SCHEDULE QUALITY

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work smarter

The Initial Challenge

A major California utilities provider reached out to Motive Power to help them manage their $1B annual budget and manage project schedules effectively. The company reported inconsistencies and insufficient project detail in their schedules. Although project schedules were created in EPM at project inception, many projects were still missing schedules. Additionally, existing schedules were rarely updated by the project teams and instead were only used as a means to report past milestones. As a result, insufficient detail did not allow the schedules to act as predictive tools and prevented proper management of engineering and construction activities. Schedule inconsistencies were found in the WBS organization, required milestone usage, details, and overall quality. Other problems revolved around the limited interface from the project schedule to the Financial ERP system (SAP) creating a complete separation and misalignment of schedule and financial forecasts. In addition to schedules, the utilities company also reported inconsistencies between project management and portfolio planning. The disconnect lead to a myriad of offline spreadsheets and unrelated project financials. Despite significant reconciliation efforts, discrepancies still existed between the two. Motive Power immediately went to work by assessing the current situation and establishing tools to align project forecasts, schedules and portfolio planning, while driving adoption.

The Plan

Motive Power's two-phased initial action plan was built around the following objective: to increase schedule quality and provide tools to align project schedules, financial forecasts, and portfolio planning. Phase one was the transition of scheduling software from EPM to P6 and the integration of labor, material, and contract resources into the project schedules. Once the data was in place, phase two commenced to improve the integrity of the data, thus allowing for more sophisticated predictive schedule analysis.

Phase 1

Scheduling

Develop and promote a heavy emphasis on driving adoption of Primavera P6 as the undisputed source of dates and project resource information.

- P6 schedules are resource-loaded with labor, material, and contract costs
- Milestone Attainment Report was developed to compare planned and actual milestones to the project baseline
- Schedules are driving the forecasts
- Off-line spreadsheet use began to decrease

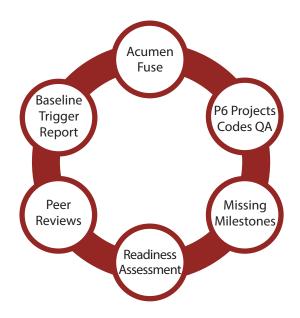## Top 6 Reasons Why You Should Care About Schedule Quality:

1. Quality schedules leads to confident forecasting

2. Projects on time and on budget

3. Preemptive and solutions-oriented management

4. Implementing Industry best practices

5. Risk management & communications

6. "What if" scenario planning capabilities

Phase 2

Quality Control Program

Project teams began to accept Primavera P6 and financial forecast/schedule integration, which allows the focus to turn to schedule quality. To tackle this issue, Motive Power developed a comprehensive quality control program utilizing processes and tools for ensuring high-caliber project schedules moving forward. The success of the quality control program directly leads to advanced analysis techniques, such as, Monte Carlo simulations, dynamic decision analyses, multi-dimensional scenario planning, etc.

Peer Review
- Monthly look review of key projects or trouble spots
- Use of QA documents
- Deep dives
- Critical activity analysis

QA Codes
- Data Date timely
- Summarized Date timely
- Project Codes Accurate
- Key interface and connection values
- Resources within activity duration

Deltek Acumen Fuse Metrics
- Portfolio wide analytics
- DCMA compliant
- Granular quality metrics
- Individualized reporting
- Critical path—aggressive vs. conservative schedules

Baseline Trigger & Missing Milestone Reports
- Complete global milestones
- Nothing critical is missing from the schedules
- Look Ahead Scheduling
- Ensure project team is aware of upcoming critical items
- Key to ensure quality of portfolio reporting

Readiness Assessment
- Duration between milestones are within tolerance
- Exceptions reviewed and explained
- Higher confidence in ability to complete work based on current schedule dates
- Higher confidence in the financial forecast

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