



Title: Reviewing a baseline schedule

Author:

Devendra Chhangani

Project Controls Manager

WSP | Parsons Brinckerhoff (PMC)

Roy Hill project

Perth, WA

Summary:

Mega projects are overloaded with a tremendous amount of data related to time, costs, resources, commodities, and statistics to name a few, and it becomes imperative to compare those data against an approved baseline schedule.

In competitively bid projects, a contractor often has limited time to put together a detailed schedule for an entire project, this interim schedule is used until an accepted baseline schedule can be achieved.

Reaching agreement on a baseline schedule is often difficult, frequently requiring team efforts, negotiation, and perseverance. During the initial stages of preparing the baseline schedule, meeting between the contractor and owner to discuss expectations and requirements of schedule can go a long way in assuring the timely completion, review and acceptance of a useful and effective document.

The strength and integrity of the initial planning determines how well the project will perform. Significant efforts need to go in at the start to mitigate future risks and to well understand the challenges ahead. That is why the project baseline must be well developed utilising all available information's. The accepted, initial schedule is often referred to as the baseline schedule. The use of this term refers to the fact that the projected activity dates will be used as a baseline for comparing the actual, achieved dates and measuring progress. Failure to reach timely agreement on the acceptance of the baseline schedule is a clear sign that the project itself is in a danger.

A baseline schedule review must focuses on the following issues that are not normally the focus of a schedule update review:

Schedule quality, sequence and workflow, constructability, timing and phasing, legal and contractual requirements, clear description of the work, resource usage, level of detail, design and coding, critical path analysis, constraint analysis, meaningful logics, and other project related issues