

# Better Project Control Through Better Project Execution

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**Abstract**— Project controls have been a primary focus of project improvement for decades. Organizations such as AACE have published a library of knowledge and recommended practices on estimating, cost control, scheduling and risk management. Each year, new software capabilities are introduced promising more data integration and collaboration than ever before. Experts in CPM scheduling and risk management have developed sophisticated algorithms in an attempt to correct for inaccurate estimating and project controls information. Yet more projects than ever complete over budget and later than planned. Perhaps it is time to think beyond collecting the data, performing analysis and publishing reports or charts. This paper will focus on how to improve project controls reliability through the use of project execution processes for engineering, procurement, construction and commissioning. Project execution processes qualitatively prescribe criteria required to earn progress. Subsequently, this yields improved reliability of progress data collected, which subsequently results in increased reliability of project controls analysis and reporting.