

# Project Controls and Resource Management

Successful projects begin with a well-developed execution plan that: (1) defines a work breakdown structure, (2) establishes clear goals, (3) has logical task sequencing, (4) assigns responsibilities, (5) allocates resources and costs, and (6) encompasses measurable success metrics.

During execution, we will continuously measure performance against plan and report the status, any variance, and emerging trends. This allows you to make fact-based decisions that will help assure delivery in the quickest possible time at the lowest possible cost.

What	How
Manage Time	Develop and manage a Project Execution Plan. Establish and identify goals and targets.
Manage Performance	Implement Performance Measurement and Analysis using Earned Value techniques. Provide performance-based “early warning” capabilities allowing timely identification and correction of problems.
Manage Resources	Analyze and identify resource capacity constraints and overloads. Optimize resource use through leveling or reallocating priorities.
Manage Costs	Integrate the budget into the execution plan and track cost by work breakdown, organization or deliverable. Develop accurate “to complete” estimates with performance and risk trends.

## Benefits to You and Your Organization

Improved Performance	Projects completed sooner, with less cost.
Objective Assessment	Performance-based measure of status.
Greater Awareness	Accurate, timely, and “unfiltered” information.
Better Reporting	Scalable and easy-to-retrieve via Project Dashboards.
Optimized Resource Use	Load balanced and leveled allocation of resources.
Proactive Management	“Early warning” allows early mitigation of problems.

## CASE STUDY >

How can a company meet customer demands while improving its processes? We helped an international shipbuilding firm do just that. Its customers, including the US Navy, required results-vs-effort assessments, along with stringent mandates for status, variance, and trend reporting. The potential for more work from one of the customers was also jeopardized by the perception that certain fabrication resources would be so overloaded that the shipyard could not cope with more work.

Working with shipyard management and shop supervision, the Saybrook Associates team developed and implemented an execution plan that integrated design, procurement, fabrication, and commissioning by using Primavera P3e and an earned-value

performance measurement. We also loaded activities in the execution plan with key facility, material, personnel, and tooling resources. This enabled us to evaluate the baseline plan for resource availability, overloads and capacity constraints, as well as alternative and “what-if” scenarios and work-around strategies.

As a result, our client could manage and monitor work processes against a baseline plan and measure performance against plan and effort, and undertake additional work without compromising present or future projects. In fact, the shipyard received an RFP for **additional** work from a previously skeptical customer.