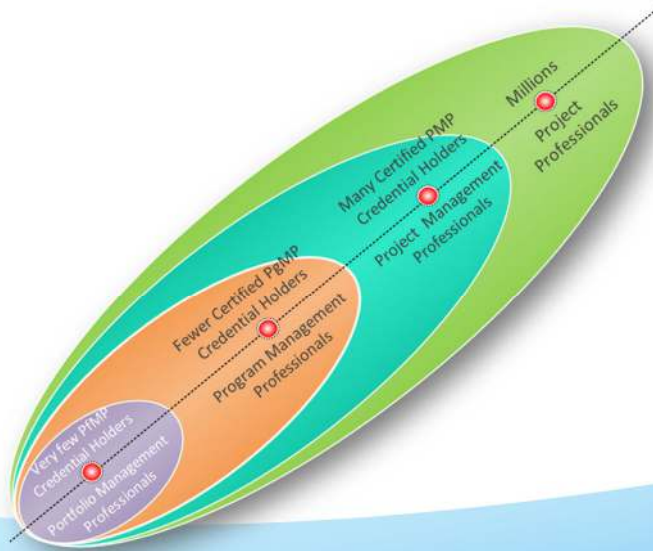


Management Consulting with a Social Conscience®

## BE EXTRAORDINARY

### PMI Authorized Training Partner

- Portfolio Management Professional (PfMP®)
- Program Management Professional (PgMP®)
- Project Management Professional (PMP®)
- PMI Professional in Business Analysis (PMI-PBA®)
- PMI Risk Management Professional (PMI-RMP®)
- PMI Agile Certified Practitioner (PMI-ACP®)
- Project Management Office (PMO) and more



# Project Management Quick Sheet



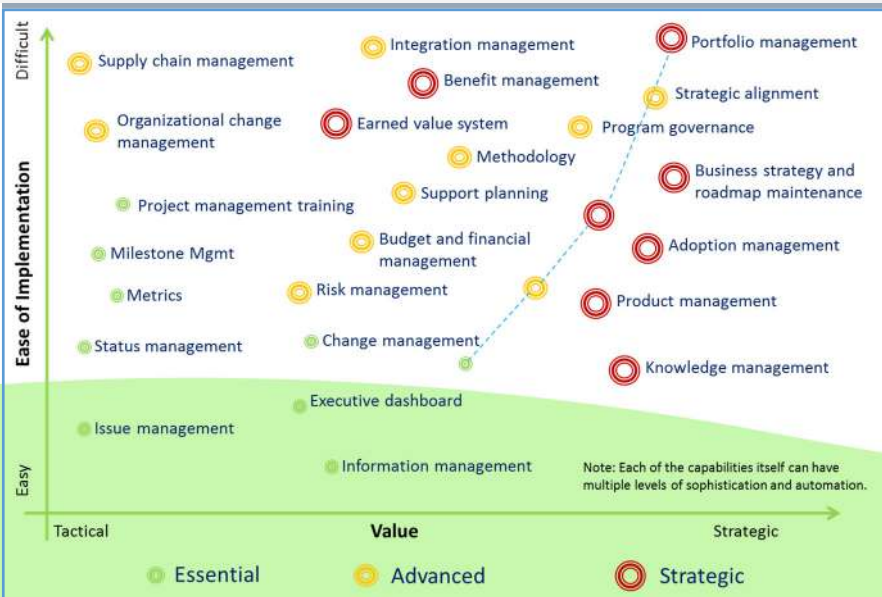
## Project, Program, Portfolio Management Lifecycles

Organizational Project Management			
Phase	Project Management (Traditional & Agile)	Program Management	Portfolio Management
Initiation	<ul style="list-style-type: none"> <li>Project vision</li> <li>Business case</li> <li>Scope statement*</li> <li>Epics, product backlog, release planning**</li> <li>Resource &amp; constraint</li> </ul>	In addition to Project Management: <ul style="list-style-type: none"> <li>Benefit management</li> <li>Governance</li> <li>Interdependencies</li> <li>Stakeholder planning</li> </ul>	<ul style="list-style-type: none"> <li>Mission, vision, culture, &amp; people</li> <li>Creation of executable strategy from business objectives</li> </ul>
Plan	<ul style="list-style-type: none"> <li>Estimating schedule, cost, resources</li> <li>Project mgmt plan*</li> <li>User stories**</li> <li>Risk mitigation plan</li> <li>Communication planning</li> <li>Resources and team mobilizing</li> <li>Procurement planning</li> <li>Spring backlog**</li> </ul>	In addition to Project Management: <ul style="list-style-type: none"> <li>Road-mapping</li> <li>Capability gap analysis</li> <li>Adoption management</li> <li>Transition planning</li> <li>Financial planning</li> <li>Integration roadmap</li> <li>Developing new (or expanding) project information systems</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio management approach</li> <li>Portfolio success metrics &amp; criteria</li> <li>Portfolio including categorization and prioritization</li> <li>Approval of portfolio components</li> </ul>
Execution	<ul style="list-style-type: none"> <li>Monitoring and controlling including audits</li> <li>Prioritizing and Re-prioritizing Product Backlog**</li> <li>Managing change</li> </ul>	In addition to Project Management: <ul style="list-style-type: none"> <li>Executive dashboard</li> <li>Benefit tracking</li> <li>Rebalancing resources</li> <li>Building steady state operational capability</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio governance</li> <li>PMO to manage the execution of initiatives</li> <li>Portfolio reporting and value</li> </ul>
Closure	<ul style="list-style-type: none"> <li>Contract closure</li> <li>Updating docs</li> <li>Project post mortem</li> <li>Validating Sprint**</li> <li>Transition to operations*</li> </ul>	In addition to Project Management: <ul style="list-style-type: none"> <li>Capability review</li> <li>Adoption review</li> <li>Benefit tracking</li> <li>Operational review</li> </ul>	<ul style="list-style-type: none"> <li>Benefit realization and alignment with strategic goals</li> <li>Operational environment readiness</li> </ul>

\* Traditional Project Management Methodology

\*\* Agile Project Management Methodology

## Comprehensive PMO Capability Map



## Earned Value Formulas

Term	Acronym	Formula	Example***
Expected Monetary Value	EMV	$\sum (\text{prob.} * \text{impact})$	\$50,000
Budget at Completion, \$	BAC, \$		\$50,000
Budget at Completion, Days	BAC, Days		100 Days
Planned Value	PV		\$5,000
Earned Value	EV		\$5,500
Actual Cost	AC		\$4,500
Cost Variance	CV	$EV - AC$	\$1,000
Schedule Variance	SV	$EV - PV$	\$500
Cost Performance Index	CPI ( $>1$ favorable)	$EV / AC$	1.22
Schedule Performance Index	SPI ( $>1$ favorable)	$EV / PV$	1.10
Estimate at Completion	EAC	$BAC / CPI$ or $AC + ETC$	\$40,909
Estimate to Complete	ETC	$EAC - AC$	\$36,409
Variance at Completion	VAC	$BAC - EAC$	\$9,091
To-Complete Performance Index****	TCPI ( $<1$ favorable)	A. $(BAC-EV) / (BAC-AC)$ or B. $(BAC-EV) / (EAC-AC)$	0.98
Time Estimate at Complete	TEAC	$BAC \text{ Days} / SPI$	90.9
Time Variance at Complete	TVAC	$BAC \text{ Days} - TEAC$	9.1

\*\*\* Example: Project X has a budget of \$50,000 to be completed in 100 days. The planned burn rate is \$500 per day on average. By Day 10, the project is clearly progressing faster, completing 10% more activities than planned and actually spent about 10% less budget than anticipated. At this point, the Earned Value calculations are shown in the Example column.  
 \*\*\*\* TCPI has two formulas. Use A when the project is under budget. Use B when the project is overbudget. In the example above, the project is under budget (since CPI is greater than 1).

## Financial Formulas

Term	Acronym	Formula
Present Value	PV	$\text{Future Value} / (1 + r)^t$
Net Present Value	NPV	$PV \text{ revenue} - PV \text{ cost}$
Benefit-Cost Ratio	BCR	$\text{Cash flow} / \text{Project investment}$
Internal Rate of Return	IRR	% return on project investment
Payback Period	pp	$\text{Project cost} / \text{Annual cash flow}$

## Other Important Formulas

Term	Formula
Float	$LF - EF$ or $LS - ES$
PERT	$(P + 4M + O) / 6$
Standard Deviation	$(P - O) / 6$
Variance	$\{(P - O) / 6\}^2$ or $SD^2$
Communication Channels	$N(N - 1) / 2$
Planned Average Burn Rate	$(BAC, \$) / (BAC, \text{Days})$
Actual Average Burn Rate	$EAC / (\text{Actual Duration, Days})$