



MONTREAL

COST MANAGEMENT AND COST ENGINEERING

AACE International – MONTREAL SECTION

Tuesday, April 29, 2008

Project Building Blocks – Linking the Scope, Estimate, Schedule and Cost Control through a standardized WBS

Speaker: Marie-Helene Biffi, ing., MEng

Marie-Helene Biffi has more than 20 years of experience in project management and construction for the rehabilitation of hydroelectric powerhouses, bridges and other civil works. She holds a degree in civil engineering from Concordia University and a master's degree in construction engineering from École de Technologie Supérieure. Marie-Helene is chief of Hydro-Quebec's planning and estimating team for powerhouse rehabilitation. She also teaches a master's degree class in project control at Université de Sherbrooke, Montreal campus.

When projects overrun on cost and schedule, investigation often identifies the culprit as project scope definition and control.

This presentation will describe how steps were taken to prevent cost overruns in rehabilitation projects, ensure lifecycle project cost stability, manage scope and scope changes, guarantee respect of commitments taken throughout the project and provide a common understanding of project definition by means of linking to a common Work Breakdown Structure (WBS).

The (WBS) became the common language linking all aspects of the project, from scope to cost to schedule. Creation of the following processes and documents have helped to better define the scope of a rehabilitation project as well as track the scope variations and changes that occur during project feasibility and execution, thus providing better control and results. The following points will be covered:

- Implementation of a new project management process for all the project lifecycle stages including a role and responsibilities matrix
- Standardization of the project and work breakdown structure
- Creation of a scope definition document by WBS and work package integrating client needs including strategic asset identification and service life
- Creation of a bill of quantities structured on the WBS
- Creation of a master schedule template for budget authorization schedules integrating project lifecycle stages and linked to the WBS
- Linking the risk register and contingency calculations to the WBS

Special preview of a paper to be presented at the AACE annual meeting in Toronto in July

Wine and cheese from 5:15 pm Meeting at 6:00 pm

Location: SNC-LAVALIN – 455 René Lévesque West, Room 304A – Montreal

Presentation slides are in English – Presentation will be in French and English

Cost: AACEI and PMI Members: \$ 20 Students: \$ 10 Non-Members: \$ 25

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**Please confirm your presence by Friday April 25, 2008
to Celina Ma
by fax: (514) 937-0096
by e-mail: mac@tardifmurray.com**

Your Name and Company: _____

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