

Project Control & EVM Conference

Lisbon,
Portugal

15 & 16
November
2011

EVIAP - Earned Value International Advisory Panel

Organised by:



Supported by:



Chaired by:



Steve Wake

Logistics:



José Angelo
Pinto

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Project Control & EVM Conference

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EVIAP - Earned Value International Advisory Panel



Conference OVERVIEW

The EVIAP - Earned Value International Advisory Panel Conference is in Lisbon, next 15 and 16 November 2011 and is dedicated specifically to the mechanisms for monitoring and controlling projects.

The "Earned Value Management - EVM" is, today, the more recognized and effective tool to control projects and it is the main subject of this conference.

This event is being organized in Portugal by Ambithus and EVIAP, which is a panel of international experts in project control and EVM, and that will be the main world reference for specialists. The panel members are confirmed figures with international prestige in Project Management in general and specially in EVM. In the final pages of this document you can find the actual members of the EVIAP.

The event also has the institutional support of the two largest and most representative associations of project managers in Portugal: PMI Portugal Chapter and APOGEP.

The conference will be opened by EVIAP Chair, Mr. Steve Wake, who will explain the purposes and circumstances of the gathering and the achievements that the panel already got.

The opening ceremony will be started by our special guest, the President of the Portuguese ISO authority (IPQ), Jorge Marques dos Santos. The opening ceremony will also have the presence and intervention of the presidents at the most important project management associations in Portugal, APOGEP and PMI Portugal Chapter. These associations are supporting the event and have worked diligently with the organization in the conference promotion and awareness.

The first communication selected from the panel to be presented to the audience is from the world known Risk Doctor, Dr. David Hillson.

In addition to the speakers, the conference will have space for debate on the future of EVM and Project Control with specialized topics such as measuring the value of projects, risk management, the design of structured models of control and the problems associated with the government and the control of projects and their deliverables. There is still room to present, discuss and talk about specific implementation real world situations that will be presented, not only from the tools perspective, but also with a logic of "case study" that enriches the perception that participants will have about the theme of projects control and, of course, of the EVM.

The conference will end with an OPEN EVIAP meeting for all the conference participants, that will also engage some key participants in the panel through video conference.

Over the two day event there will be intervals and two lunches, which are opportunities for contact with other professionals and with the speakers, moderators and other players.

Submit and discuss your questions with the experts over these two days.

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Conference OVERVIEW

15 th Morning

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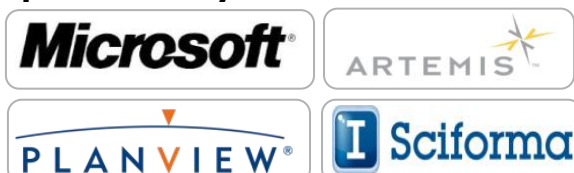
Jose Angelo Pinto



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09:00	09:30	The Earned Value International Conference Steve Wake, EVIAP Chair
09:30	09:50	Conference Opening Jorge Marques dos Santos, IPQ President António Andrade Dias, APOGEP President José Angelo Pinto, PMI Portugal Chapter President
09:50	10:40	Earned value and Risk Management: A PRACTICAL SYNERGY David Hillson, Risk Doctor & Partners, Director
10:40	11:10	Coffee Break Floor 1
11:10	11:30	MS tools mix for an effective planning and reporting Pedro Oliveira, EFACEC – Engenharia e Sistemas, Head of Operational Planning
11:30	11:50	The challenge of managing highly innovative projects Marísia Giorgi, EDP Distribuição, Head of Organization and Development Department
11:50	12:30	Round Table Structured Models for Control Improvement Moderated by Neil Albert, MCR, CEO & President
12:30	14:30	Lunch at Girassol Restaurant Floor 2

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Conference OVERVIEW

15 th Afternoon

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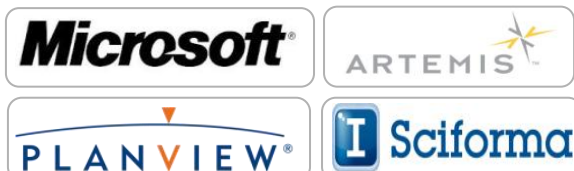


Jose Angelo Pinto



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15:40	16:00	Earned Value Business Solutions - Implementation lessons learned & Risk adjusted EVM Mohan Kondur, CIBER Inc., Program Manager
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Conference OVERVIEW

16 th Morning

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09:00	09:20	Project Controlling as part of the Entrepreneurial Leadership system Hava Kurt, HR Consultancy, Project Leader
09:20	09:40	A Compass for Change Claire Purser, BMT Hi-Q Sigma, Managing Consulting
09:40	10:00	How the DoD does EVM well? Myles Miller, LeadUP & Learning Breaks, Founder & CEO
10:00	10:20	The Utilization of Earned Value Management for Establishing Governance Frameworks Saadi Adra, CMCS Lebanon SAL, General Manager
10:20	11:00	Round Table Project Government & Control Moderated by Steve Wake
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11:30	11:50	Learning the lessons - 20 ways to reduce IT Project Failure Tiago Saldanha Palhoto, Timestamp, Principal Manager
11:50	12:10	Value through leadership Manuel Teles Fernandes, Gestão Total, CEO
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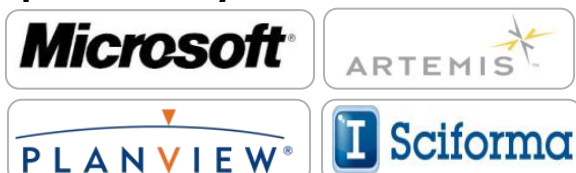


Jose Angelo Pinto



Starting Time	Ending Time	Wednesday November 16 ROMA Room at Floor 1
14:10	14:30	EVM a basis for Continuous Improvement Leandro Pereira, GTBC, General Manager
14:30	14:50	Case: Implemented Integrated Monitorization and Control, for IT, in fast moving Consuming Goods Ana Paula Marques, Pensestrategia, Founder
14:50	15:10	Earned value examples in practice Alberto Pereira, Ambithus, Director
15:10	15:40	Round Table EVM Practices Moderated by David Bryde
15:40	15:50	Closing José Angelo Pinto, MIS, PMP, OPM3 CC
15:50	17:30	EVIAP Open Meeting Advance on EVM: The next 20 years ISO and the Standardization Process

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Message from the EVIAP chair:

Steve Wake



EVIAP is an expert panel for Project Control and Earned value (EVM). This conference is the first event organized by the panel and we are very satisfied to say we have achieved all our initial objectives. The first objective was to let Project Managers all over the world know that the expert panel is here and that we aim to be one of the most important organizations in the areas of project control and EVM. Other objectives are to show the amazing developments and applications that EVM and Project Control people are improving and developing. I'm sure that all taking part will be able to make very good investment of their time here, either from the presentations, the round tables, the presenters, the moderators or the panel members attending.

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David Hillson, famous all over the world as the Risk Doctor, will deliver the first formal presentation. David's is an EVIAP member, thus you can find his short biography in the ending pages of this document. David's presentation is based in today's uncertain business environment, and in the need to improve project performance and the quality of decision-making. Two commonly-used techniques for this are Earned Value Management (EVM) and Risk Management (RM). David will state that these have a lot in common and both EVM and RM can and should be applied in an integrated way across the organisation.

The EVIAP Conference will start with an overview of the schedule and of the objectives that **Steve Wake**, EVIAP President and Conference Chair will set. He will offer his opinion about how the attendees may leverage their involvement.

Formal conference opening will be made by **Jorge Marques dos Santos**, who is the President of the Portuguese public entity that addresses the certification processes and is the formal Portuguese entity to work with ISO (International Standard Organization).

Official conference supporter APOGEP, the local representative of IPMA, will also make an opening speech, delivered by its President **António Andrade Dias**.

José Angelo Pinto, PMI Portugal Chapter President, also a main supporter of the event, will then address the participants.

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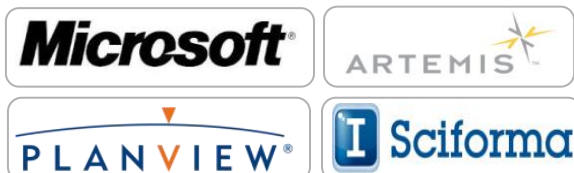
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Pedro Oliveira is a PMP since 2009, holding a degree in Electronics and Telecommunications Engineering. He worked for eight years in a high school, teaching Mathematics, Physics and Chemistry eleven years in Sonaecom with two main roles:

Radio Optimization team leader and Project Manager Group leader 2,5 years in EFACEC with three main roles: After Sales / Technical Assistance Contracts Manager, Servicing Department Coordinator and Head of the Operational Planning of the Operations Division.

He will present the relevant strengths and weaknesses of Microsoft Project, Excel and PowerPoint, Show the capabilities of these tools to interact with each other, avoiding rework and how to automate processes and create reports in a couple of clicks.

Marísia Giorgi joined the EDP Group (Portuguese Main Energy Company) in 1991 having passed through the commercial, transformation, innovation and organization where she held positions related to Business Process Management. She is currently responsible for Organizational Development of EDP Distribuição that integrates the areas of Business Process Management and Project Management.



She is a member of the ISO Technical Committee TC-236 - Project Management: Guide to Project Management (ISO 21500), integrating the Portuguese delegation (IPQ), and more recently member of ISO / TC 258 Technical Committee: Project, Programme and Portfolio Management. Her presentation, "The Challenge of highly innovative projects" shows how, in a context where everything evolves rapidly, CHANGE is the engine that drives the search for new solutions, new products and new services that transform organizations.

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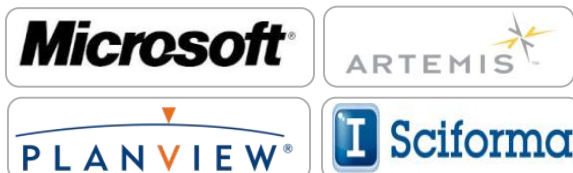
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After these presentations, the discussion will be open and moderated by **Neil Albert**.

Neil Albert is an EVIAP member (you can see his profile in the end of this document).

The round table Neil is going to moderate will address the structured models for control improvement, a discussion that will start with the inputs of the previous presenters and will evolve to be open to the audience.

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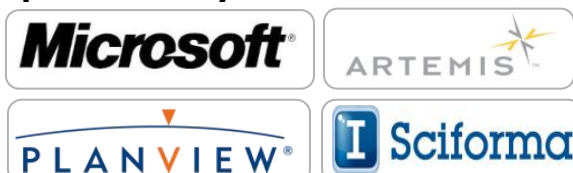
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Afternoon procedures will start with a Microsoft expert, **Ian White**, who is going to show how Microsoft products can help organizations to improve the way they control their projects. This presentation will be followed by a round of questions from the audience, which will be answered by this known expert. Ian is an energetic IT Professional, experienced in leading teams and projects to successful conclusions in exciting business environments. He has been delivering transformational business solutions to a variety of industry sectors in 10 countries and advising clients and colleagues on deploying complex Collaborative and ERP systems in an effective and timely manner. He has deep experience in cross border teams delivering Technical & Project leadership, business planning & consulting in several Public and Private Sectors.



The first set of presentations in the afternoon are risk oriented and thus **David Hillson**, the Risk Doctor, will be the moderator, either of the presentations and of the following round table.

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Allan Jones is a Senior Lecturer and course leader in the field of Project Management, based at Leeds Metropolitan University. Allan was a Programme Manager, Head of Programme Management

Office, NHS CfH, Leeds, responsible for the deployment of the £6bn Lorenzo functionality across the North of England. In his long and diverse career, he was a consultant, trainer and Project Manager for transversal programmes and initiatives in the UK.

Allan holds a Post Graduate Certificate in Higher Education - PGCHE 2010, is a Fellow of the Association for Project Management, FAPM 2007, Master of Science - MSc in Project Management 2005, PRINCE2 Foundation and Practitioner qualifications, (2010) 1999, a Member of the Chartered Management Institute.

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Allan's presentation is based on the assessment that for many project practitioners the element of time is vital to the projects. Being able to determine task and project duration with accuracy is a key skill requirement of any practitioner. To determine project duration and predict completion dates is essential for managing stakeholder expectations. Being able to track the project timeline whilst understanding the management of variance, is essential for ensuring strategic programme and project delivery. Fundamental to managing time is the association with uncertainty and risk. Depending upon the degree of uncertainty this should determine the approach to delivering the project and thus the techniques for the management of time. The overall aim of this presentation is to consider appropriate techniques for managing uncertainty throughout the project life cycle, to deliver the programme and projects to stakeholder expectations. From a modest research project it appears many project practitioners are relying upon deterministic planning methods. As part of contemporary project delivery practitioners should be proactively considering the application of probabilistic planning methods to plan, manage and control their projects. This talk is intended to raise some of the issues around deterministic and probabilistic planning and control.

Nicki Kons is a Risk Management, Earned Value Management, Project Management Planning & Control and Information Systems expert. She is appointed since December 2009 as Manager for the Risk Management Solutions in Matan Consulting Ltd., Israel. Previously, she supported Earned Value Management methodology as a consultant, for Mega Projects, and multiple industries, was a Risk Management Expert & Project Manager and was a Planning & Control division Manager.



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Risk Management has become a significant process in Project & Business management. There are many aspects in EVM that support and can be incorporated in the Risk management process. As a practitioner of both EVM & Risk management her aim is to demonstrate how principles and EVM best practices can provide added value to the risk management process.

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Mohan Kondur is a seasoned project manager with over twenty years of diverse information.

His technology experience includes application development and infrastructure delivery.

Mohan is capable of leading and motivating large global multi-cultural and virtual teams through all project development lifecycle stages, potentiated by His unique ability to explain technical information in digestible business terms.

In his presentation “Earned Value Business Solutions - Implementation lessons learned & Risk adjusted EVM”, Mohan is going to show that most of the EVM initiatives in organizations have under-delivered and failed

to meet the business expectations. Mohan states that he is yet to see or hear any EVM success story from any organization, be it Defence, Government or Industry sector of any kind in any country world-wide. Quality project planning and project tracking processes are essential prerequisites for successful Earned Value Management practice and according to Mohan this is what is missing. If you do not start with a quality project plan, do not track the progress due diligently and do not ensure project level EV ownership and accountability, then you will not derive EV benefits. In addition to developing an earned value analysis and reporting tool, Mohan will also propose two enhancements to the standard cost-based SPI / CPI model for EVM practice considerations: 1) A risk-adjusted SPI / CPI standard for improving EV reliability based on WBS quality to mitigate GIGO (Garbage In Garbage Out) risks and 2) An effort-based SPI / CPI standard to augment & workaround the cost-model implementation issues. Mohan wants to share implementation lessons learned and EVM best practices and Solicit inputs and suggestions for his risk-adjusted EVM model, so this is an unique opportunity for the participants to provide inputs to one of the EVM developments being made in the United States.

After Mohan’s presentation, there will be plenty of time for the discussion of risk and EVM themes!

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After the afternoon break, value, return over investment (ROI) and EVM will be the main themes.

Gershon Ben-Israel is an Industrial Management Engineer, who took an active role at the PMI Israel branch. Amongst other impressive achievements, PMBOK 4th edition was translated to Hebrew by him.



Gershon's presentation shows how to 'join forces' and take the best practice from TOC theory and EVM. How to bridge the gap between TOC theory and management need to perform project cost management will be addressed. TOC principles for planning, monitoring and controlling projects will be stated. Gershon wants to share his innovative experience in project planning and control with peers.

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Michael Newton is a Principal Teaching Fellow in WMG, University of Warwick and has been teaching project management at MSc level for the last 18 years. He has developed and taught on Project and Programme Management courses for a number of major organizations including Airbus, Network Rail, TVS Motors and Smiths Aerospace. He has been a member of the Association for Project Management Earned Value Specific Interest Group (EVSIG) since 2004 and has worked extensively on the development of Earned Value Qualifications, the first of which was launched by APM Group in June 2010.

He has an Eng in manufacturing engineering from Cambridge University and was a Senior Consultant and Project Manager with different companies in the GEC Group before joining Warwick.

Michael presentation "Justifying the Cost of Earned Value" explains that the use of earned value is often mandated by customer or government. In these environments, the focus is often on the mechanics of the process rather than the value or benefit of the approach. Michael thinks that, as a community, we could be better at capturing benefits and publicising and marketing the approach. This is a presentation that defines an approach for collecting effective case study data.

Michael wants to use the conference to create opportunities to document the value of the earned value process for marketing to the wider project management community.

After these two intense presentations, the following round table will discuss the Value and ROI of Controlling projects and of EVM.

After the first day, a formal celebration dinner of the first EVIAP conference will happen.

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Hava Kurt has been a project manager for more than ten years and has gained experience in various sales, logistics, IT and marketing related functions. She has been working as Project leader in a global IT consultancy.



She is based in Germany and was appointed as vice president communication of the PMI Frankfurt Chapter and was elected in a unanimous vote for 2010 to serve as vice president marketing & public relations & media partnership.

Her presentation "Project Controlling as part of the Entrepreneurial Leadership system" recognizes an interconnected, globalized world, and that it is no longer enough that companies only respond to the increasingly rapid changes in markets and customer requirements.

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Hava thinks that acting instead of reacting is the keyword. Companies are already responding through projects in response to market changes. But is this sufficient? Projects require a good leader. Project controlling in projects provides the leadership the necessary support. Project controlling cares about the design of structures and processes that are necessary for efficient project execution. In many ways coordinating builds an important to do list. But it needs to be secured by the company's success based to the new requirements to the leadership/management system and to get a real balance between theory and practice. In this presentation, the idea "out of the box" will be pursued and project controlling as part of the management system will be lighted.

Claire Purser is an experienced and highly capable managing consultant in programme and project management. Claire is experienced in the defence arena both nationally and internationally with other direct consulting engagements with the UK Security Services and Nuclear Sector. Claire's main capabilities are based on the ability to forge and build strong customer relationships to effectively implement project control, earned value management and risk management systems, into complex portfolios, programmes and projects. As a professionally qualified project management practitioner (MAPM), Claire takes professional development seriously, involved in professional organisations and has lead the re-write of some of the chapters in the UK's Association of Project Management's Body of Knowledge update and contributes to two of the APMs specific interest groups.



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Claire is going to present “Compass for change”, a presentation based on the work of the UK APM EVM SIG, this presentation documents the practical application of the Project Controls Compass used as central tool in a large scale project controls change programme. The aim of this is to demonstrate that the perceived complexity can be taken out of EVM and applied as 'good practice' project controls. The practical application of the tool will be demonstrated and presented to the international audience as a method of allowing effective / simple measure of project controls to be made and improved in organisations.



Myles Miller has led corporations and non-profit organizations to new heights and enhanced abilities through online and also in classroom training. Myles has over 25 years of experience in the PM field, across multiple industries.

His presentation, “How the DoD does EVM well?” reviews declassified documents from the Department of Defense, so we can learn several methods and approaches they have used successfully to use EVM throughout their organization for a variety of operations. Participants will be able to try to determine what might be the best methods to use in a variety of scenarios while learning of what was actually applied and why.

Starting Time	Ending Time	Wednesday November 16 ROMA Room at Floor 1
09:00	09:20	Project Controlling as part of the Entrepreneurial Leadership system Hava Kurt, HR Consultancy, Project Leader
09:20	09:40	A Compass for Change Claire Purser, BMT Hi-O Sigma, Managing Consulting
09:40	10:00	How the DoD does EVM well? Myles Miller, LeadUP & Learning Breaks, Founder & CEO
10:00	10:20	The Utilization of Earned Value Management for Establishing Governance Frameworks Saadi Adra, CMCS Lebanon SAL, General Manager
10:20	11:00	Round Table Project Government & Control Moderated by Steve Wake
11:00	11:30	Coffee Break Floor 1
11:30	11:50	Learning the lessons - 20 ways to reduce IT Project Failure Tiago Saldanha Palhoto, Timestamp, Principal Manager
11:50	12:10	Value through leadership Manuel Teles Fernandes, Gestão Total, CEO
12:10	12:40	Round Table Leadership in Project Control
12:40	14:10	Lunch at Girassol Restaurant Floor 2

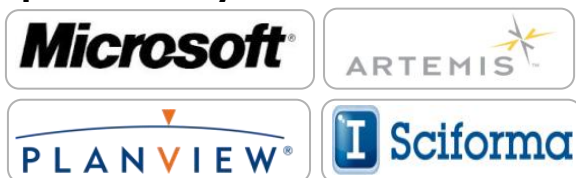


Saadi Adra is the General Manager for CMCS Lebanon SAL, and Manager for Professional Services for CMCS Dubai, UAE. He has 20 years of experience in Strategy, Management Consultancy and Tactical Management. Saadi develops Methodologies for Portfolio, Project, Procurement, and Risk, manages the initiation of PMO and carries on OPM3 Assessments and Quality Improvement Plans. He has worked on managing tens of projects in the Middle East, developed business plans and initiated new companies and managed change.

Saadi’s presentation “The Utilization of Earned Value Management for Establishing Governance Frameworks” is based on the concept that public organizations and large enterprises are under continuous pressure to practice active governance and provide frameworks that enhance transparency, ethics and social responsibility. In fact many of the donors and sponsors are increasing their requirements to release needed funds. The utilization of Earned Value Management Performance Monitoring



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and Control Systems in order to build a well governed environments is a good practice, as established by the Sarbanes Oxley for the states, and listed within ANSI 748B and other AACEI and PMI Standards. The presentation will address present existing standards and methods and present the challenge of how these standards can be adopted and customized to serve Europe and the Middle East, especially in light of the late economic crises and the pressing needs for controlled funds.

These presentations all address the complex issue of Project Government and control, so after their presentations a round table will be organized.

After the break, the conference will proceed with **Tiago Palhoto's** presentation. Tiago is currently coordinating JAVA development sector on TimeStamp.



Tiago wants to use his expertise to service the profitability of any development project software by defining the processes and methodologies, tools, features and profiles, and application architectures.

In His presentation "Learning the lessons - 20 ways to reduce IT Project Failure", he identifies and describes shortly 20 ways to help project managers reducing IT Project Failure.

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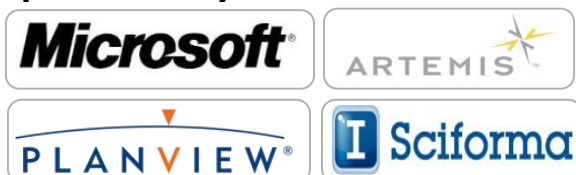
Manuel Teles Fernandes is a researcher, consultant and trainer in Value Management, business and product strategy, innovation and human resources.

Manuel will present "Value through leadership". Manuel theorizes that there is a clear lack of capacity at the level of organizational leadership and decision making to develop a decision-making process based upon a complete and clear understanding of multiple potential outcomes derived from different strategic actions. Existing analysis and scenarios creation models, used at the academic and practitioners fields, do not provide a single output that can be interpreted and taken as the final and relevant information output to be used at the decision-making moment, and are not or cannot be dynamic, turning any tentative to create scenarios based upon them impossible.

How can information represented in multiple 2x2 matrices be reduced to a single representation? Or, in other words, can we interconnect two or more 2x2 matrices and create a new matrix that represents all variables in place? The proposed model to be presented is a tentative to provide a solution to that problem, having a unique and unmistakable meaning, eliminating confusion and potential errors at the decision-making moment and at the leadership level.

After these two Leadership oriented presentations, the conference will engage in a round table about this subject.

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Starting Time	Ending Time	Wednesday November 16 RCMA Room at Floor 1
14:10	14:30	EVM a basis for Continuous Improvement Leandro Pereira, GTBC, General Manager
14:30	14:50	Case: Implemented Integrated Monitorization and Control, for IT, in fast moving Consuming Goods Ana Paula Marques, Pensestrategia, Founder
14:50	15:10	Earned value examples in practice Alberto Pereira, Ambithus, Director
15:10	15:40	Round Table EVM Practices Moderated by David Bryde
15:40	15:50	Closing José Angelo Pinto, MIS, PMP, OPM3 CC
15:50	17:30	Advance on EVM: The next 20 years ISO and the Standardization Process

Leandro Pereira is General Manager of GTBC, leading a team of over 120 consultants.

Leandro has a PhD in PM obtained at the prestigious Pontifical University of Salamanca.



As professor, he teaches in several business schools on subjects such as Business Strategy, Project Management, Business Analysis and High Performance Competencies. He has over 10 years of professional experience in management consulting in international projects.

Leandro is presenting "EVM a basis for Continuous Improvement" where he talks about the EVM as a Knowledge Base for continuous improvement in project management.

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Ana Paula Marques has a broad experience in EVM implementation, gained being the IS director for a large beverage company.

Ana's presentation "Implemented Integrated Monitorization and Control, for IT activity, in fast moving Consuming Goods" states the importance of integrated Monitoring and Control in an environment of fast moving consumer goods where the consumer attitude changes all the time.

The fast movement of the organization to fulfill the consumer needs and expectations demand tight control on portfolio and fast decision making. The high coordination of the planning and resources allocation had demanded an integrated system and constant trade-off to achieve the best solutions on project development. Share this experience, results and ... headaches, all will value for the attendees of the event.

Alberto Pereira Worked in a consulting company for 5 years, in an industrial company as a project manager for 3 years worked in and as a Project Management Consultant for two and a half years. He is currently working as a Director of Consultancy in a specialized project management company.

His presentation "Earned value examples in practice" will introduce some examples of earned value implementation, namely, in a construction Project.



Following these presentations, a round table about the EVM practices will be formed. In this discussion, the joint know how of Leandro, Ana Paula, and Alberto will be moderated by the panel (EVIAP) expert David Byrde.

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In finishing our programme of presentations, we want to give a special vote of thanks and to our sponsors and supporters:



After the close, EVIAP will hold its first public meeting. Conference findings will be reported and organized for future reference and a panel discussion will be made around two main themes.

Starting Time	Ending Time	Wednesday November 16 ROMA Room at Floor 1
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15:40	15:50	Closing José Angelo Pinto, MIS, PMP, OPM3 CC
15:50	17:30	EVIAP Open Meeting Advance on EVM: The next 20 years ISO and the Standardization Process

First: How is EVM going to evolve through the next few years? How can we improve Project Control all over the world and how can we make EVM more visible and meaningful for its main sponsors and stakeholders?

Second: Is it time for an ISO standardization for EVM? How the almost finished ISO 21500 can help to take a more robust use of EVM?

Please join the panel members for this Open Meeting and help to foster the EVM discipline, in its techniques, tools and Organizational importance.

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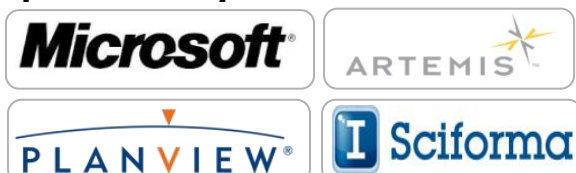
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EVIAP Panel Members:



Steve Wake is a management consultant, specialized in earned value project management. He provides advice, guidance, and training. He is the Chairman of the APM Earned Value Management Specific Interest Group and director of Steve Wake Projects, Ltd. He chairs, speaks, writes, and is an accomplished event organizer. He is seen as a UK expert and champion of the subject of earned value. He established reciprocity between the US ANSI EV Guideline and the UK APM Guideline. Steve was also an APM Board member and chaired the APM SIG-Steering Group with oversight of all APM's SIG activity and strategy.

He was a member of the APM Knowledge Directorate and participated on the APM Nominations committee. In 2009, he helped found the EVA-Europe initiative and chaired the first conference at CERN Geneva and he is a member of the core author group for the revision of the PMI Second Edition of the Practice Standard for Earned Value Management. In 2011 he started EVIAP and also organised the Synergy 2011 conference programme for PMI UK.

Jose Angelo Pinto has over 20 years of experience as consultant, entrepreneur and in the academia. He is in the board of directors in several organizations, and he is in charge of the strategic planning, finances, administration, Project Management practices and special projects in the "Ambithus" start up organization. He is the actual PMI Portugal Chapter (Project Management Institute) president. He is a certified Project Management Professional (PMP), a certified accountant, a certified trainer and the seventh European to be certified as PMI® OPM3® Certified Professional.



David Bryde is a Reader in Project Management within the Built Environment and Sustainable Technologies (BEST) Research Institute in the School of the Built Environment, Faculty of Technology and the Environment, Liverpool John Moores University. He has a particular interest in EVM. With his co-researcher Roger Joby he has recently completed a longitudinal research study into the use of EVA in clinical research. David and Roger are currently preparing a paper to report the full findings and are also initiating a project to survey industry practitioners to find out attitudes and experiences of using EVM and the link with project performance.

Miles Shepherd, after a career in the British Army, has worked as a senior project manager in the nuclear sector and completed assignments in Russia, Ukraine, Slovakia and a range of East European countries. Past assignments have included the reduction of technical barriers to trade and studies of energy security for the EC, as well as consultancy to US Department of Energy of project and programme management. He has held a variety of key posts in the International Project Management Association including President and two tours as Chairman of the Council. He is currently a Vice President of the Association for Project Management and has held a range of other appointments for APM including Chairman of the Board and secretary of the Research Panel.



He has held a number of academic and representational post and is currently the Chairman of the International Standards Organisation's Technical Committee 258 which is developing standards on project, portfolio and programme management.

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Lloyd L. Carter has been involved with Project Performance Management Systems and Project Management since 1968 when he was assigned as the Production Program Officer in Charge at the General Electric Company in Valley Forge, Pennsylvania, USA. Lloyd has supported Standards Australia, the Australian National Standards Organisation, for the past 7 years in support of several committees including the development of AS 4817 Project Performance Management Using Earned Value and was the Deputy Chairman of the Australian Standards Delegation to ISO/PC236.

Wayne F. Abba is an independent consultant specializing in Earned Value Management in the public sector. He has more than 40 years experience in contract and project management. His clients include US and foreign government agencies and their contractors. He also is a part-time Research Analyst at the Center for Naval Analyses, a federally-funded research and development centre in Alexandria, Virginia, where he co-authored a 2009 study on using the Rayleigh mathematical model for EVM planning and analysis.



Ole Jonny Klakegg has 23 years of experience in research, teaching and consulting within project management. He has worked in several periods at NTNU (Norwegian University of Science and Technology in Trondheim) and different consultancy companies in Norway. Currently he works in both spheres: 50% as a Professor in project management at Department of Civil and Transport Engineering at NTNU, and 50% as R&D Director of Faveo Project Management, the largest PM consultancy in Scandinavia.

Michael Newton is a Principal Teaching Fellow in WMG, University of Warwick and has been teaching project management at MSc level for the last 18 years. He has developed and taught on Project and Programme Management courses for a number of major organisations including Airbus, Network Rail, TVS Motors and Smiths Aerospace.



Known globally as The Risk Doctor, **David Hillson** is an international risk consultant and Director of Risk Doctor & Partners, offering specialist risk management consultancy across the globe, at both strategic and tactical levels. He has worked in over 40 countries with major clients in most industry sectors.

Stephen Benton is the first UK Professor of Business Psychology. He is also the founding director of the Business Psychology Centre at the University of Westminster.



Ricardo Viana Vargas is a Project, portfolio and risk management specialist. He is author of 10 books in Portuguese and English. Consultant in projects, administering an investment portfolio of over 18 billion dollars worldwide. He was Chairman of the Board for the Project Management Institute (PMI), the largest project management association in the world.



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Where

The conference is taking place at the 5 star Hotel Altis which is both a hotel and conference centre. The centre is frequently used for political and media events. A Special rate is offered to conference attendees. Quote "evm2011" when booking.

When

⇒ 15 & 16 November 2011

What is EVIAP?

EVIAP is an international panel of Project Control and EVM experts that come together to curate events which provide knowledge, foster debate and promote connections between organisations and individuals. The Earned Value International Advisory Panel (EVIAP) Conference has been formed to gather and share experience and knowledge about Project Control and EVM. EVIAP provides a global perspective which aims to shape and influence Project Control on an international scale. EVIAP wants to be truly international. Not just a mouthpiece for the existing major players and will constantly and actively seek and welcome input from around the world. EVIAP will host and publish proceedings from its conferences. The EVIAP conference will be annual but more conferences will be presented if needed.

What is EVM?

Earned Value Management (EVM) is a project management technique for measuring project performance and can play a major part in Project Control. EVM combines scope, schedule, and cost measurements into a single integrated system. It is used to control some of the biggest and most important projects on the planet. The London 2012 Olympics has used it with great success.

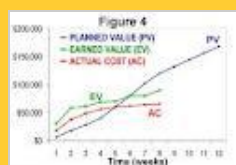
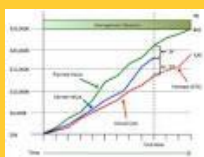
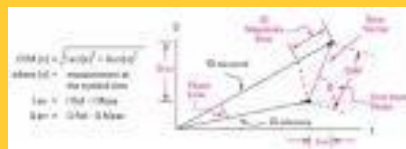
How Much?

Base conference price is 800 Euros plus VAT 23%, 984 Euros. There are special prices for PMI and IPMA members, for PMI Portugal Chapter and APOGEP members and also for students. There will be a formal dinner and a lot of networking opportunities.

**REGISTER at the
conference Web site:**

www.eviap.org

Reserve your place TODAY!



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