



# WHEN WILL IT BE DONE? HOW TO FORECAST ANSWERS TO YOUR TOUGHEST AGILE QUESTIONS

William W. Davis, MSPM, PMP 2020 Project Management Symposium

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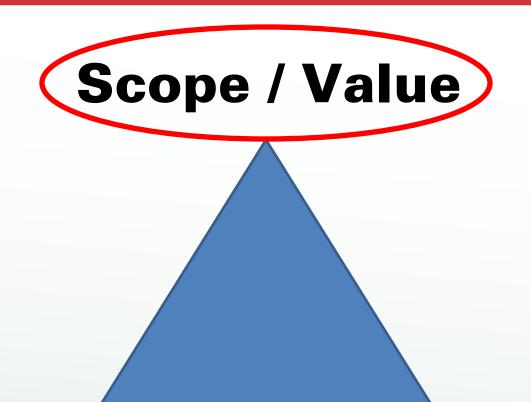
# About Me

- 30+ years in Information Technology
- Agilist / Scrum Master / Project Manager
- Pluralsight Author
- Conference Speaker
- Adjunct Instructor
- Creator of Statistical PERT®









### Time / Schedule

## Cost / Budget / Resources



# When will the **project's scope** be delivered?

When can the next production release be ready?

What will be delivered by our **hard delivery date**?



Slide 5

# Why Create an Agile Forecast?

- It aligns the agile team and their stakeholders on the current progress of the team's development effort
- It fosters good decision-making by forecasting whether stakeholder expectations are feasible or infeasible
- It's easy to do what-if analysis using historical data and subjective judgment







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# Statistical PERT®

- Freely licensed (GNU GPL) Excel spreadsheet
- Compatible with Excel 2010 and later
- Nothing to install—it's just a spreadsheet!
- No macros, no security issues
- Free download with no registration
- Presented at the 2016 PMI Global Congress



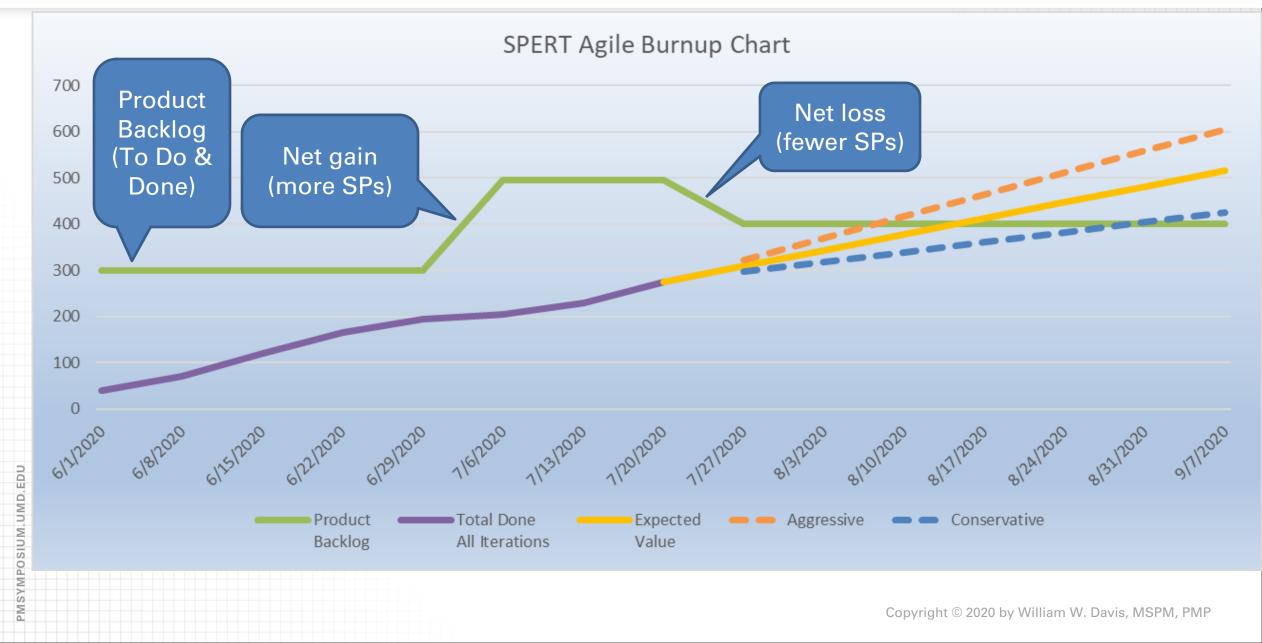


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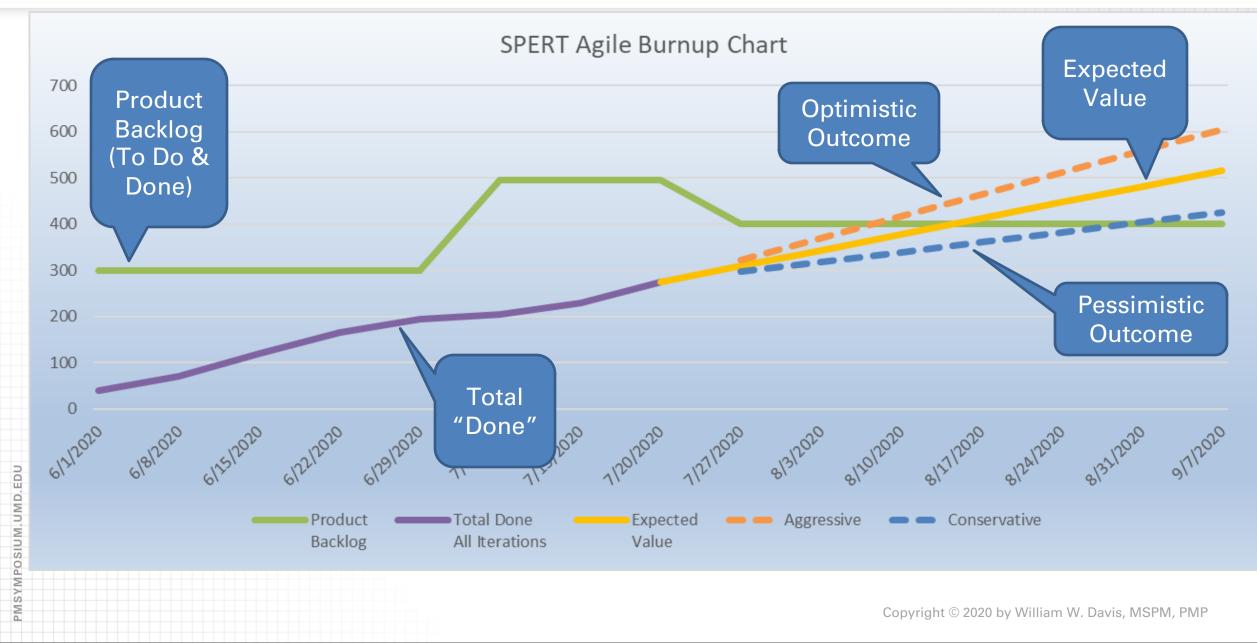
# Why Use a *Probabilistic* Agile Burn-up Chart?

- It *visually* conveys a lot of information quickly
- It shows *three* possible outcomes
  - Optimistic
  - Expected
  - Conservative
- It's *easy* to keep updated as things change

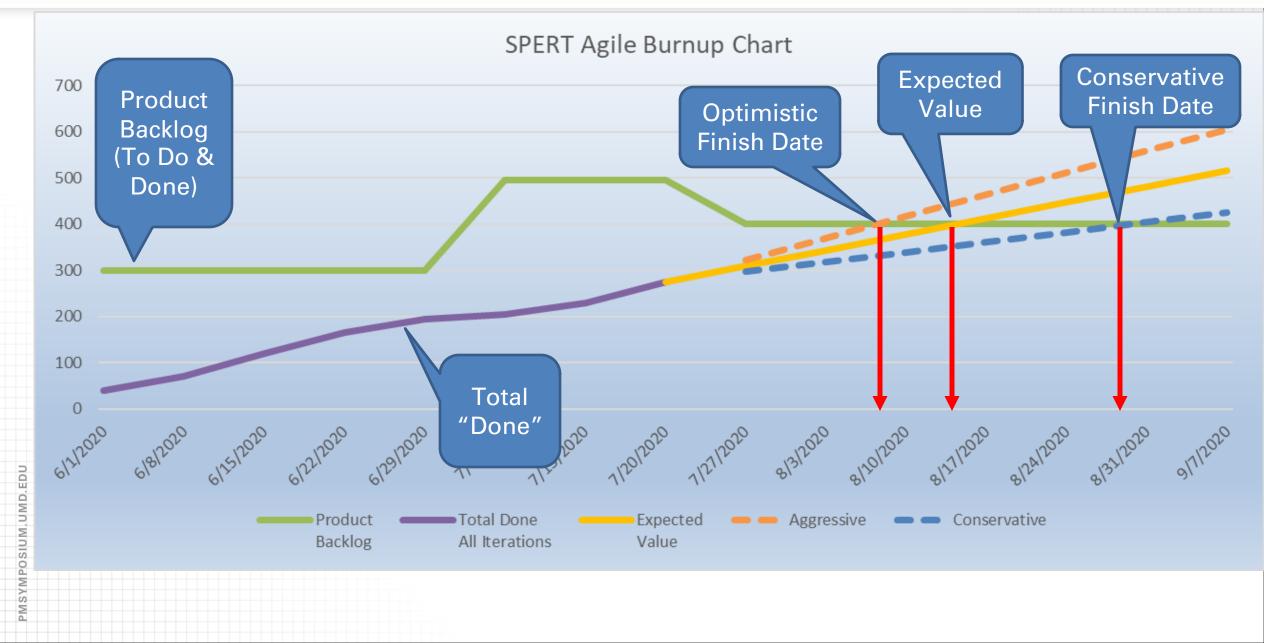














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# The Scenario

- A Scrum team starts working on a new product
- They estimate in story points (the unit-of-measure is irrelevant)
- Their initial product backlog has 300 story points (incl. epics)
- They start working the last week of May
- The new product must be ready before Labor Day
- They use one-week sprints (sprint length is immaterial)



1				nonnar Lait	ion Agile Bur	-				_	Click for help	
2	ID	Iteration (Sprint)	Product	Actual "Done"	Total "Done"	Prod. Backlog: All To-Do +	Expected	Aggressive 15.0%	Conservative 85.0%		Avg Work Completed	Standard Deviation
4		Finish Dates	Backlog	This Iteration	All Iterations	Total "Done"	Value	47.2	21.6		All Iterations	All Iterations
5	1	6/1/2020	300	40	40	300			2210		34.4	12.4
6	2	6/8/2020	260	30	70	300						
7	3	6/15/2020	230	50	120	300		#N/A	#N/A	Γ	Use Only	Average Work
8	4	6/22/2020	180	45	165	300		#N/A	#N/A		History since	Completed
9	5	6/29/2020	135	30	195	300		#N/A	#N/A		Iteration ID	Since Then
10	6	7/6/2020	300	10	205	495		#N/A	#N/A			34.4
11	7	7/13/2020	290	25	230	495		#N/A	#N/A			
12	8	7/20/2020	265	45	275	495	275	#N/A	#N/A		Average	Standard
13	9	7/27/2020	125			400	309	322	297		(Velocity)	Deviation
14	10	8/3/2020	125			400	344	369	318		Override	Override
15	11	8/10/2020	125			400	378	417	340			
16	12	8/17/2020	125			400	413	464	361	_		
17	13	8/24/2020	125			400	447	511	383		SPERT	SPERT
18	14	8/31/2020	125			400	481	558	404		Average	Standard
<u> </u>	15	9/7/2020	125			400	516	605	426		(Velocity)	Deviation
<u>20</u>	16										34.4	12.4
- 19 20 WN WNISOdWASWd												
N												
SOS												



1	$\wedge$	Statistical PE	RT <sup>®</sup> (SPERT <sup>®</sup> )	Normal Edit	<b>ion</b> Agile Bur	nup Chart			
2		Iteration	Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative
3	ID	(Sprint)	Backlog	This Iteration	All Iterations	All To-Do +	Value	15.0%	85.0%
4		Finish Dates	-			Total "Done"		40.2	29.8
5	1	6/1/2020	300	40	40	300			
6	2	6/8/2020	260	30	70	300	70		
7	3	6/15/2020	230			300	105	110	100
8	4	6/22/2020	230			300	140	50	130
9	5	6/29/2020	230			300	17 Y	ou can contr	olhow
10	6	7/6/2020	230			300	~	mistic / aggre	
11	7	7/13/2020	230			300		simistic / con	
12	8	7/20/2020	230			300		want the fore	
13	9	7/27/2020	230			300	3 900	to be.	
14	10	8/3/2020	230			300	3	to be.	
15	11	8/10/2020	230			300	3 ( )		
16	12	8/17/2020	230			300	4 (AVC	pid extreme v	
G 17	13	8/24/2020	230			300	45	< 5% or > 9	5%)
TMP 18	14	8/31/2020	230			300	490	552	428
× 19	15	9/7/2020	230			300	525	592	458
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#### **Statistical PERT® (SPERT®)** Normal Edition Agile Burnup Chart 1 2 Prod. Backlog: Iteration Conservative Aggressive Total "Done" Product Actual "Done" Expected 3 ID All To-Do + (Sprint) 15.0% 85.0% Value Backlog This Iteration All Iterations 4 Finish Dates Total "Done" 5 6/1/2020 0 6 6/8/2020 2 0 7 6/15/2020 #N/A #N/A 3 Step 1. Populate the 8 6/22/2020 #N/A #N/A 4 "Iteration (Sprint) Finish 9 5 6/29/2020 #N/A #N/A Date" column 10 7/6/2020 #N/A 6 #N/A 11 7/13/2020 #N/A 7 #N/A 0 12 8 7/20/2020 #N/A #N/A 0 13 7/27/2020 9 #N/A #N/A 0 14 10 8/3/2020 #N/A #N/A 0 15 8/10/2020 #N/A 11 #N/A 0 16 12 8/17/2020 #N/A #N/A 0 PMSYMPOSIUM.UMD.EDU 17 13 8/24/2020 #N/A #N/A 0 18 14 8/31/2020 #N/A #N/A 0 19 15 9/7/2020 #N/A #N/A 0 20 16



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### Statistical PERT<sup>®</sup> (SPERT<sup>®</sup>) Normal Edition Agile Burnup Chart

2		Iteration	Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative
3	ID	(Sprint)	Backlog	This Iteration	All Iterations	All To-Do +	Value	15.0%	<b>85.0</b> %
4		<b>Finish Dates</b>	Dacking	This iteration	Anterations	Total "Done"	Value		
5	1	6/1/2020 <	300			300			
6	2	6/8/2020				0			
7	3	6/15/2020						#N/A	#N/A
8	4	6/22/2020		S	tep 2. Estim	ate the		#N/A	#N/A
9	5	6/29/2020		Pro	duct Backlog	and put		#N/A	#N/A
10	6	7/6/2020		the e	estimated va	lue of the		#N/A	#N/A
11	7	7/13/2020		whe	ole backlog i	n cell C5		#N/A	#N/A
12	8	7/20/2020						#N/A	#N/A
13	9	7/27/2020				0		#N/A	#N/A
14	10	8/3/2020				0		#N/A	#N/A
15	11	8/10/2020				0		#N/A	#N/A
16	12	8/17/2020				0		#N/A	#N/A
17	13	8/24/2020				0		#N/A	#N/A
18	14	8/31/2020				0		#N/A	#N/A
19	15	9/7/2020				0		#N/A	#N/A
20	16								

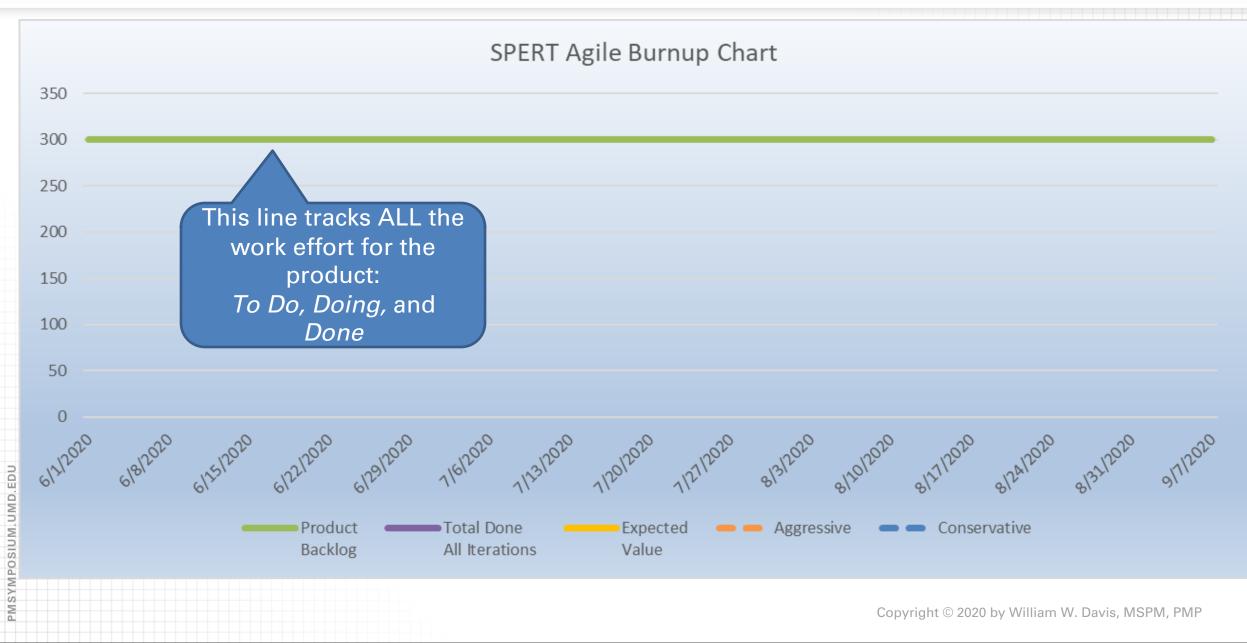


**Statistical PERT® (SPERT®) Normal Edition** Agile Burnup Chart Prod. Backlog: 2 Iteration Conservative Aggressive Total "Done" Product Actual "Done" Expected 3 All To-Do + ID (Sprint) 15.0% 85.0% Backlog All Iterations Value This Iteration 4 **Finish Dates** Total "Done" 5 40 6/1/2020 300 40 300 1 6 6/8/2020 2 40 7 3 6/15/2020 #N/A #N/A Step 3. When the 8 6/22/2020 #N/A #N/A 4 iteration ends, total all 9 5 6/29/2020 #N/A #N/A 10 the "Done" items and 7/6/2020 #N/A #N/A 6 11 7 7/13/2020 enter that value in cell D5 #N/A #N/A 12 7/20/2020 #N/A #N/A 8 13 9 7/27/2020 40 #N/A #N/A 14 8/3/2020 #N/A #N/A 10 40 15 #N/A 11 8/10/2020 40 #N/A 16 8/17/2020 #N/A 12 40 #N/A PMSYMPOSIUM.UMD.EDU 17 13 8/24/2020 40 #N/A #N/A 18 8/31/2020 14 40 #N/A #N/A 19 15 9/7/2020 40 #N/A #N/A 20 16



2 3 4	ID	lteration (Sprint) Finish Dates	Product Backlog	Actual "Done" This Iteration	Total "Done" All Iterations	Prod. Backlog: All To-Do + Total "Done"	Expected Value	Aggressive 15.0%	Conservative 85.0%
5	1	6/1/2020	300	40	40	300			
6	2	6/8/2020	260		40	300			
7	3	6/15/2020	260			300		#N/A	#N/A
8	4	6/22/2020	260		Step 4. Exam			#N/A	#N/A
9	5	6/29/2020	260		oduct Backlo			#N/A	#N/A
10	6	7/6/2020	260		e estimated			#N/A	#N/A
11	7	7/13/2020	260		Il remaining			#N/A	#N/A
12	8	7/20/2020	260		cklog items i			#N/A	#N/A
13	9	7/27/2020	260		and copy tha			#N/A	#N/A
14	10	8/3/2020	260		lown to the l			#N/A	#N/A
15	11	8/10/2020	260		th a finish da			#N/A	#N/A
<u> </u>	12	8/17/2020	260					#N/A	#N/A
17 17 18	13	8/24/2020	260			300		#N/A	#N/A
⊎_ 18	14	8/31/2020	260			300		#N/A	#N/A
Mn <sub>s</sub> 19	15	9/7/2020	260			300		#N/A	#N/A
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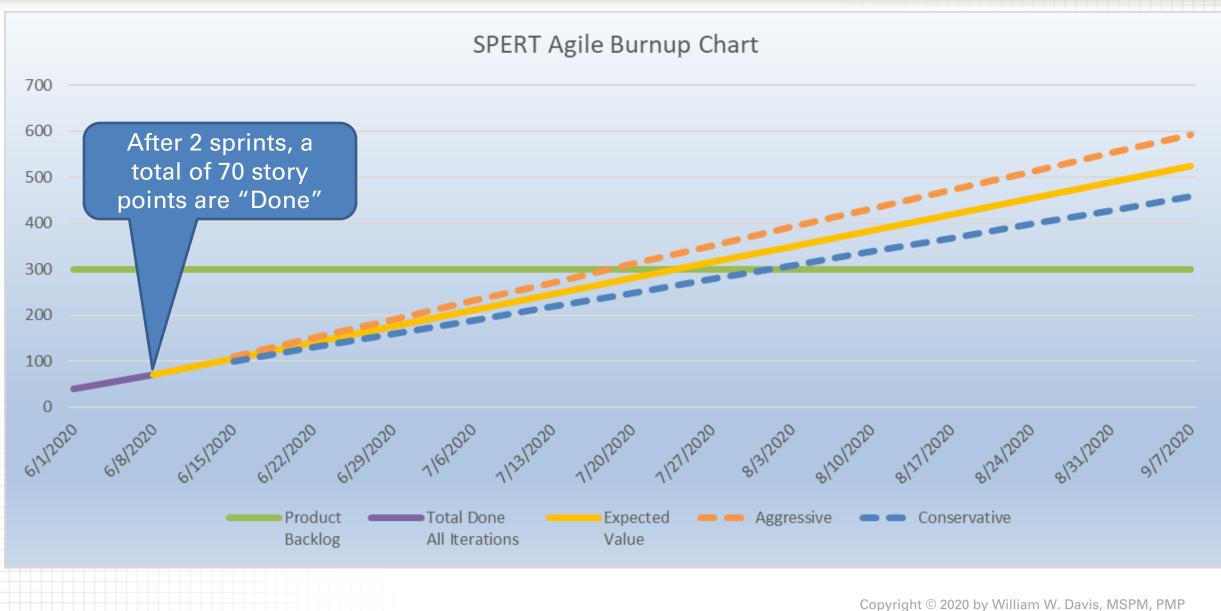
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1	$\wedge$	Statistical PE	RT <sup>®</sup> (SPERT	) Normal Edit	<mark>ion</mark> Agile Bur	nup Chart			-
2		Iteration	Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative
3	ID	(Sprint)	Backlog	This Iteration	All Iterations	All To-Do +	Value	<b>15.0%</b>	85.0%
4		<b>Finish Dates</b>	Backlog	This iteration	Anterations	Total "Done"	value	40.2	29.8
5	1	6/1/2020	300	40	40	300			
6	2	6/8/2020	260	30			70		
7	3	6/15/2020	230			, just repeat t		110	100
8	4	6/22/2020	230			ss of entering		150	130
9	5	6/29/2020	230		the su	ım of all "Do	ne" <mark>75</mark>	191	159
10	6	7/6/2020	230		items	s in the "Actu	ual <mark>10</mark>	231	189
11	7	7/13/2020	230		'Done	' This Iterati	on" <mark>45</mark>	271	219
12	8	7/20/2020	230		СО	lumn, and	80	311	249
13	9	7/27/2020	230			500	315	351	279
14	10	8/3/2020	230			300	350	391	309
15	11	8/10/2020	230	th	e revised	300	385	432	338
16	12	8/17/2020	230	amount	remaining ir	n 300	420	472	368
17	13	8/24/2020	230	the Pro	duct Backlog	300	455	512	398
18	14	8/31/2020	230			300	490	552	428
19	15	9/7/2020	230			300	525	592	458
20	16								



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1	$\wedge$	Statistical PERT <sup>®</sup> (SPERT <sup>®</sup> ) Normal Edition Agile Burnup Chart												
2		Iteration	Prod	luct	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative				
3	ID	(Sprint)	Back		This Iteration	All Iterations	All To-Do +	Value	<b>15.0%</b>	85.0%				
4		Finish Dates	Dack	log	This iteration	Anterations	Total "Done"	value	48.5	31.5				
5	1	6/1/2020	30	0	40	40	300							
6	2	6/8/2020	26	0	30	70	300							
7	3	6/15/2020	23	0	50	120	300	120	#N/A	#N/A				
8 9 10 11 12 13 14	4	6/22/2020	18	0			300	160	168	152				
9	5	6/29/2020	18	U			300	200	217	183				
10	6	7/6/2020	18	0			300	240	265	215				
11	7	7/13/2020	18	0			300	280	314	246				
12	8	7/20/2020	18	0			300	320	362	278				
13	9	7/27/2020	18	0			300	360	411	309				
14	10	8/3/2020	18	0			300	400	459	341				
15	11	8/10/2020	18	0			300	440	508	372				
16	12	8/17/2020	18	0			300	480	556	404				
17 17 17 18	13	8/24/2020	18	0			300	520	605	435				
	14	8/31/2020	18	0			300	560	653	467				
 ⊇ 19	15	9/7/2020	18	0			300	600	702	498				
WI 19 20	16				<b></b>									
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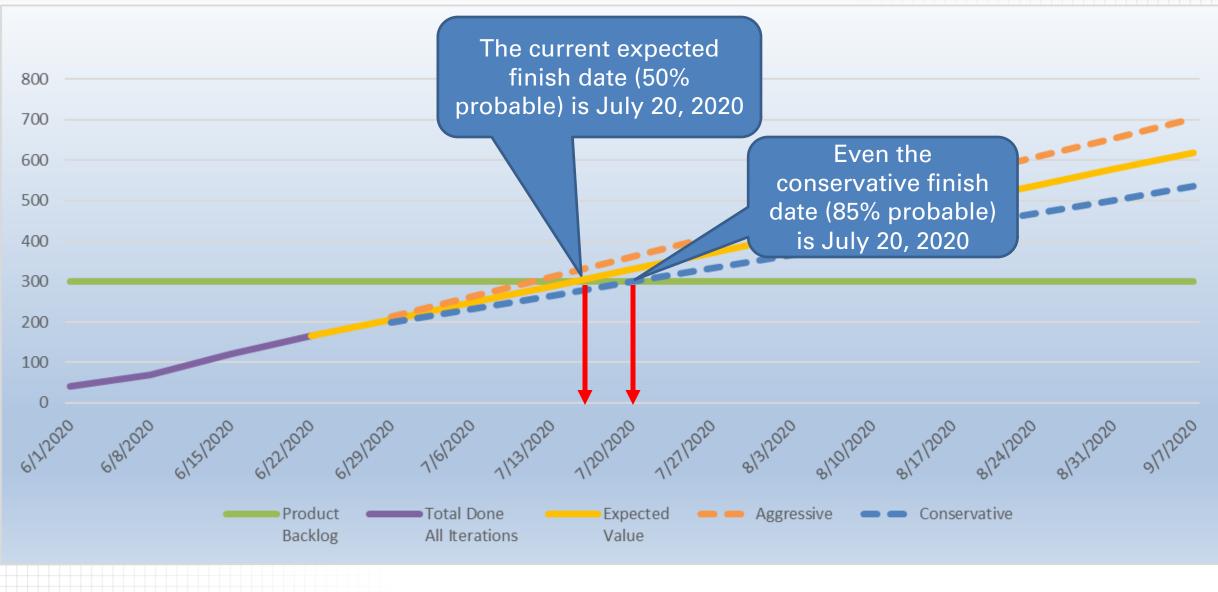
1	Statistical PERT <sup>®</sup> (SPERT <sup>®</sup> ) Normal Edition Agile Burnup Chart												
2		Iteration		Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative			
3	ID	(Sprint)		Backlog	This Iteration	All Iterations	All To-Do +	Value	15.0%	85.0%			
4		<b>Finish Dates</b>		backlog	This iteration	Anterations	Total "Done"	value	48.9	33.6			
5	1	6/1/2020		300	40	40	300						
6	2	6/8/2020		260	30	70	300						
7	3	6/15/2020		230	50	120	300		#N/A	#N/A			
8	4	6/22/2020		180	45	165	300	165	#N/A	#N/A			
9	5	6/29/2020		135			300	206	214	199			
10	6	7/6/2020		135			300	248	263	232			
11	7	7/13/2020		135			300	289	312	266			
12	8	7/20/2020		135			300	330	361	299			
13	9	7/27/2020		135			300	371	410	333			
14	10	8/3/2020		135			300	413	458	367			
15	11	8/10/2020		135			300	454	507	400			
<sub>2</sub> 16	12	8/17/2020		135			300	495	556	434			
<u> </u>	13	8/24/2020		135			300	536	605	467			
18	14	8/31/2020		135			300	578	654	501			
10 17 17 18 19 20	15	9/7/2020		135			300	619	703	534			
<sup>0</sup> ₩ 20	16				<b></b>								
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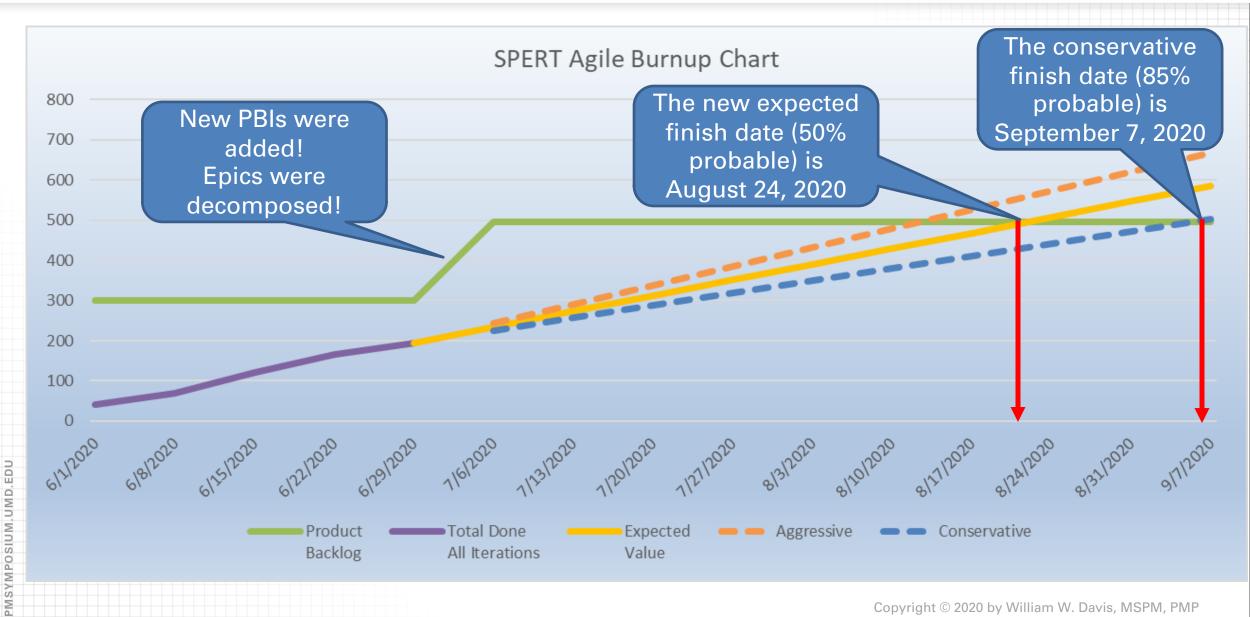
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### Statistical PERT<sup>®</sup> (SPERT<sup>®</sup>) Normal Edition Agile Burnup Chart

· · ·				-		-			
2		Iteration	Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative
3	ID	(Sprint)	Backlog	This Iteration	All Iterations	All To-Do +	Value	15.0%	85.0%
4		Finish Dates	Backlog	This iteration	Anterations	Total "Done"	value	47.3	30.7
5	1	6/1/2020	300	40	40	300			
6	2	6/8/2020	260	30	70	300			
7	3	6/15/2020	230	50	120	300		#N/A	#N/A
8	4	6/22/2020	180	45	165	300		#N/A	#N/A
9	5	6/29/2020	135	30	195	300	195	#N/A	#N/A
10	6	7/6/2020	300	D.		495	234	242	226
11	7	7/13/2020	300			495	273	290	256
12	8	7/20/2020	300			Bls were	312	337	287
13	9	7/27/2020	300				351	384	318
14	10	8/3/2020	300			ded!	390	431	349
15	11	8/10/2020	300			s were	429	479	379
16	12	8/17/2020	300		decon	nposed!	468	526	410
17	13	8/24/2020	300			495	507	573	441
18	14	8/31/2020	300			495	546	621	471
19	15	9/7/2020	<b>*</b> 300			495	585	668	502
20	16			<b></b> +					





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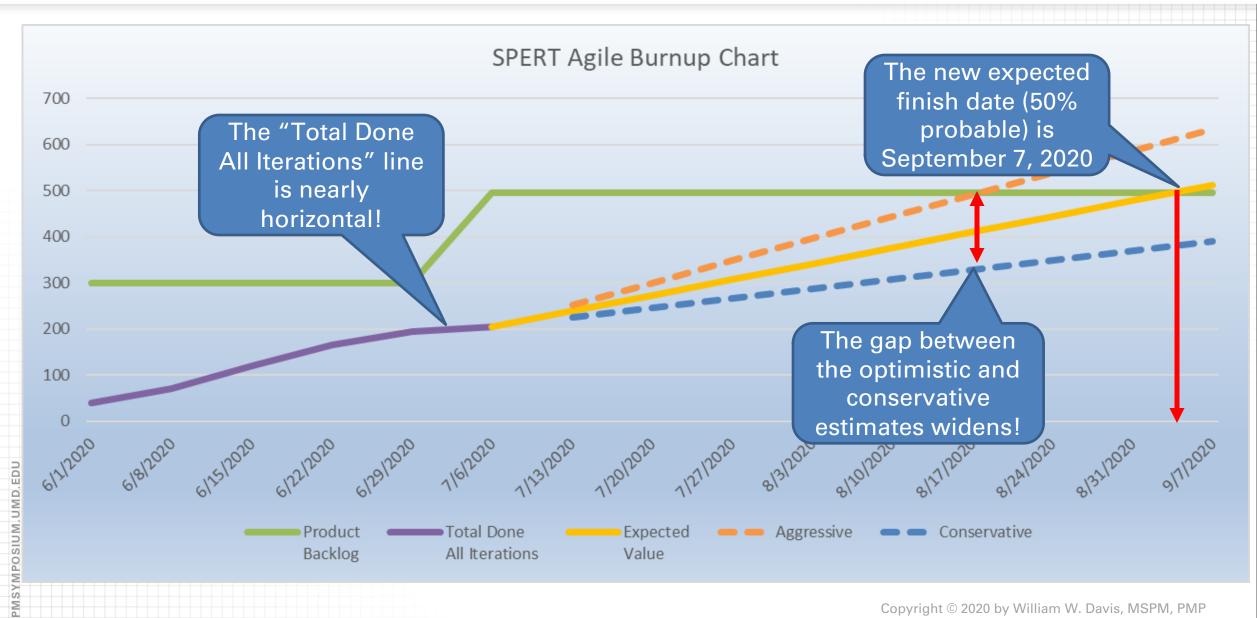


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1	1 Statistical PERT <sup>®</sup> (SPERT <sup>®</sup> ) Normal Edition Agile Burnup Chart													
2		Iteration		Product	Actual "Done"	Total "Done"	Prod. Backlog:	Evenented	Aggressive	Conservative				
3	ID	(Sprint)		Backlog	This Iteration	All Iterations	All To-Do +	Expected Value	15.0%	85.0%				
4		<b>Finish Dates</b>		backlog	This iteration	Anterations	Total "Done"	value	47.7	20.6				
5	1	6/1/2020		300	40	40	300							
6	2	6/8/2020		260	30	70	300							
7	3	6/15/2020		230	50	120	300		#N/A	#N/A				
8	4	6/22/2020		180	45	165	300		#N/A	#N/A				
9	5	6/29/2020		135	30	195	300		#N/A	#N/A				
10	6	7/6/2020		300	10	205	495	205	#N/A	#N/A				
11	7	7/13/2020		290			495	239	253	226				
12	8	7/20/2020		290		Produ	uction	273	300	246				
13	9	7/27/2020		290			olem!	308	348	267				
14	10	8/3/2020		290				342	396	288				
15	11	8/10/2020		290			ited team	376	443	308				
16	12	8/17/2020		290		mem	bers!	410	491	329				
17	13	8/24/2020		290			495	444	539	350				
18	14	8/31/2020		290			495	478	586	370				
19	15	9/7/2020		290			495	513	634	391				
20	16				<b></b>									







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### Statistical PERT<sup>®</sup> (SPERT<sup>®</sup>) Normal Edition Agile Burnup Chart

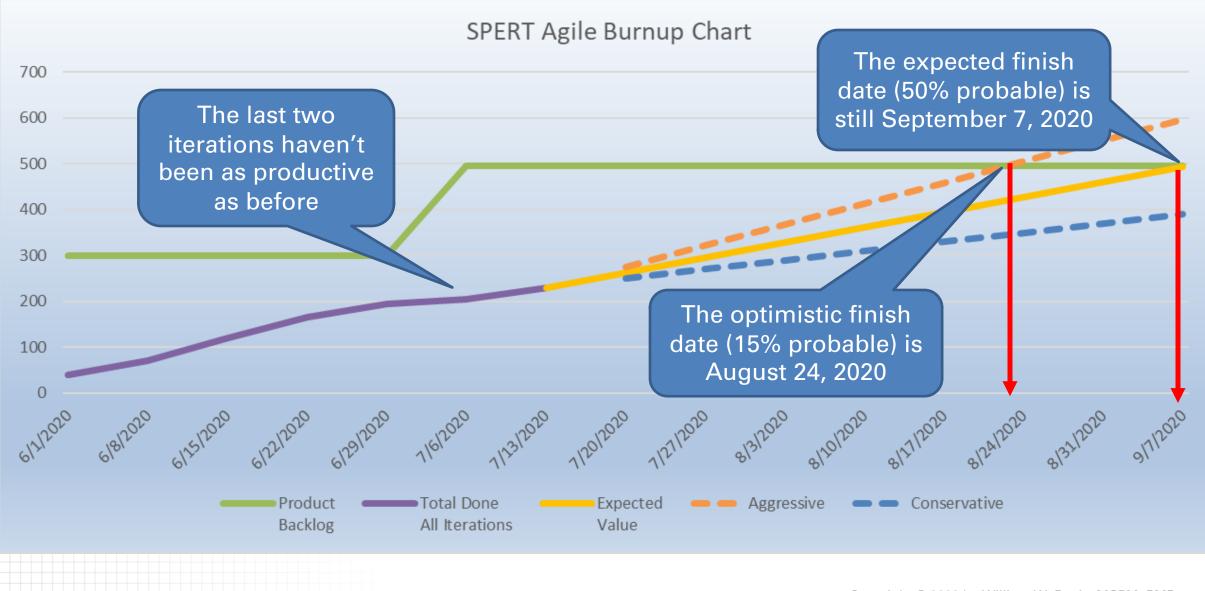
2		Iteration	Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative
3	ID	(Sprint)	Backlog	This Iteration	All Iterations	All To-Do +	Value	15.0%	<b>85.0%</b>
4		Finish Dates	Backlog	This iteration	Anterations	Total "Done"	value	45.8	19.9
5	1	6/1/2020	300	40	40	300			
6	2	6/8/2020	260	30	70	300			
7	3	6/15/2020	230	50	120	300		#N/A	#N/A
8	4	6/22/2020	180	45	165	300		#N/A	#N/A
9	5	6/29/2020	135	30	195	300		#N/A	#N/A
10	6	7/6/2020	300	10	205	495		#N/A	#N/A
11	7	7/13/2020	290	25	230	495	230	#N/A	#N/A
12	8	7/20/2020	265			495	263	276	250
13	9	7/27/2020	265			495	296	322	270
14	10	8/3/2020	265			495	329	367	290
15	11	8/10/2020	265			495	361	413	310
16	12	8/17/2020	265			495	394	459	330
17	13	8/24/2020	265			495	427	505	349
18	14	8/31/2020	265			495	460	551	369
19	15	9/7/2020	265			495	493	596	389
20	16			<b></b>					
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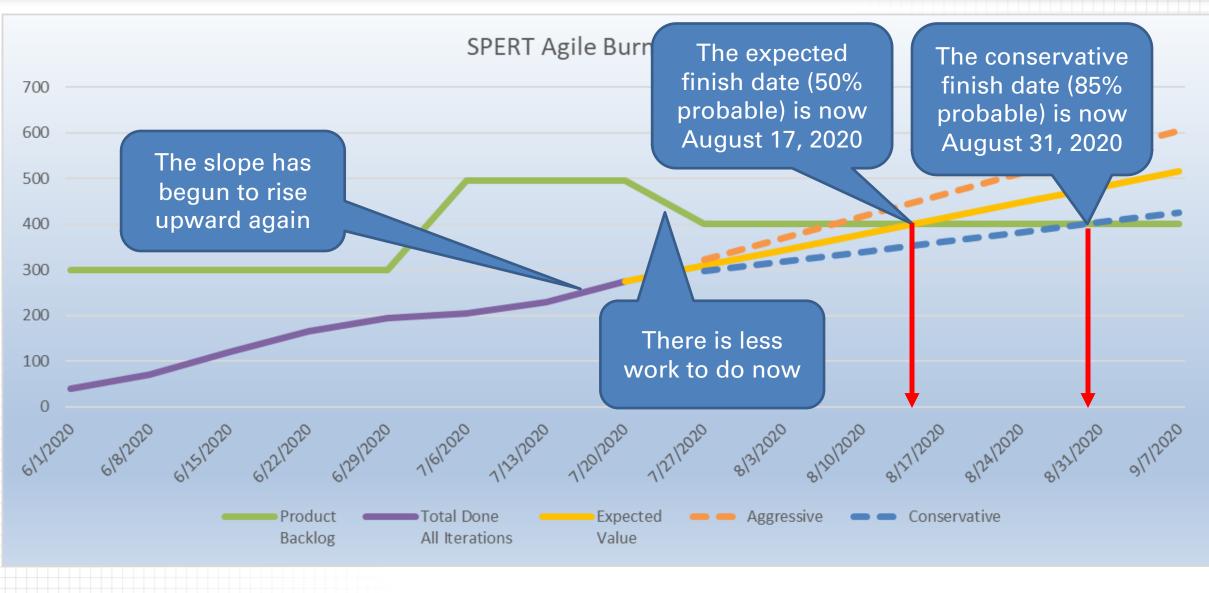
### Statistical PERT<sup>®</sup> (SPERT<sup>®</sup>) Normal Edition Agile Burnup Chart

I								
	Iteration	Product	Actual "Done"	Total "Done"	Prod. Backlog:	Expected	Aggressive	Conservative
ID	(Sprint)				All To-Do +	•	<b>15.0%</b>	85.0%
	Finish Dates	Dacking	This iteration	Anterations	Total "Done"	value	47.2	21.6
1	6/1/2020	300	40	40	300			
2	6/8/2020	260	30	70	300			
3	6/15/2020	230	50	120	300		#N/A	#N/A
4	6/22/2020	180	45	165			#N/A	#N/A
5	6/29/2020	135	30	195			#N/A	#N/A
6	7/6/2020	300	10	205			#N/A	#N/A
7	7/13/2020	290	25	230			#N/A	#N/A
8	7/20/2020	265	45			275	#N/A	#N/A
9	7/27/2020	125	D		Backlog	309	322	297
10	8/3/2020	125			400	344	369	318
11	8/10/2020	125	Т	he Product	400	378	417	340
12	8/17/2020	125	Ow	ner remove	s 400	413	464	361
13	8/24/2020	125	ite	ms from the	400	447	511	383
14	8/31/2020	125	Pro	duct Backloo	400	481	558	404
15	9/7/2020	125			400	516	605	426
16			<b></b> +					
	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	ID(Sprint)Finish Dates16/1/202026/8/202036/15/202046/22/202056/29/202067/6/202077/13/202087/20/202097/27/2020108/3/2020118/10/2020128/17/2020138/24/2020148/31/2020	ID (Sprint) Finish Dates Product Backlog   1 6/1/2020 300   2 6/8/2020 260   3 6/15/2020 230   4 6/22/2020 180   5 6/29/2020 135   6 7/6/2020 300   7 7/13/2020 290   8 7/20/2020 125   10 8/3/2020 125   11 8/10/2020 125   12 8/17/2020 125   13 8/24/2020 125   14 8/31/2020 125   15 9/7/2020 125	ID (Sprint) Finish Dates Product Backlog Actual "Done" This Iteration   1 6/1/2020 300 40   2 6/8/2020 260 30   3 6/15/2020 230 50   4 6/22/2020 180 45   5 6/29/2020 135 30   6 7/6/2020 290 25   8 7/20/2020 265 45   9 7/27/2020 265 45   11 8/10/2020 125 Tool Not	ID (Sprint) Finish Dates Product Backlog Actual "Done" This Iteration Total "Done" All Iterations   1 6/1/2020 300 40 40   2 6/8/2020 260 30 70   3 6/15/2020 230 50 120   4 6/22/2020 180 45 165   5 6/29/2020 135 30 195   6 7/6/2020 300 10 205 7   7 7/13/2020 290 25 230 t   8 7/20/2020 265 45 16   9 7/27/2020 125 The Product Owner remove   11 8/10/2020 125 The Product Owner remove   13 8/24/2020 125 Product Backlog Product Backlog   14 8/31/2020 125 Product Backlog Product Backlog	ID (Sprint) Finish Dates Product Backlog Actual "Done" Total "Done" All To-Do + All Iterations   1 6/1/2020 300 40 40 300   2 6/8/2020 260 30 70 300   3 6/15/2020 230 50 120 300   4 6/22/2020 180 45 165 300   5 6/29/2020 135 30 195 The team is re-focused on the work of   7 7/13/2020 290 35 230 400   9 7/27/2020 125 400 400   11 8/10/2020 125 The Product 400   12 8/17/2020 125 The Product 400   13 8/24/2020 125 The Product Backlog! 400   14 8/31/2020 125 400 400   15 9/7/2020 125 400 400	ID (Sprint) Finish Dates Product Backlog Actual "Done" This Iteration Total "Done" All Iterations All To-Do + Total "Done" Expected Value   1 6/1/2020 300 40 40 300   2 6/8/2020 260 30 70 300   3 6/15/2020 230 50 120 300   4 6/22/2020 180 45 165 The team is re-focused on the work of their Product 275   5 6/29/2020 265 45 200 275 230   7 7/13/2020 290 25 230 10 205   7 7/20/2020 265 45 165 The team is re-focused on the work of their Product 275   9 7/27/2020 125 400 344   11 8/10/2020 125 The Product 400 378   12 8/17/2020 125 Owner removes 400 4413   13 8/24/2020 125 Product Backlog!	ID (Sprint) Finish Dates Product Backlog Actual "Done" This Iteration Total "Done" All Iterations All To-Do + Total "Done" Expected Value 15.0%   1 6/1/2020 300 40 40 300 47.2   2 6/8/2020 260 30 70 300 #N/A   3 6/15/2020 230 50 120 300 #N/A   4 6/22/2020 180 45 165 The team is re-focused on the work of their Product #N/A   5 6/29/2020 265 45 200 #N/A   7 7/13/2020 290 25 230 #N/A   8 7/20/2020 265 45 165 The team is re-focused on the work of their Product 275 #N/A   9 7/27/2020 125 The Product 400 344 369   11 8/10/2020 125 The Product 400 378 417   12 8/17/2020 125 The Product Backlog!



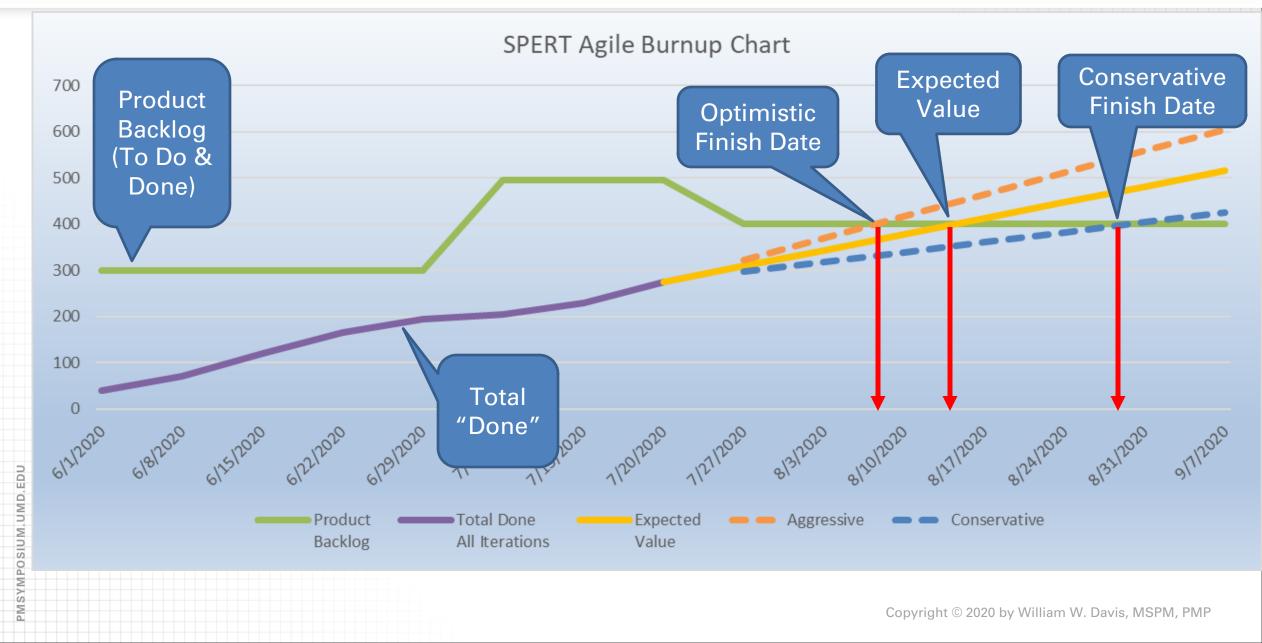
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project must carefully select and manage those KPIs most relevant to its specific situation

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С projectmanagement.com/deliverables/  $\rightarrow$ PMI's ProjectManagement.com PM Project Management.com sister website ::: Webinars ~ Community ~ Topics ~ Knowledge & Tools ~ Templates ~ Events 🗸 α Click **Templates** and then choose **Deliverables** Home > Deliverables > Deliverables Statistical PERT<sup>™</sup> (SPERT<sup>™</sup>) Estimation Worksheet Risk Management Package PREMIUM DELIVERABLE DELIVERABLE by Stefano Pittaluga by William Davis This Excel template is for project managers approaching risk management for the first time. It Updated for 20 is an estimation technique that project professionals use to shares steps and examples to achieve a simple but effective risk management plan, probability and impact assessment table/matrix, rating assessment table and risk register. **Statistical PERT<sup>™</sup> (SPERT<sup>™</sup>)** Monthly Status Report Template **Estimation Worksheet** PREMIUM DELIVERABLE by Danilo Uvalin (*freely licensed* Excel template!) This report helps you provide a concise and precise update on the current status of a clinical study and the achieved progress during the reporting period. It is usually distributed to a sponsor of the project, as well as the management of the company where the PM works. The main benefit of this report is that it addresses the major project constraints and provides only While numerous key performance indicators (KPIs) typically influence IT projects generally, the relevant information needed to successfully manage the project and communicate with a the benefit of tracking all of them may be outweighed by the cost to do so. Therefore, each diverse international team, typical for a matrix-based pharmaceutical company.

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#### Slide 38

### Questions?

### Connect with Me!

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