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NEC4 · PROGRESS MEASUREMENT

The Measurement Rules

NEC contains no earned value system. The contract measures what is due, through completed activities, measured quantities or Defined Cost, and none of those is progress. Every percentage you report is therefore one you chose to produce. These are the decisions to take, in writing, before the first assessment date, so the number in the monthly pack can be defended by whoever is asked about it.

1 Choose the method before the work starts

- [ ] **One measurement method named per work package**, chosen from units completed, weighted milestones, cost incurred or assessment, and recorded against that package.
- [ ] **Units completed used wherever the work is countable**: piles installed, metres pulled, spools erected. It is the only method a reviewer can verify by walking the site and recounting.
- [ ] **Weighted milestones used where engineering or procurement precede installation** by long enough that the package would otherwise report zero for months.
- [ ] **Cost incurred over forecast cost avoided as a default**. It assumes spend tracks progress, which fails on any package with front-loaded procurement or back-loaded commissioning.

State it: *the method chosen for each package, and why, on one line each.*

2 Fix the denominator and keep it fixed

- [ ] **The total quantity stated at the outset** for every package measured on units, so the percentage cannot climb while the work grows underneath it.
- [ ] **Scope additions restated in the denominator** at the moment they are instructed, not absorbed silently into the remaining balance.
- [ ] **The method never changed mid-package**. A switch from units to cost when a package falls behind flatters the curve exactly when scrutiny arrives.
- [ ] **Any change to method or denominator recorded with its date and reason**, so a later reader can reconstruct why the curve moved.

State it: *the denominator, its source and any change to it, per package.*

3 Run the two percentages separately

- [ ] **The programme percentage measures physical installation only**, because that is what drives remaining duration and the forecast Completion.
- [ ] **The commercial percentage weights the package across its stages**, because that is when cost is incurred and value is genuinely earned.
- [ ] **Both stated on the face of every report**, each labelled with the measure it uses, so nobody has to guess which question a figure answers.
- [ ] **Neither adjusted to agree with the other**. Forcing the programme to the commercial figure makes the completion forecast optimistic; forcing the commercial figure to the programme suppresses the application.

State it: *both percentages, side by side, with the measure named against each.*

The contract measures what is due. Progress is your own number.

4 Align the dates before you calculate anything

- [ ] **Progress measured at the same date as the cost** it will be compared against, or every index derived from the pair is noise.
- [ ] **The data date stated on the report** and matched to the programme update it was taken from.
- [ ] **Site records gathered before the date, not reconstructed after it**: allocation sheets, dated photographs, delivery notes and quantity returns.
- [ ] **Any package measured on a different cycle flagged** rather than averaged into the total as though it were current.

State it: *the measurement date, the cost date and the programme data date, on one line.*

5 Write it down and hold to it

- [ ] **A measurement procedure agreed before the first assessment date**, not settled monthly by argument between the planner and the quantity surveyor.
- [ ] **The person responsible for each measurement named**, so a figure can be questioned to its source rather than to the pack.
- [ ] **Rules of credit weightings recorded per package type** and reused across the project, so two similar packages are not measured differently.
- [ ] **The procedure reviewed only at agreed points**, with any revision applied forward rather than backward through the reported curve.

State it: *the procedure reference, its date and who signed it, in the monthly report.*

Before the first assessment date

Every question a reviewer will ask, answered in advance.

- [ ] Every package has a named measurement method, a fixed denominator and a named owner.
- [ ] The programme and commercial percentages are both produced, both labelled, and neither has been adjusted to match the other.
- [ ] If the figure in this month's pack were challenged, its basis could be shown from the procedure and the site records alone.

Reporting a percentage nobody can explain? We set the measurement rules, build the trackers and produce the reporting from the programme itself.

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