

AC (ACWP)

Description: Calculation of the actual cost of work performed

Remarks: The costs actually incurred and recorded in accomplishing work performed. A good indication of how well a project has been executed relative to cost. Includes only normal activities and milestones that are planned, in-progress, or complete.

Percentage Schedule

Description: Calculation of how much work as a percentage of the overall budget should have been completed.

Remarks: Indication of how well a project has been executed. Includes only normal activities and milestones that are planned, in-progress, or complete.

Percentage Spent

Description: Calculation of how much has been spent as a percentage of the overall budget

Remarks: Indication of how well a project has been executed with regards to cost. Includes only normal activities and milestones that are planned, in-progress, or complete.

Percent Complete

Description: Calculation of how much work as a percentage of the overall budget has been completed

Remarks: This is a good indication of the amount of work remaining for project completion as well as what has already been completed. Includes only normal activities and milestones that are planned, in-progress, or complete.

Percentage Spent (EAC)

Description: Calculation of how much has been spent as a percentage of the latest Estimate at Complete.

Remarks: A good indication of remaining budget as well as what has been spent. Use in conjunction with Percent Complete to compare remaining work with remaining budget. Includes only normal activities and milestones that are planned, in-progress, or complete.

VAC

Description: Calculation of the Variance at Complete

Remarks: Variance at Complete refers to the difference between the total budget and the estimate at completion. It represents the amount of expected cost overrun or underrun. A positive value indicates an underspend and a negative value indicates an overspend. Includes only normal activities and milestones that are planned, in-progress, or complete.

BAC

Description: Calculation of Budget at Complete (also known as Performance Measurement Baseline)

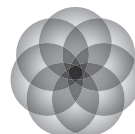
Remarks: Budget at Complete refers the total authorized budget for accomplishing the project scope of work. It is equal to the sum of all allocated budgets plus any undistributed budget. Includes only normal activities and milestones that are planned, in-progress, or complete.

EARNED SCHEDULE

SV(t)

Description: Calculation of the difference (in days) between the baseline expected progress to date and the actual progress of the activity.

Remarks: A good indication as to how well a project has been executed. Includes only normal activities that are planned,



in-progress, or complete.

SPI(t)

Description: Ratio showing the performance of the activity relative to the baseline.

Remarks: Ratios greater than 1 indicate progress ahead of schedule. Ratios less than 1 indicate progress behind schedule. Includes only normal activities that are planned, in-progress, or complete.

WORK/RESOURCES

Overrun

Description: Number of activities where total work is greater than budgeted work.

Remarks: An indication as to the number of activities that are carrying a greater work than that budgeted. Values greater than 25% typically will expend any allocated contingencies. Includes only normal activities and milestones that are planned, in-progress, or complete.

Work Underrun

Description: A measure of the difference between total budgeted work and actual work of all activities that have total work less than budgeted work.

Remarks: An indication as to the number of activities that are carrying less work than budgeted. Includes only normal activities and milestones that are planned, in-progress, or complete.

Work Overrun

Description: A measure of the difference between total budgeted work and actual work of all activities that have total work greater than budgeted work.

Remarks: An indication as to the number of activities that are carrying more work than budgeted. Includes only normal activities and milestones that are planned, in-progress, or complete.

Total Work

Description: Calculation of the total work (actual work plus remaining work) for all activities within a grouping.

Remarks: An indication of the amount of work required to complete a given group of activities. Includes only normal activities and milestones that are planned, in-progress, or complete.

Actual Work

Description: Calculation of the actual work completed for all activities within a grouping

Remarks: Calculates actual work performed, as opposed to estimated work or standard work. Useful in understanding the amount of work performed for a specific WBS, resource, or time-phase. Includes only normal activities and milestones that are planned, in-progress, or complete.

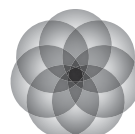
Remaining Work

Description: Calculation of total remaining work for all activities within a grouping

Remarks: Useful in understanding the amount of work remaining for a specific WBS or time-phase. Includes only normal activities and milestones that are planned, in-progress, or complete.

Work Discrepancy

Description: A calculation of the difference between budgeted and current work



Remarks: A good indication as to whether completed work is over or under budget. Includes only normal activities and milestones that are planned, in-progress, or complete.

Budget Work

Description: A calculation of the total work budgeted for all activities within a grouping.

Remarks: Useful in comparing budgeted work of multiple ribbons or time-phases. Includes only normal activities and milestones that are planned, in-progress, or complete.

Summarized Work

Description: Number of summaries carrying work or resources.

Remarks: Work and resources are typically assigned to normal and milestone activities. Some scheduling tools allow the assigning of work and resources at the summary level. Given summaries are not real activities but instead simply groupings of activities, they should not be resource or work loaded. Includes only summaries and level of effort (hammocks) that are planned or in-progress.

Work per Day

Description: A calculation of average work per day

Remarks: Work per day is the amount of work of activities relative to the total duration of the same activities. A good measure of how much work is performed for any given period. Includes only normal activities and milestones that are planned, in-progress, or complete.

Missing Resources

Description: Number of activities that are not carrying resources

Remarks: Useful in pinpointing activities that have not been resource loaded. Includes only normal activities that are planned, in-progress, or complete.

Resources

Description: Number of activities that are carrying resources

Remarks: Useful in understanding how a schedule has been resource loaded. Includes only normal activities and milestones that are planned or in-progress.

INDUSTRY STANDARDS

DCMA 14 POINT

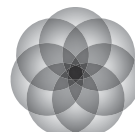
Logic

Description: Number of activities that are missing a predecessor, a successor or both. Should not exceed 5%.

Remarks: A core schedule quality check. In theory, all total activity should have at least one predecessor and one successor associated with it. Failure to do so will impact the quality of results derived from a time analysis as well as a risk analysis. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Leads

Description: Total number of activities carrying negative lag.



Remarks: Also known as negative lag. Often used to adjust the successor start or end date relative to the logic link applied. Can result in the successor starting before the start of the predecessor. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Lags

Description: Total number of activities with lags.

Remarks: Lags are positive durations or delays associated with logic links. Lags tend to hide detail in schedules and cannot be statused like normal activities. Lags should typically be replaced with activities. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

FS Relations

Description: Total number of activities with Finish to Start (FS) logic links.

Remarks: Finish to Start (FS) links provide a logical path through the project. Should be at least 90%. Finish to Start relationships are the most common type of logic link in a schedule and are used to portray a sequential series of work where a successor cannot start before it's predecessor has finished. Having less than 90% of all links as FS links is a poor scheduling practice. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Hard Constraint

Description: Number of activities with hard or two-way constraints. Should not exceed 5%.

Remarks: Hard or two-way constraints such as Must Start On or Must Finish On should be avoided. Consider using soft constraints if absolutely necessary. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

High Float

Description: Number of activities with total float greater than 2 months. Should not exceed 5%.

Remarks: Schedule paths with high amounts of float typically arise due to artificially constrained activities (see check # 5). Paths with finish float of more than two months should be considered for acceleration and schedule optimization. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Negative Float

Description: Total activity that is incomplete and total float is less than 0 working days.

Remarks: Negative float is a result of a artificially accelerated or constrained schedule. Negative float indicates that the schedule is not possible based on the current completion dates. Compare this to activities with Hard Constraints to determine which activities (with negative float) are being impacted by constraints. Ideally, there should not be any negative float in the schedule. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

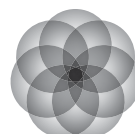
High Duration

Description: Total number of activities that have a duration longer than 2 months. This number should not exceed 5%.

Remarks: High duration activities are generally an indication that a plan is too high level for adequate planning and controls. Consider further developing the schedule adding more detailed activities. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Invalid Dates

Description: All activities with planned work in the past or actual work in the future. There should not be any invalid dates in the schedule.



Remarks: Invalid dates are a reflection of 'loose' scheduling engines not correctly enforcing standard schedule logic. It is impossible to have planned activities prior to the time now/data date and similarly, activities cannot be statused into the future. This is a key schedule quality check that pinpoints activities that could have a major erroneous outcome on the dates in the schedule. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Resources

Description: Number of activities that have resources/costs assigned

Remarks: Useful for determining whether a schedule has been resource loaded in it's entirety or not. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

Missed Activities

Description: Number of activities that have slipped from their baseline dates

Remarks: Activities that have been completed behind the baseline completion date. This is a good indication of execution performance. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

CPLI

Description: Calculation of The Critical Path Length Index (CPLI)

Remarks: The Critical Path Length Index (CPLI) is a measure of the relative efficiency required to complete a milestone on time, or how close a critical path is to the project target completion date. A project with an aggressive or conservative completion date may not carry the same overall duration as that of the critical path through the network. CPLI of greater than 1 indicates that a schedule is conservative with a very high chance of early completion. A CPLI of less than 1 is very aggressive with a very high chance that completion will overrun beyond the target project completion date. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

BEI

Description: Calculation of The Baseline Execution Index (BEI)

Remarks: An indication of the efficiency with which actual work has been accomplished when measured against the baseline. The more activities that are completed either on time or ahead of the baseline schedule will reflect a BEI of 1 or more. Conversely, a BEI of less than 1 reflects less than forecasted schedule execution. Includes all normal activities, milestones, summaries, and level of effort (hammocks) that are planned, in-progress, or complete.

