

PROJECT CONTROLS EARNED VALUE MANAGEMENT REPORTING SERVICES

Case Study:

► OVERVIEW

1. Customer: Confidential/Withheld
2. Business Challenge: Efficient and reliable Project reporting
3. Service Featured: Delivery of robust monthly Earned Value reports
4. Business Process involved: Internal Project Controls process
5. Benefits realized: Developing controls and procedures to mitigate client's business risks
6. Areas of Impact: Project Controls, EVM

CHALLENGE

In 2013, our Client Project Controls had limited capability in programme performance monitoring and reporting, and due to this, they were struggling to support the management of projects effectively. The basic EVM reporting that was in place was largely dependent on the accuracy of data being fed from contractor's via manual interfaces through to the various core systems. The complete process inefficient, time-consuming and unreliable. To enable reliable project performance reporting, our Client needed an efficient process in place to deliver fast and accurate EVM reporting with minimal efforts.

SOLUTION

We supported our client to manage, integrate and co-ordinate complex programme of work. Project Control frameworks were used to align baseline, risk quantification, contingency management, change control and performance tracking. Using the newly implemented and standardized WBS, we expertly orchestrated and delivered an industry standard cost management capability for project and portfolio performances tracking through earn value analysis. Robust data governance principles were applied to ensure the accuracy of baseline, system, data and control environment.

The overall process has evolved over time and will be optimised further to support the production of a suite of reports that demonstrates the status and performance of the portfolio as a whole and for each project within it. The key activities undertaken by monthly update reporting cycle include the following:

The overall monthly update reporting cycle has five primary stages:

- ▶ Raw data extraction and validation
- ▶ Data transformation and load
- ▶ Report production and reconciliation
- ▶ COBRA Extract produced for OBIEE upload
- ▶ Data Quality reports for data improvement.

IMPROVEMENT

A continuous drive to improve with innovative approaches releasing inefficiencies from the existing reporting process has enabled us to bring overall reporting cycle down further from 4 working days to 2 working days which is an improvement in efficiency by 100%. Multiple factors like process automation, strong governance and delivery experience, etc. contributed towards an overall reduction in calendar timelines, with minimal increases in overall efforts.

BENEFITS

An industry standard Cost Management tool (Cobra) to track project and portfolio performance on a monthly basis, provided effective control on performance tracking and enabled our Client to initiate corrective actions as needed.

We supported our Client in highlighting major variations between the plan and actual costs, including cost and schedule variations. This increased the understanding and control of critical data for more effective performance management. Consequently, consistent, complete data and benchmarking information was delivered. We successfully developed controls and procedures to mitigate our Clients key business risks associated with overall portfolio performance.