Summit Demonstration Program

Period 06 | Bottom-up forecast and cumulative performance

Budget at Completion	Forecast at Completion	Estimate to Complete	CPI / SPI
$12.00M	$13.13M	$7.80M	0.90 / 0.96

Management attention

Actual cost is outpacing earned progress. Review the remaining labor mix and the assumptions supporting the $7.80M estimate to complete.

Period	Planned Value	Earned Value	Actual Cost	ETC	EAC
01	$0.60M	$0.58M	$0.60M	$11.40M	$12.00M
02	$1.35M	$1.30M	$1.38M	$10.72M	$12.10M
03	$2.20M	$2.10M	$2.28M	$10.02M	$12.30M
04	$3.10M	$2.95M	$3.25M	$9.30M	$12.55M
05	$4.00M	$3.85M	$4.30M	$8.50M	$12.80M
06	$5.00M	$4.80M	$5.33M	$7.80M	$13.13M

USD millions, rounded. EAC = actual cost + bottom-up ETC, not budget / CPI.

Explain the Forecast Movement

The latest estimate rises by $0.33M while the $12.00M budget remains unchanged.

Movement from Period 05 to Period 06	USD Millions
Prior EAC	$12.80M
Remaining labor mix	$0.20M
Additional integration rework	$0.18M
Updated material estimate	-$0.05M
Current EAC	$13.13M

Assumptions to review

The illustrative forecast assumes no additional scope change. Remaining labor and rework estimates require account-owner review; the material reduction needs source support. Display rounding does not change the underlying reconciliation.

Interpretation limits

CPI = earned value / actual cost. SPI = earned value / planned value. These cumulative indicators identify questions, not causes. SPI does not establish a completion date or critical-path delay. Review schedule logic and remaining work separately.

From Control Accounts to Action

Account	Earned Value	Actual Cost	Cost Variance	ETC
Engineering	$2.60M	$2.95M	-$0.35M	$4.20M
Integration	$1.40M	$1.50M	-$0.10M	$2.30M
Program Support	$0.80M	$0.88M	-$0.08M	$1.30M
Total	$4.80M	$5.33M	-$0.53M	$7.80M

Engineering focus: The $0.35M unfavorable variance is about 66% of the program cost variance. A more senior labor mix and rework are working hypotheses in this illustration, not established causes. Validate hours, rates and earned-progress evidence.

Owner / Review	Action and Required Evidence
Engineering CAM Before Period 07 forecast	Validate remaining hours and skill mix against the resource-loaded work plan. **Evidence:** Approved hours/rates workbook and assumptions log
Integration Lead Next technical review	Confirm rework scope and inspect schedule dependencies before proposing recovery. **Evidence:** Work-package estimate and schedule impact review
Program Finance Period 07 close	Reconcile the material estimate and record whether savings are supported. **Evidence:** Source reconciliation and reviewed EAC bridge