



COURSE OVERVIEW PM0295 **Project Performance Measurement & Management**

Course Title

Project Performance Measurement & Management

Course Date/Venue

August 24-28, 2026/TBA Meeting Room, Holiday Inn,
an IHG Hotel, Al Khobar, KSA

Course Reference

PM0295

Course Duration/Credits

Five days/3.0 CEUs/30 PDHs



Course Description



This practical and highly-interactive course includes real-life case studies where participants will be engaged in a series of interactive small groups and class workshops.

This course is designed to provide participants with a detailed and up-to-date overview of Project Performance Measurement & Management. It covers the purpose of project performance management and the difference between project monitoring, measurement and control; the project success criteria, performance dimensions and the project performance baseline; the project performance indicators and project performance measurement framework; and the performance governance and accountability, project schedule performance and project cost performance.



Further, the course will also discuss the physical progress measurement, resource performance and productivity including project data collection and validation; the project performance dashboards, earned value management (EVM), core earned value measurements and earned value variance analysis; the earned value performance indices, project forecasting using EVM, to-complete performance index and performance forecasting; and the project variance analysis, trend and performance analysis and root cause analysis of performance problems.



During this interactive course, participants will learn the project outcomes and corrective and preventive action management; the change management and performance baselines; the effective project performance reports, executive dashboards and management reporting; and the performance review meeting, managing underperforming projects and continuous project performance improvement.

Course Objectives/Outcomes & Benefits for the Participants

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on project performance measurement and management
- Discuss the purpose of project performance management and the difference between project monitoring, measurement and control
- Recognize project success criteria and performance dimensions and establish the project performance baseline
- Develop project performance indicators and identify project performance measurement framework
- Discuss performance governance and accountability and measure project schedule performance and project cost performance
- Employ physical progress measurement, resource performance and productivity including project data collection and validation
- Apply project performance dashboards, earned value management (EVM), core earned value measurements and earned value variance analysis
- Carryout earned value performance indices, project forecasting using EVM, to-complete performance index and performance forecasting
- Illustrate project variance analysis, trend and performance analysis and root cause analysis of performance problems
- Forecast project outcomes and apply corrective and preventive action management, change management and performance baselines
- Develop effective project performance reports and executive dashboards and management reporting
- Apply performance review meeting, managing underperforming projects and continuous project performance improvement

Exclusive Smart Training Kit - H-STK®



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of project performance measurement and management for project executive directors, project directors, portfolio managers, program managers, project managers, PMO managers, project controls managers, project risk managers, engineering managers, construction managers, performance managers, business performance managers, planning managers, cost control managers, contract managers, project controls engineers, project management engineers, risk engineers, planning engineers project schedulers and other technical staff.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations: -

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.
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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Dr. Sherif Elsoudy, PhD, MSc, BSc, ICML-MLA & MLT is a **Senior Mechanical & Maintenance Engineer and Project Management Consultant** with extensive years of industrial experience within the **Oil & Gas** industry. His expertise widely covers in the areas of **Project Performance Measurement & Management**, **Project Cost Performance**, **Project Forecasting** using EVM, **Project Execution**, **Project Time Management**, **Project Economic Analysis**, **Reporting and Analysis (Projects)**, **Petroleum Project Management**, **Project Management for Engineering and Construction** and **Mastering Project Logistics and Infrastructure Management**. Further, he is also well-versed in **Lubrication & Predictive Maintenance**, **Machine Lubricant Analysis**, **Oil Analysis**, **Crude Oil Testing & Analysis**, **Machinery Lubrication**, **Lubricant Selection & Application**, **Predictive Maintenance & Lubrication Analysis**, **Vibration Condition Monitoring**, **Vibration & Oil Analysis**, **Maintenance & Reliability Management**, **Reliability, Availability & Maintainability (RAM)**, **Reliability Optimization & Continuous Improvement**, **Maintenance Planning**, **Scheduling & Work Control**, **Root Cause Analysis (RCA)**, **Reliability-Centered Maintenance (RCM)**, **Reliability Engineering Analysis (RE)**, **Shutdown & Turnaround Management**, **Optimizing Equipment Maintenance & Replacement Decisions**, **Maintenance Management & Cost Control**, **Spare Parts & Materials Management**, **Pumps & Compressors Operation**, **Maintenance & Troubleshooting**, **Pump Repair**, **Installation & Alignment**, **Diesel Generator Maintenance** and **Mechanical & Rotating Equipment Troubleshooting & Maintenance**.

During his career life, Dr. Sherif has gained his practical and field experience through his various significant positions and dedication as the **Mechanical Engineer**, **Mechanical & Maintenance Consultant**, **Project Coordinator**, **Lead Researcher** and **Lecturer Assistant** from various institutions and organizations such as the Enppi, Agiba, Badr Eldin, Khalda, Rashpetco, ADNOC, Thiama Power, Sipchem, British University and Egyptian Maintenance Company (EMC).

Dr. Sherif has **PhD**, **Master's** and **Bachelor's** degree in **Mechanical Engineering**. Further, he is a **Certified Machinery Lubricant Analyst Level II (MLA-II)**, a **Certified Machinery Lubricant Technician (MLT-I)** from the **International Council for Machinery Lubrication (ICML)** and a **Certified Instructor/Trainer**. He has further delivered numerous trainings, courses, workshops, seminars and conferences internationally.

Course Fee

US\$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Learning Design & Customization

This course can be customized to the exact requirements of clients. Haward Technology is so proud of our huge capabilities in tailoring our courses to the training needs of our valued clients.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: Monday, 24th of August 2026

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	PRE-TEST
0830 – 0930	Understanding Project Performance Management Definition and Purpose of Project Performance Management • Difference Between Project Monitoring, Measurement, and Control • Relationship Between Project Objectives and Performance • Key Responsibilities of Project Managers and Project Controls Teams
0930 – 0945	Break
0945 – 1030	Project Success Criteria & Performance Dimensions Defining Project Success and Expected Outcomes • The Traditional Time, Cost, and Scope Dimensions • Quality, Safety, Stakeholder, and Benefits Performance • Balancing Competing Project Performance Objectives
1030 – 1130	Establishing the Project Performance Baseline Developing the Approved Scope Baseline • Establishing Schedule and Milestone Baselines • Developing the Cost and Budget Baseline • Integrating Scope, Schedule, and Cost Baselines
1130 – 1215	Developing Project Performance Indicators Difference Between KPIs, Metrics, and Targets • Leading versus Lagging Performance Indicators • Selecting SMART Project KPIs • Establishing Thresholds, Tolerances, and Performance Targets
1215 – 1230	Break
1230 – 1330	Project Performance Measurement Framework Translating Strategic Objectives into Measurable Indicators • Developing a Project Performance Hierarchy • Defining Measurement Frequency and Data Ownership • Creating a Project Performance Measurement Plan

1330 – 1420	Performance Governance & Accountability Roles and Responsibilities for Performance Management • Establishing Performance Review Cycles • Performance Escalation and Decision-Making Authorities • Creating Accountability Through RACI and Governance Structures
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day One

Day 2: Tuesday, 25th of August 2026

0730 – 0830	Measuring Project Schedule Performance Planned versus Actual Progress Measurement • Milestone Performance and Milestone Variance • Schedule Variance and Schedule Trend Analysis • Identifying Critical and Near-Critical Activities
0830 – 0930	Measuring Project Cost Performance Budget versus Actual Expenditure • Cost Variance Identification and Interpretation • Committed Cost, Actual Cost, and Forecast Cost • Identifying Project Cost Trends and Deviations
0930 – 0945	Break
0945 – 1100	Physical Progress Measurement Rules of Credit for Measuring Completed Work • Weighted Milestone Methodology • Quantity-Based Progress Measurement • Calculating Overall Project Percentage Completion
1100 – 1215	Resource Performance & Productivity Planned versus Actual Resource Utilization • Labor Productivity Measurement • Equipment and Material Performance Indicators • Productivity Variance and Efficiency Analysis
1215 – 1230	Break
1230 – 1330	Project Data Collection & Validation Identifying Reliable Project Performance Data Sources • Establishing Data Collection Processes • Data Validation, Reconciliation, and Quality Assurance • Managing Incomplete, Inconsistent, and Delayed Data
1330 – 1420	Project Performance Dashboards Designing an Effective Project Dashboard • Selecting Executive and Operational Indicators • Applying RAG – Red, Amber, Green – Status Reporting • Using Visual Trends, Charts, and Exception Reporting
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Two

Day 3: Wednesday, 26th of August 2026

0730 – 0830	Basics of Earned Value Management (EVM) Purpose and Principles of Earned Value Management • Integrating Scope, Schedule, and Cost Information • Establishing the Performance Measurement Baseline (PMB) • Understanding Control Accounts and Work Packages
0830 – 0930	Core Earned Value Measurements Planned Value (PV) • Earned Value (EV) • Actual Cost (AC) • Budget at Completion (BAC)

0930 – 0945	Break
0945 – 1100	Earned Value Variance Analysis Calculating Schedule Variance (SV) • Calculating Cost Variance (CV) • Interpreting Positive and Negative Variances • Translating Variance Results into Management Actions
1100 – 1215	Earned Value Performance Indices Schedule Performance Index (SPI) • Cost Performance Index (CPI) • Interpreting CPI and SPI Trends • Developing Performance Thresholds and Trigger Points
1215 – 1230	Break
1230 – 1330	Project Forecasting Using EVM Estimate at Completion (EAC) • Estimate to Complete (ETC) • Variance at Completion (VAC) • Selecting Appropriate Forecasting Methods
1330 – 1420	To-Complete Performance Index & Performance Forecasting Understanding To-Complete Performance Index (TCPI) • Calculating TCPI Based on BAC • Calculating TCPI Based on Revised EAC • Assessing Whether Project Performance Targets Remain Achievable
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Three

Day 4: Thursday, 27th of August 2026

0730 – 0830	Project Variance Analysis Identifying Significant Project Variances • Establishing Variance Thresholds • Separating Temporary from Structural Variances • Prioritizing Variances Requiring Management Attention
0830 – 0930	Trend & Performance Analysis Developing Project Performance Trend Charts • Identifying Deterioration and Improvement Patterns • Comparing Current and Historical Performance • Using Trends as Early-Warning Indicators
0930 – 0945	Break
0945 – 1100	Root Cause Analysis of Performance Problems Distinguishing Symptoms from Root Causes • Applying the 5 Whys Technique • Using Fishbone/Ishikawa Analysis • Converting Root Causes into Corrective Actions
1100 – 1215	Forecasting Project Outcomes Forecasting Final Project Cost • Forecasting Project Completion Dates • Developing Best-Case, Most-Likely, and Worst-Case Scenarios • Assessing Forecast Confidence and Uncertainty
1215 – 1230	Break
1230 – 1330	Corrective & Preventive Action Management Developing Corrective Action Plans • Assigning Owners and Completion Deadlines • Tracking Effectiveness of Corrective Actions • Preventing Recurrence of Performance Problems

1330 – 1420	Change Management & Performance Baselines Assessing the Performance Impact of Project Changes • Managing Approved and Unapproved Changes • Baseline Change Control and Re-Baselining • Maintaining Performance Measurement Integrity After Changes
1420 – 1430	Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow
1430	Lunch & End of Day Four

Day 5: Friday, 28th of August 2026

0730 – 0830	Developing Effective Project Performance Reports Structuring Project Performance Reports • Selecting Information for Different Management Levels • Integrating Schedule, Cost, Risk, and Progress Information • Highlighting Exceptions and Required Decisions
0830 – 0930	Executive Dashboards & Management Reporting Designing Executive-Level Performance Dashboards • Using KPIs, Trends, and RAG Indicators • Presenting Forecast-at-Completion Information • Communicating Management Priorities and Required Actions
0930 – 0945	Break
0945 – 1100	Performance Review Meetings Preparing for Project Performance Reviews • Structuring Weekly and Monthly Review Meetings • Challenging Performance Data Constructively • Recording Decisions, Actions, Owners, and Deadlines
1100 – 1215	Managing Underperforming Projects Recognizing Early Signs of Project Distress • Assessing the Severity of Performance Gaps • Developing Project Recovery Strategies • Monitoring Recovery-Plan Effectiveness
1215 – 1230	Break
1230 – 1315	Continuous Project Performance Improvement Capturing Performance Lessons Learned • Conducting Post-Project Performance Reviews • Benchmarking Project Performance • Building Organizational Performance Improvement Practices
1315 – 1345	Integrated Project Performance Management Simulation Reviewing an Integrated Project Performance Dataset • Diagnosing Schedule, Cost, Productivity, and KPI Problems • Developing Management Recommendations and Recovery Priorities • Presenting Project Status and Recommended Decisions to Management
1345 – 1400	Course Conclusion Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course
1400 – 1415	POST TEST
1415 – 1430	Presentation of Course Certificates
1430	Lunch & End of Course

Overall Learning Outcomes

By the end of the course, participants should be able to:

- Design a project performance measurement system
- Establish meaningful KPIs and baselines
- Measure schedule, cost, progress, resource, and productivity performance
- Apply Earned Value Management
- Analyze variances and trends
- Forecast project outcomes
- Diagnose performance problems
- Develop corrective actions and recovery plans
- Communicate performance effectively through dashboards, reports, and management reviews

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-



Course Coordinator

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