

PROJECT CONTROLS – DATA QUALITY CONTROL

Case Study:

► OVERVIEW

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1. Customer: Confidential/ Withheld

 2. Business Challenge: Accurate data reporting

 3. Service Featured: Data quality identification and improvement in solution

 4. Business Process involved: Internal Project controls tools and techniques

 5. Benefits realized: Improvement in data quality

 6. Area of Impact: Project Controls and reporting

CHALLENGE

At the outset of RIIO T1, in 2013, Our Client Project Controls had limited capability to track and monitor the portfolio and project performances. The basic EVM reporting that was in place was largely dependent on the accuracy of data being fed through various core systems. Due to various inconsistencies and bad practices and data duplication, the quality of source data loaded onto Client systems was sub optimal. To enable reliable project performance reporting, Our Client needed an efficient process in place to identify the root causes of the data issues and rectify the source inconsistencies.

SOLUTION

EVM is primarily a reflection of the progress of the project, which hinges greatly on the accuracy and consistency of the accounting process followed across all projects. Using Cost Management Tool, We supported our client in defining the guidelines and rules for the assessment and validation of data quality and accuracy of data. Our Client data had a substantial number of data quality issues, which gave conflicting results and prevented accurate performance reporting. We undertook a data quality reporting initiative to improve the consistency and accuracy of the data, assigning clear responsibilities for monthly improvement of data.

The schedule and cost data were subject to a stringent assurance process to ensure consistency and quality input to the cost management system. In addition, data quality issues were extracted from the data load exception logs and analyzed.

We reported the anomalies encountered in getting accurate cost information via feedback to the business in the form of a data quality report. A sample set of factors leading to data quality issues was as follows:

- ▶ Movement of Baseline Start/Finish dates
- ▶ Resource Loading outside activity Start/Finish dates
- ▶ Mismatch in BAC of Current Schedule and BTC of current baseline
- ▶ Budget Changes after 100% Completion of WBS
- ▶ Activity percentage Completion <0 or >100
- ▶ Percentage complete <100% for WBS with actual finish dates
- ▶ Invalid WBS Codes present in SAP but not present in P6
- ▶ WBS 100% Completed in P6 with remaining forecast in SAP
- ▶ Actuals booked in SAP with Zero budget in P6
- ▶ Percentage completion with zero Actual Costs

The data quality issues were categorized into projects and operational regions in order to assign specific accountabilities. The issues are then analyzed and discussed with relevant stakeholders to aid resolution. We supported our Client in facilitating the system-related data quality issues, to fix the root cause.

IMPROVEMENT

We recognized the importance of accurate performance data in the context of disparate data feeds and have used Data Quality as one of the prime means to unblock any performance visibility through cost and schedule data. We undertook the data quality reporting initiative to improve the accuracy of the data and assign clear responsibilities for monthly improvement of data and by implementing of data quality report, this helped the client to reduce the DQ observations by approximately 70% in last 2 years.

BENEFITS

We supported our client to recognize the importance of accurate data feed and highlighting the observations which were impacting the report most. This increased the understanding and control of critical data for performance management which in turn increased the reliability and acceptability of these reports within the organization.