

## **Analysis of Document Management as an Example of Underused Project Data**

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Many recent studies showed that project delays are mostly attributed to the delay and non-quality of engineering deliverables. Project teams rely heavily on earned value measurements (EVM) when it comes to track project progress against the baseline. This paper/presentation challenges the use of EVM compared to underused project data. Projects always have a lot of data that can be used for project tracking. Data analyses that are right for the situation represent tools that are easier and more effective than EVM. Only one example will be given here about the use of document flow data.

Document management tools and software contain a wealth of data that can be used at various phases of a project to support the measurements of engineering progress and performance. Data fields in the tools which specifically store actual dates, revision status, type of deliverables, etc. can be used to validate reporting metrics defined for engineering. Utilizing this information creates the knowledge base to make informative decisions for engineering interface with procurement, construction, and commissioning. It also improves project forecasting and substantiates collection points needed to meet critical milestones.

This paper demonstrates the concepts of data collection through document workflow and how to convert that into progress metrics that contribute to non-traditional performance metrics. For example, a progress metric such as the average time needed to move a document from status "A" to status "B" will validate the progress value calculated using rules of credit. The author will present multiple non-traditional metrics and trends to make use of data contained within document management tools to improve the reliability of traditional progress and performance metrics. These trends will support the project forecast related to engineering deliverables.