



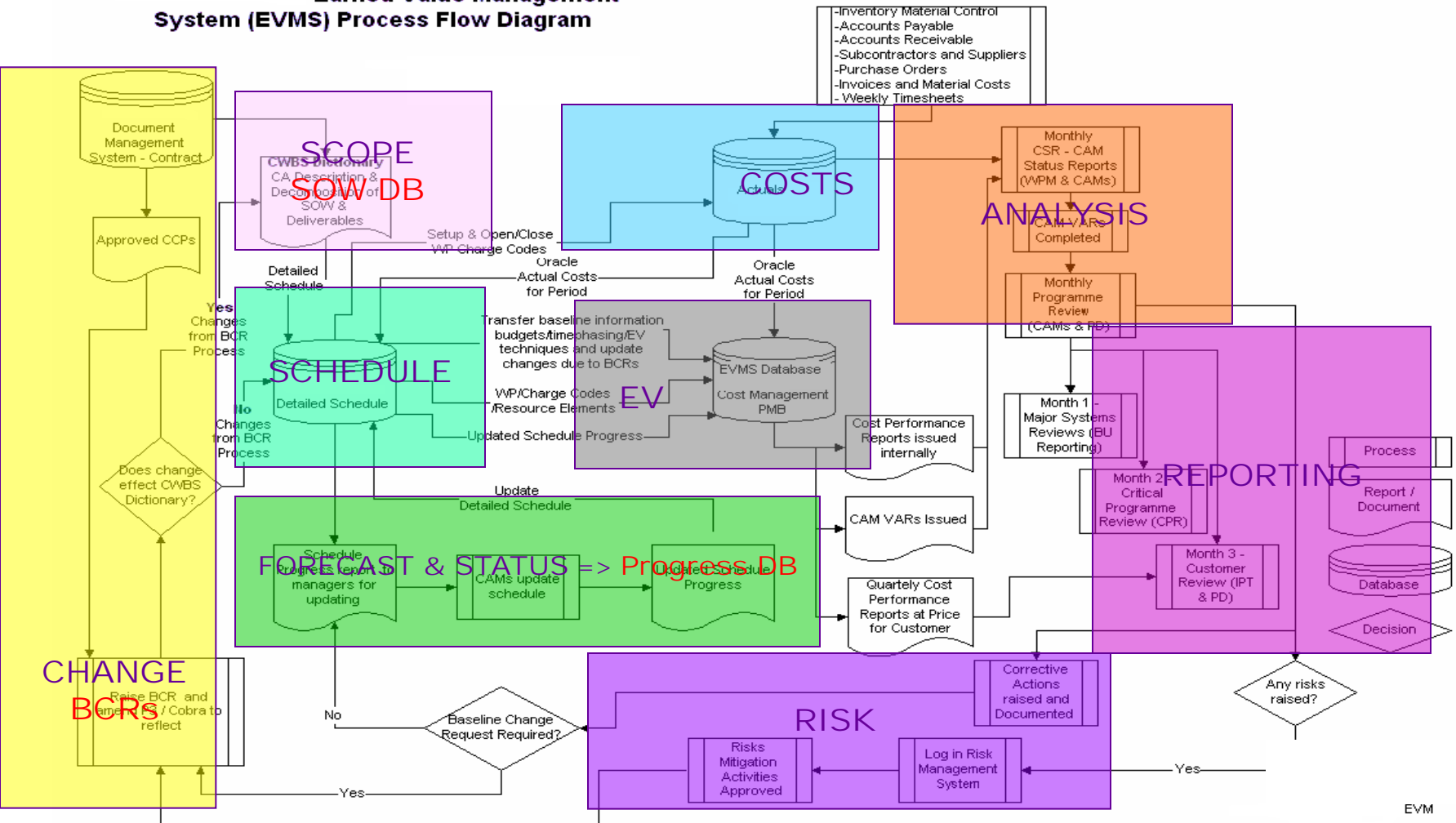
Rolling Wave – Change

Patrick Kennerson

Date

Programme Management System

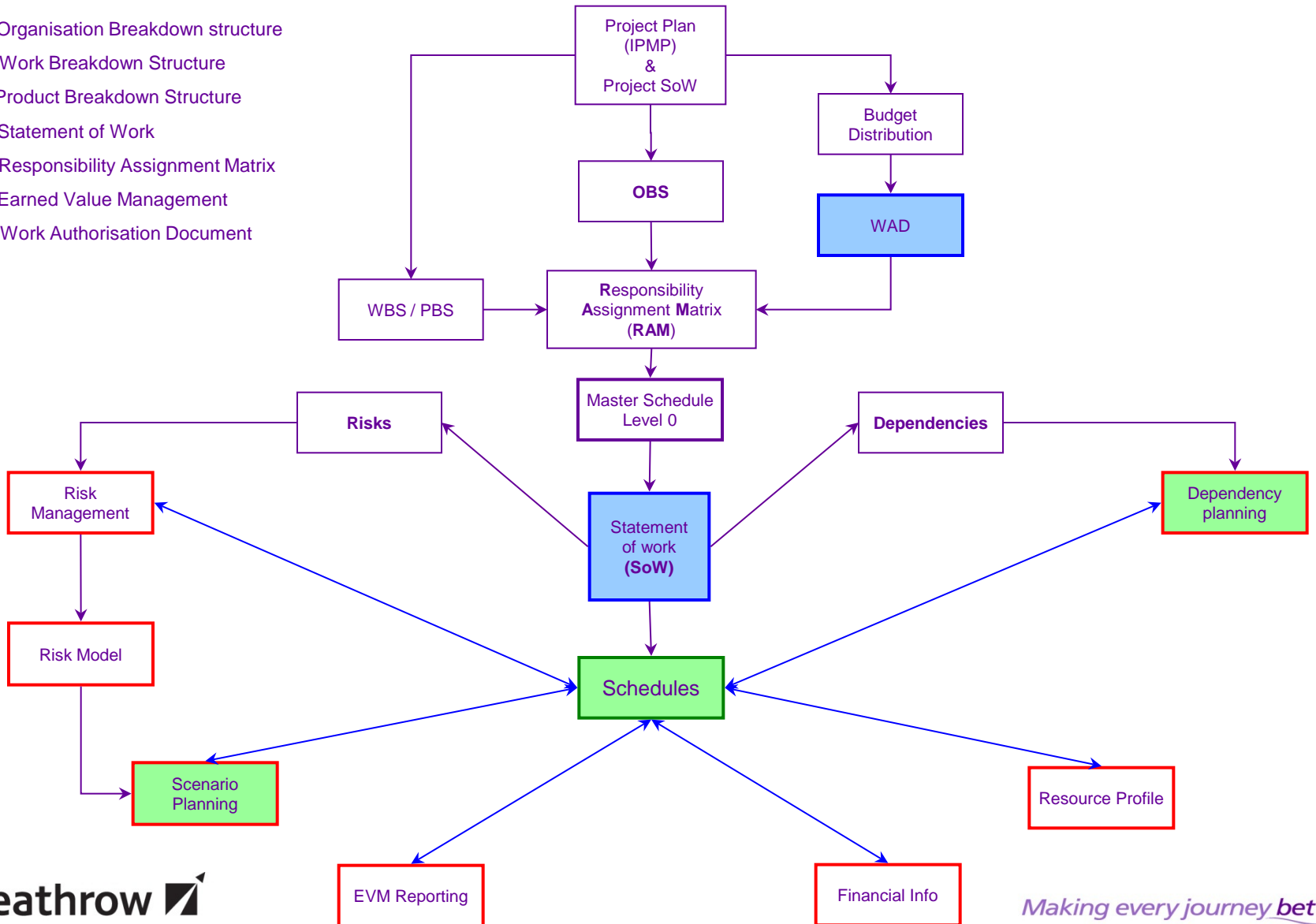
Earned Value Management System (EVMS) Process Flow Diagram



EVM

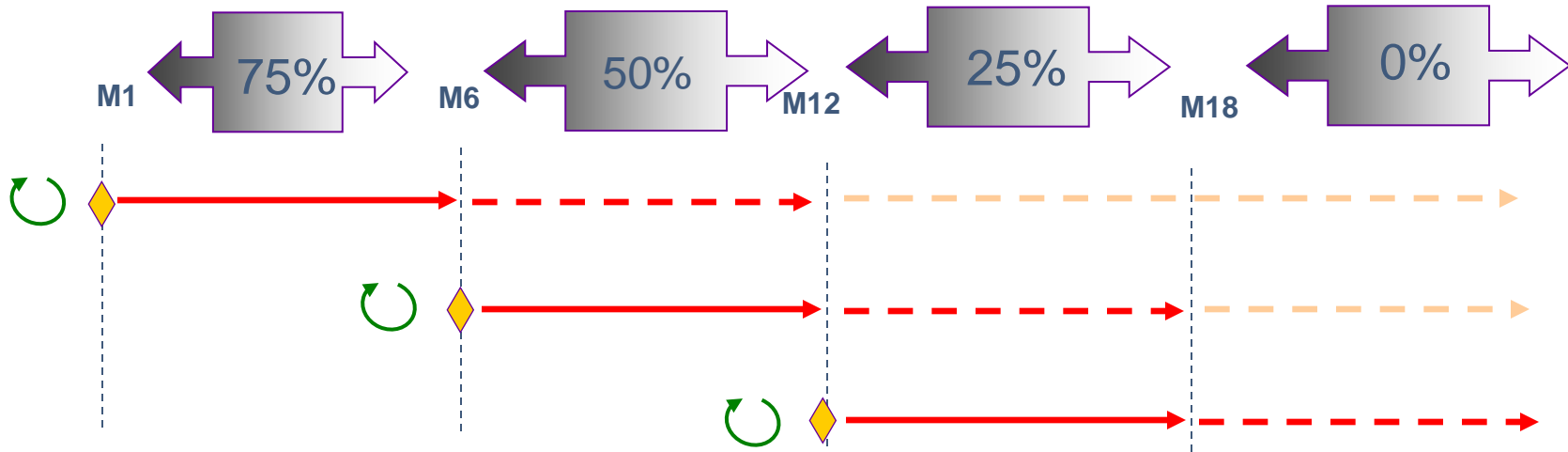
Programme Control - Planning

- OBS - Organisation Breakdown structure
- WBS - Work Breakdown Structure
- PBS - Product Breakdown Structure
- SoW - Statement of Work
- RAM - Responsibility Assignment Matrix
- EVM - Earned Value Management
- WAD - Work Authorisation Document




Rolling Wave Process

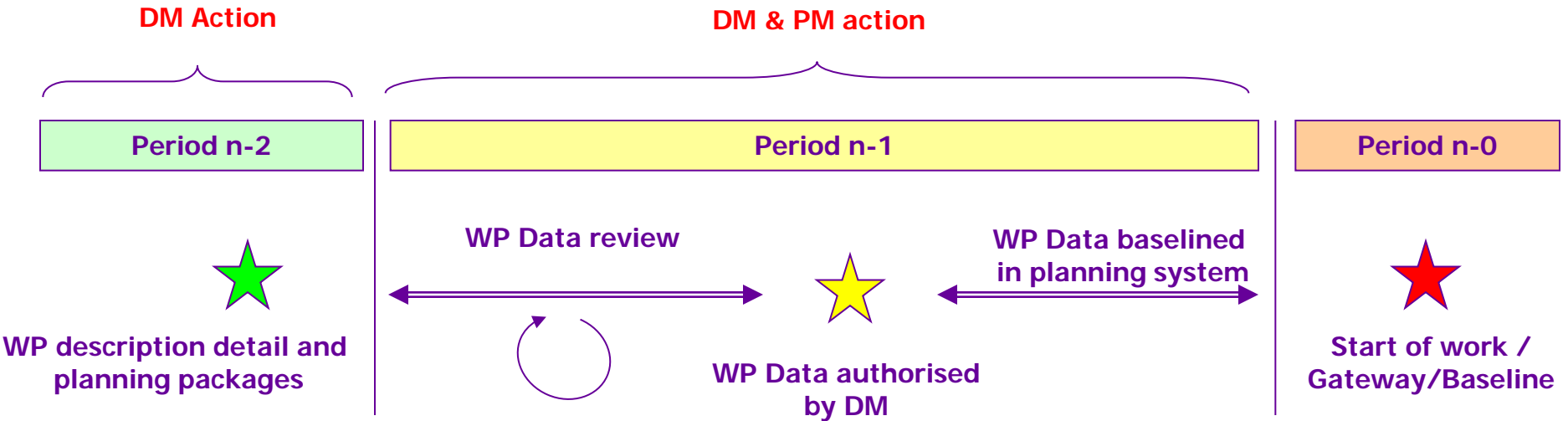
Six month rolling wave profile



Legend:

-  Detailed Work Packages
-  Detailed Planning Packages
-  Non-Detailed Planning Packages
-  Internal Schedule Review
-  Rolling Wave exercise

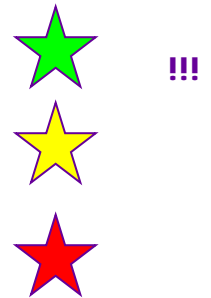
WP Definition Process



T0 – 30 days

T0 0 days

And not:



Baseline Revisions Key

| IF | AND | THEN |
|---|--|---|
| A change adds or removes scope | All Work Packages in the affected Control Accounts are scheduled to open in the future; no progress has been recorded | <ul style="list-style-type: none"> •Full CC •Timephased BAC is increased (or decreased) •New Work Packages are added, adjusted or removed •Integrated Master Schedule is modified |
| A change adds or removes scope | Progress has been recorded in some or all of the Work Packages in the affected Control Accounts and it is not feasible to modify them for future periods, OR historical performance must be retained | <ul style="list-style-type: none"> •Full CC •Control Accounts are closed •BAC is set equal to EV •AC is retained performance must be retained •Revised Control Accounts are created •Timephased BAC is revised for remaining effort + impact of the change •Integrated Master Schedule (IMS) is modified |
| A change adds or removes scope | Progress has been recorded in some or all of the Work Packages in the affected Control Accounts and it is feasible to modify them for future periods without distorting historical performance | <ul style="list-style-type: none"> •Control Accounts and Work Packages remain open •Timephased BAC is increased (or decreased) in future periods •AC is retained •Integrated Master Schedule (IMS) is modified |
| Planning Package is ready for definition into Work Packages | existing scope, schedule and budget remain unchanged | <ul style="list-style-type: none"> •New Work Packages are created for the Control Account •Integrated Master Schedule (IMS) is modified |
| DM wants to replan | Existing scope, schedule and budget remain unchanged | <ul style="list-style-type: none"> •Unopened Work Packages or future portions of •opened Work replan a Control Account Plan •unchanged Packages are adjusted within the •cost and schedule constraints of the original •Control Account |