

Monitoring Schedule Performance

The Control Schedule

- Schedule performance is monitored using what is referred to as the control schedule or the schedule baseline.
- It is developed based on the WBS
- There are multiple levels of schedules (for example: at the top level of the WBS) the schedule consists of one activity.

- The control schedule is selected at a reasonable level of detail but too detailed a schedule would become difficult to review and would contain unnecessary constraints (scheduling detailed tasks is best left for the field staff.)

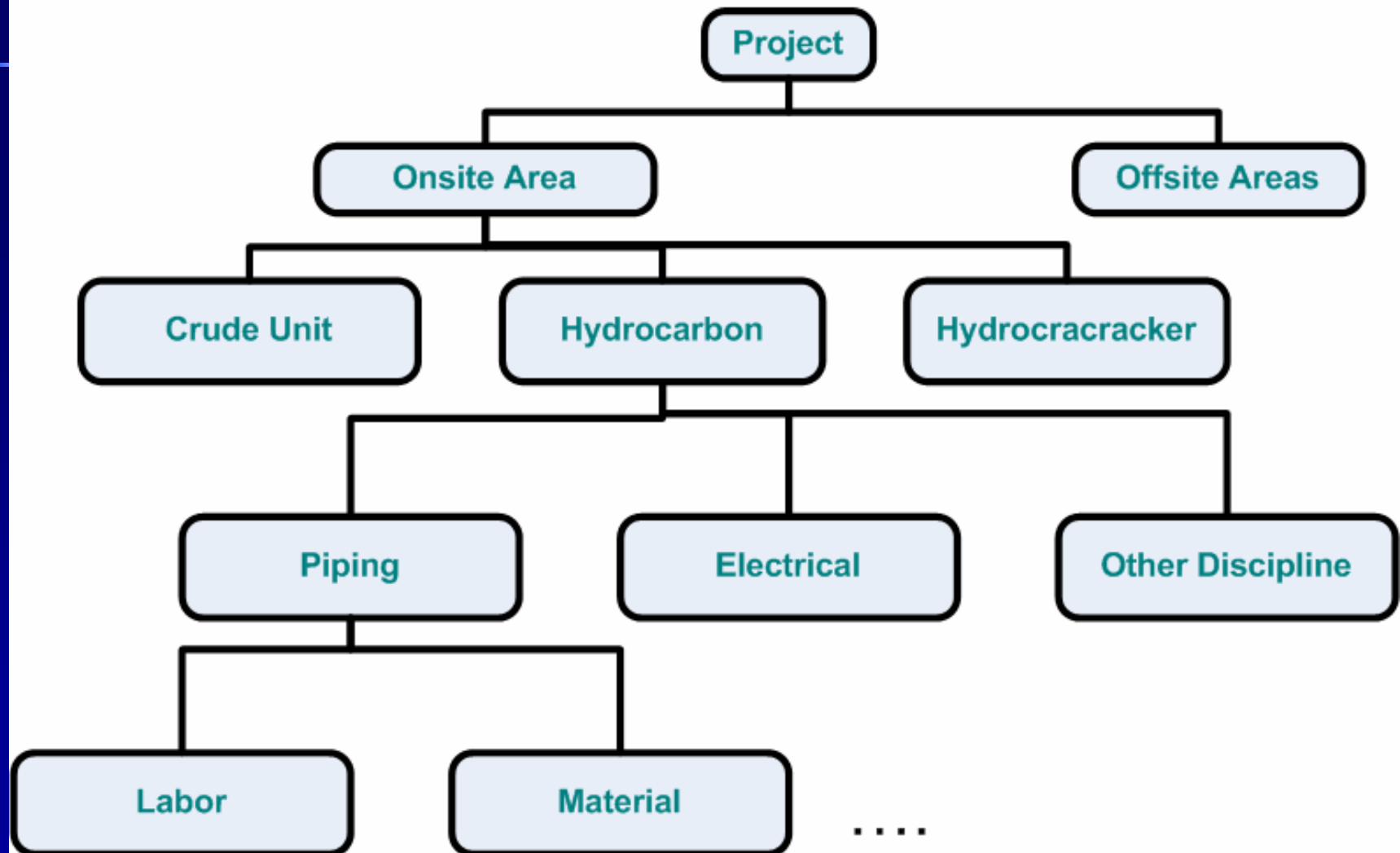
Cost & Schedule Integration

- The integration of cost and schedule is a crucial element for effective control.
- The normal breakdown structure of cost is different from that of schedule. Each is designed to support a different objective.
- What is needed is to align the estimate data and the schedule data at a level to support integration.

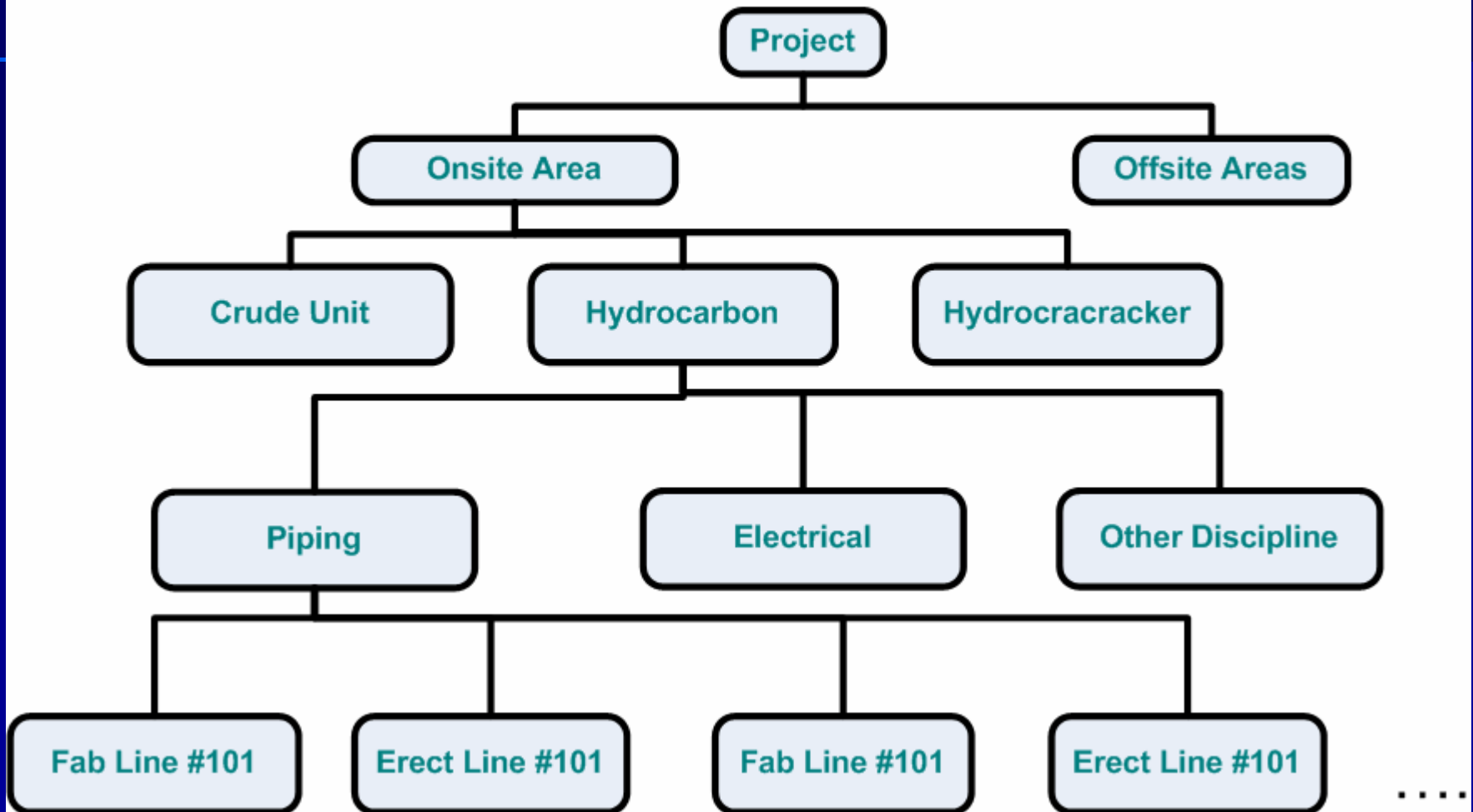
Approach to Integration

- The approach to integration is to maintain identical breakdown structures down to a certain level, below which each may have its own additional detailed levels.

Sample Cost Estimate Breakdown Structure



Sample Schedule Work Breakdown Structure



Level of Control

- Control in detail the elements with the greatest impact on cost.
- For other elements, control is established at summary level

Control Account Baseline

- The control account baseline establishes the estimated amount and the planned durations for a work package and its subtasks
- It shows the relationship between the control account baseline and the detailed subtasks of the control account.
- Control is achieved through monitoring of actual progress and comparing to plan.

Account Code		Description												Total Control					
S W P 0 0 0 0		Service Water Piping												W-H 3000					
Weight	Activity	U/M	Latest Estimate	1985												1986			
				D	J	F	M	A	M	J	J	A	S	O	N	D			
0.25	Large Hangers	EA	100		----->														
0.30	Large Pipe	LF	2000		----->														
0.10	Large Valves	EA	10		----->														
0.15	Large Pipe Weld	EA	150		----->														
0.20	Small Pipe	LF	1500		----->														
			ABC1234		----->														KKR3862
			EFG7234		----->														EYW4493
Total Control	Control Item	U/M	Qty	W-H	380	660	510	560	660	230	Total								
1.00	Large Pipe	LF	2000	W-H	380	1040	1550	2110	2770	3000	Cumulative								
				%	13	35	52	70	92	100	Cumulative								

Figure 2. Control Account Baseline

Work Status

- Work progress for an account is measured using one of the methods discussed previously (Progress Measurement)
- The status is rolled up using the earned value to determine overall percent complete.

