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CONSTRUCTION MANAGEMENT | CM-041

Earned Value Management for Construction Projects

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Course content

Why Attend

Construction projects often report that they are on budget and nearly complete until, suddenly, they are neither. Earned value management provides an objective way of integrating scope, schedule and cost so that project teams can see early whether work is being delivered as planned and forecast where the project is heading.

This Earned Value Management for Construction Projects training course shows how to apply earned value techniques to the realities of construction. Participants learn how to build a performance measurement baseline from the work breakdown structure, schedule and estimate, measure progress objectively, calculate variances and performance indices, forecast completion cost and date, and use the results to drive corrective action.

Course Methodology

• The course is practical and calculation-based. Participants build a baseline for a sample construction project, measure progress from site data, calculate earned value metrics, prepare forecasts and interpret results to recommend actions. Spreadsheet templates are used to reinforce learning.

Course Objectives

• Explain the principles and benefits of earned value management

• Build a work breakdown structure and control accounts for construction

• Develop a time-phased performance measurement baseline

• Measure physical progress objectively using appropriate methods

• Calculate schedule and cost variances and performance indices

• Forecast estimate at completion and completion dates

Target Audience

• Project managers and construction managers

• Project controls and planning engineers

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- Cost engineers and quantity surveyors
- Project directors and sponsors

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Course outline

Detailed course outline

Day-by-day outline for Earned Value Management for Construction Projects.

Day 1 - Earned Value Fundamentals

• 09:00-09:34 | Why traditional cost reporting can mislead

• 09:34-10:08 | Planned value, earned value and actual cost explained

• 10:08-10:42 | The integration of scope, schedule and cost

• 10:42-11:00 | Earned value standards and guidelines in overview

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Earned value standards and guidelines in overview (continued)

• 11:46-12:20 | Benefits and limitations of earned value in construction

• 12:20-12:53 | Organisational requirements for earned value

• 12:53-14:00 | Exercise: interpreting a simple earned value chart

Day 2 - Building the Performance Baseline

• 09:00-09:34 | Work breakdown structures for construction projects

• 09:34-10:08 | Control accounts and work packages

• 10:08-10:42 | Linking the schedule and cost estimate

• 10:42-11:00 | Time-phasing budgets and resource loading

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Time-phasing budgets and resource loading (continued)

• 11:46-12:20 | Management reserve and contingency treatment

• 12:20-12:53 | Baseline review and approval

• 12:53-14:00 | Workshop: building a baseline for a sample project

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Day 3 - Measuring Progress

- 09:00-09:34 | Objective progress measurement methods
- 09:34-10:08 | Weighted milestones, units completed and percent complete
- 10:08-10:42 | Measuring progress on earthworks, concrete and steelwork
- 10:42-11:00 | Subcontractor progress reporting requirements
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Subcontractor progress reporting requirements (continued)
- 11:46-12:20 | Recording actual costs and accruals
- 12:20-12:53 | Validating site progress claims
- 12:53-14:00 | Exercise: calculating earned value from site data

Day 4 - Analysis and Forecasting

- 09:00-09:34 | Cost and schedule variances and their causes
- 09:34-10:08 | Cost and schedule performance indices
- 10:08-10:42 | Estimate at completion and estimate to complete
- 10:42-11:00 | To-complete performance index and its use
- 11:00-11:30 | Coffee break
- 11:30-11:46 | To-complete performance index and its use (continued)
- 11:46-12:20 | Earned schedule for time forecasting
- 12:20-12:53 | Trend analysis and early warning signals
- 12:53-14:00 | Workshop: forecasting completion cost and date

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Day 5 - Change, Reporting and Corrective Action

- 09:00-09:34 | Incorporating approved changes into the baseline
- 09:34-10:08 | Handling rework, claims and disputed work
- 10:08-10:42 | Earned value reporting formats for different audiences
- 10:42-11:00 | Using results to drive recovery plans
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Using results to drive recovery plans (continued)
- 11:46-12:20 | Integrating earned value with risk management
- 12:20-13:27 | Implementing earned value on your projects
- 13:27-14:00 | Personal action plan for earned value management

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Seminar dates

Available seminar dates

Live dates and pricing for Earned Value Management for Construction Projects generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	London	Classroom	**€2,915**
7 - 11 December 2026	Barcelona	Classroom	**€2,275**
14 - 18 December 2026	Frankfurt	Classroom	**€2,175**
18 - 22 January 2027	London	Classroom	**€2,915**
25 - 29 January 2027	Barcelona	Classroom	**€2,275**
4 - 8 January 2027	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	Istanbul	Classroom	**€2,825**
22 - 26 February 2027	London	Classroom	**€2,915**
1 - 5 February 2027	Barcelona	Classroom	**€2,275**
8 - 12 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Live dates and pricing for Earned Value Management for Construction Projects generated from the course details page.

Date	Location	Format	Fee
15 - 19 February 2027	Kuala lumpur	Classroom	**€2,425**
1 - 5 March 2027	London	Classroom	**€2,915**
8 - 12 March 2027	Barcelona	Classroom	**€2,275**
15 - 19 March 2027	Frankfurt	Classroom	**€2,175**
22 - 26 March 2027	Madrid	Classroom	**€3,400**
12 - 16 April 2027	London	Classroom	**€2,915**
19 - 23 April 2027	Barcelona	Classroom	**€2,275**
26 - 30 April 2027	Frankfurt	Classroom	**€2,175**
5 - 9 April 2027	Munich	Classroom	**€2,425**
17 - 21 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Earned Value Management for Construction Projects generated from the course details page.

Date	Location	Format	Fee
24 - 28 May 2027	Barcelona	Classroom	**€2,275**
3 - 7 May 2027	Frankfurt	Classroom	**€2,175**
10 - 14 May 2027	Paris	Classroom	**€2,810**
21 - 25 June 2027	London	Classroom	**€2,915**
7 - 11 June 2027	Barcelona	Classroom	**€2,275**
14 - 18 June 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	London	Classroom	**€2,915**
12 - 16 July 2027	Barcelona	Classroom	**€2,275**
19 - 23 July 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	Vienna	Classroom	**€3,425**

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Seminar dates

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Date	Location	Format	Fee
9 - 13 August 2027	London	Classroom	**€2,915**
16 - 20 August 2027	Barcelona	Classroom	**€2,275**
23 - 27 August 2027	Frankfurt	Classroom	**€2,175**
2 - 6 August 2027	Amsterdam	Classroom	**€3,215**
20 - 24 September 2027	London	Classroom	**€2,915**
6 - 10 September 2027	Barcelona	Classroom	**€2,275**
13 - 17 September 2027	Frankfurt	Classroom	**€2,175**
25 - 29 October 2027	London	Classroom	**€2,915**
4 - 8 October 2027	Barcelona	Classroom	**€2,275**
11 - 15 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
18 - 22 October 2027	Dubai	Classroom	**€2,845**
1 - 5 November 2027	London	Classroom	**€2,915**
8 - 12 November 2027	Barcelona	Classroom	**€2,275**
15 - 19 November 2027	Frankfurt	Classroom	**€2,175**
22 - 26 November 2027	Geneva	Classroom	**€3,315**
13 - 17 December 2027	London	Classroom	**€2,915**
20 - 24 December 2027	Barcelona	Classroom	**€2,275**
27 - 31 December 2027	Frankfurt	Classroom	**€2,175**
6 - 10 December 2027	Istanbul	Classroom	**€2,825**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**