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Guidance on Project Schedule Model Baseline Management

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Terminology

The terminology referred to within this guidance note is the standard terminology defined by the Project Management Institute (PMI) for project planning and scheduling.

Schedule Method –The framework utilised for the development of the model – the Network Rail standard is to use the critical path methodology (CPM).

Schedule Tool – The software application that contains the components and rules utilised to develop and apply the project specific information. The standard Network Rail applications are:

- Oracle Projects
- Microsoft Project
- Primavera

Schedule Model – The inclusion of the project specific information, activities, resources, durations into the scheduling tool establishes a model or road map of the project. The model can be utilised by the project teams to generate and evaluate alternate solutions and compare changes.

Project Schedule/s – The outputs generated from the schedule model depicting activities, dates, times etc. These can be in for form of simple activity lists into complex gannt chart representations.

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1 Purpose

This Guidance Note forms part of the suite of documents comprising the Planning and Programme Controls standard.

Schedule Model baseline management outlines the agreed standard Network Rail schedule model baselines types, how and when they are established, allied with the appropriate update and archive processes.

2 Scope

This Network Rail Guidance Note provides an outline of the recognised baselines that can be associated with and utilised to support the generation, management and update of the project schedule model.

The management and change control associated with these baselines is covered in an associated guidance note NR/L3/PG115/PS/014, *Guidance on Project Schedule Model Change Control*.

3 Schedule Model Baseline Management

3.1 Schedule Model

The Schedule Model developed is a network of activities, milestones and resources, which show the work, dependencies and duration of the tasks required for delivery of the project. To be able to measure the performance on a project it is necessary to compare the current progress with that originally planned. The method of achieving this is by use of Baselines, taking a copy of the original plan and storing it for making the required comparisons.

3.2 Baseline Types

Network Rail has defined a number of standard Baseline types to be utilised during the schedule development and execution processes, these are as follows:

The Business Planning Baseline (BPB) - the original baseline struck to reflect the £ value of the project as entered into the Business Plan. It remains unchanged for the duration of the Business Plan year.

Proposal Estimate (Submit PEST) - the baseline used to get the phased cost data for the projects schedule model from the scheduling tool into the Oracle Projects application. The PEST must be established and submitted prior to any Authority request being made.

Current Project Managers Baseline (Current PMB) - the baseline which reflects the projects current Authority it may include an element of unauthorised work, in planning packages. Note: For Primavera a Current PMB must exist and be assigned