RISHIJAVERI.COM · REVIEW PACK

The Project Controls Review Pack

Nine checklists for reviewing project controls on a major programme, from set-up to governance.

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Contents

01 Programme Controls Health Check
02 Baseline Schedule Review
03 Schedule Assurance Checklist
04 Critical Path Assessment
05 Progress Measurement Review
06 Risk and Early Warning Review
07 EOT and Delay Assessment Preparation
08 Programme Reporting Review
09 Programme Governance Review

How to use it

Work through the sections that fit the question in front of you; they do not have to be used in order. Tick what is in place and note what is not. Each section links to the free tool or guide on rishijaveri.com that goes deeper.

Please note. These checklists are original and generic. They are not any employer's, client's or contractor's controlled templates or requirements, and they contain no project data. They support professional judgement; they are not a professional determination, and nothing here is legal advice. Thresholds are common industry guides: adapt them to your contract and programme.

Programme Controls Health Check

Are the foundations in place for controls to be trusted later? Use at mobilisation and whenever the controls function changes hands.

FOUNDATIONS

- [ ] Controls operating model and responsibilities defined, including who accepts baselines and signs off reports
- [ ] WBS and coding structure agreed and consistent across schedule, progress and cost
- [ ] Systems set up, with one agreed source for schedule, progress, risk and change data

SCHEDULE

- [ ] Baseline requirements and acceptance process defined
- [ ] Schedule quality standard adopted and issued to every contractor
- [ ] Progress measurement method agreed and unambiguous

CHANGE, RISK AND REPORTING

- [ ] Change control process defined and understood by all parties
- [ ] Risk register and review cadence in place
- [ ] Reporting suite and calendar agreed: data dates, submissions, reviews and board dates
- [ ] Stage gates and decision rights defined
- [ ] Records and document control in place from day one

On the site: Project Controls Setup Check (tool) · Implementation checklists

Adapted from the Project Controls Setup Checklist and the Employer-Side Implementation Checklists on rishijaveri.com.

Baseline Schedule Review

What to verify before accepting a contractor baseline, because every later measurement depends on it.

SCOPE AND STRUCTURE

- [ ] Complete against the contract scope and traceable to the WBS
- [ ] Coding consistent with the controls standard

LOGIC

- [ ] No open ends except the start and finish
- [ ] Predominantly finish-to-start relationships
- [ ] The network responds when a key activity is moved

CRITICAL PATH, CONSTRAINTS AND DURATIONS

- [ ] Critical path runs through genuinely constraining work and is reconciled with the longest path
- [ ] Every hard constraint, lead and long lag justified or removed
- [ ] No unexplained negative float
- [ ] Durations realistic and supported by method and resources

ACCEPTANCE

- [ ] Basis of schedule document submitted and reviewed with the programme
- [ ] Acceptance recorded as a sound measure of record, with closeable comments, not as agreement on dates

On the site: 5-Minute Baseline Check (tool) · Baseline Review Checklist: 100 checks (PDF)

Adapted from the Baseline Review Checklist and the baseline acceptance checklist on rishijaveri.com.

Schedule Assurance Checklist

A diagnostic read on whether a programme is technically sound. The thresholds are common industry guides based on DCMA 14-point principles; adapt them to your project. On employer-side programmes the acceptance standard should be the employer's own framework, with these metrics reported alongside as diagnostics.

LOGIC AND NETWORK

- [ ] Missing logic 5% or less (activities without a predecessor and successor)
- [ ] No leads (negative lag)
- [ ] Lags on 5% of relationships or fewer
- [ ] Finish-to-start relationships 90% or more

CONSTRAINTS AND FLOAT

- [ ] Hard constraints 5% or fewer, each justified
- [ ] High float (over 44 working days) on 5% of activities or fewer
- [ ] No negative float, or negative float explained and being recovered

DURATIONS AND DATES

- [ ] High durations (over 44 working days) on 5% of activities or fewer
- [ ] No invalid dates: no actuals in the future, no forecasts in the past
- [ ] Resources assigned where the method requires

PROGRESS AND CRITICAL PATH

- [ ] Missed tasks within tolerance
- [ ] Critical path test passes: a deliberate large delay moves the finish
- [ ] Critical path length index about 1.0 or better
- [ ] Baseline execution index about 0.95 or better

On the site: 100-Point Schedule Assurance Framework · Schedule Health Check (tool) · Schedule assessment frameworks reference

Adapted from the Schedule Health Checklist on rishijaveri.com. It is separate from the 100-Point Employer Schedule Assurance Framework, whose 100 checks are published as the Baseline Programme Review Checklist.

Critical Path Assessment

Is the path the software reports the one actually driving completion, and is it stable?

THE PATH ITSELF

- [ ] The critical path is traced from the completion milestone back through driving logic, not only read from a filter
- [ ] It runs through real work, not level-of-effort, summary or hammock activities
- [ ] It is not created by constraints or artificial dates
- [ ] It is reconciled with the longest path where the two differ

BETWEEN UPDATES

- [ ] The driving path is compared with the previous update
- [ ] Every change to the critical path is explained in the narrative
- [ ] Near-critical paths and their float are tracked, not only the zero-float path
- [ ] Negative float is explained, with a recovery position

On the site: Critical Path Stability Monitor (tool) · Critical path vs longest path · Critical path in Primavera P6

Drawn from the baseline review checklist, the Failure Atlas and the Critical Path Stability Monitor on rishijaveri.com.

Progress Measurement Review

Is reported progress real, measurable and consistent with the forecast?

RULES AND VERIFICATION

- [ ] Progress is credited by rules agreed before the work starts
- [ ] A sample of reported progress is verified against quantities and records each period
- [ ] The gap between reported and verified progress is tracked

CONSISTENCY

- [ ] Earned value and the schedule forecast use the same data date
- [ ] Schedule performance is read in time as well as money
- [ ] Progress rising while forecast completion moves later is investigated, not reported as normal
- [ ] Approved change is reflected in the baseline before performance is measured against it

On the site: Progress Measurement Assessment (tool) · Earned Value Calculator (tool)

Drawn from the measurement checklist, the Failure Atlas and the Progress Measurement Assessment on rishijaveri.com.

Risk and Early Warning Review

Twelve indicators that usually appear before a programme slips. Mark each as present, partly present, absent or not known.

TIME

- [ ] Forecast completion has moved later in two or more consecutive updates
- [ ] The critical path has changed without an explanation
- [ ] Float on near-critical paths is falling each update

DELIVERY

- [ ] Reported progress is ahead of measured or verified progress
- [ ] The forecast assumes productivity above rates achieved so far
- [ ] Resources on site are below the programme's resource plan
- [ ] Design, approvals or long-lead items are behind their need dates

CONTROL

- [ ] Pending change older than 60 days is growing
- [ ] The cost forecast is rising while reported progress is on plan
- [ ] Contractor programme submissions are late or rejected
- [ ] Interface dates between packages are being missed
- [ ] Management actions are repeatedly overdue

On the site: Risk and Early Warning (tool) · Project Controls Red Flags and Failure Atlas

From the Risk and Early Warning tool on rishijaveri.com. The tool and this list are deterministic; they do not perform probabilistic simulation.

EOT and Delay Assessment Preparation

A disciplined order for reviewing an extension of time submission, on whichever side of it you sit.

THE REVIEW

- [ ] Contractual basis: a valid mechanism, with notices served in time
- [ ] Baseline validity: delay measured against a sound, accepted baseline
- [ ] Method: suited to the timing and the records, and applied consistently
- [ ] Cause and effect: each event tied by evidence to an effect on the critical path
- [ ] Critical path impact: the event drives completion, not merely float
- [ ] Concurrency: true concurrency identified and addressed honestly
- [ ] Mitigation: reasonable steps taken and reflected
- [ ] Records: contemporaneous evidence, not reconstruction
- [ ] Conclusion: entitlement stated with reasoning, and the residual gap explained

BEFORE YOU START

- [ ] A delay event register exists, linked to notices, records and programme updates
- [ ] The accepted updates for each window are available in native format

On the site: EOT Review Checklist · EOT Triage (tool) · Delay Event Register template

Adapted from the EOT Review Checklist on rishijaveri.com. Guidance, not legal advice; entitlement depends on the contract, the facts and the governing law.

Programme Reporting Review

A report exists to drive a decision, not to prove that work happened.

HEADLINE AND DECISIONS

- [ ] One-line status and the trend since last period
- [ ] The decisions required this period, stated first

TIME

- [ ] Progress against baseline, planned against actual
- [ ] Current critical path and how it has changed
- [ ] Forecast completion, with its basis

COST, CHANGE AND RISK

- [ ] Cost position and forecast, with earned value indices where used
- [ ] Change status: approved, pending and potential
- [ ] Top risks with owners and movement since last period
- [ ] EOT and claims status, without contractual overstatement
- [ ] Actions with owners and dates; last period's actions closed out

DISCIPLINE

- [ ] Figures reconcile with the schedule and cost systems
- [ ] Facts, forecasts, assumptions and judgements are labelled
- [ ] Bad news is early and plainly stated

On the site: Monthly Reporting Checklist · Reporting Compliance Checker (tool) · Executive Review Generator (tool)

Adapted from the Monthly Reporting Checklist on rishijaveri.com.

Programme Governance Review

Can the programme’s governance actually steer it?

STRUCTURE AND DECISIONS

- [ ] The link to organisational strategy is written down and re-tested at each gate
- [ ] Sponsor, board, programme director and PMO have written terms of reference
- [ ] Decision rights and financial delegations are set in numbers, not adjectives
- [ ] Every major decision has an accountable owner and a recorded basis
- [ ] Escalation thresholds are defined for time, cost, risk and benefits, and used

ASSURANCE AND BENEFITS

- [ ] Reports lead with the decisions required
- [ ] Independent assurance takes place at gates and when indicators turn red
- [ ] Gate criteria are written in advance and gates are passed on evidence
- [ ] Every benefit has a named owner who stays accountable after closure
- [ ] Cross-component conflicts are resolved quickly, on the record

On the site: Programme Governance Assessment (tool) · Programme Management and Governance

From the Programme Governance Assessment on rishijaveri.com.

ABOUT

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More checklists, tools and guides: rishijaveri.com/project-controls-toolkit. The method behind them: How I Work.

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