

Analisis hasil prognosa kemajuan proyek dengan metode earned value dalam proses pengawasan kinerja proyek: sebuah studi pengembangan model pengendalian biaya = The analysis of project progress prognoses through earned value method in the project performance control process: a study of cost control model development

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Abstrak

Memasuki abad 21 ini dan di masa mendatang, tantangan-tantangan bisnis yang dihadapi akan semakin kompleks, seperti pasar yang semakin kompetitif, inflasi, resesi, perubahan teknologi, dan sebagainya. Salah satu strategi perusahaan dalam menghadapi tantangan-tantangan bisnis tersebut adalah pada kontrol dan penggunaan sumber daya perusahaan yang baik di mana para eksekutif sangat memperhatikan bagaimana aktifitas perusahaan dilaksanakan. Pengendalian terhadap suatu kegiatan tertentu yang dilakukan perusahaan, atau dikenal juga dengan manajemen proyek merupakan hal yang penting bagi perusahaan. Secara umum manajemen proyek adalah perencanaan, penjadwalan dan pengendalian dari aktifitas-aktifitas proyek untuk mencapai tujuan kinerja tertentu, biaya dan waktu, untuk lingkup kerja yang ditentukan. Ketika mengerjakan sebuah proyek baru, tentunya perusahaan menginginkan keberhasilan dalam mencapai tujuan-tujuannya sehingga diperlukan sistem peringatan dini yang mampu memberikan peringatan akan adanya masalah dalam biaya dan waktu. Salah satu metode yang dapat memenuhi kebutuhan itu adalah metode earned value. Di bulan Juli 1998, penerapan metode earned value dituangkan dalam sebuah standar, yaitu ANSIIEIA-748 Guide. Penelitian ini ditujukan untuk menjawab apakah metode earned value tersebut dapat memberikan peringatan dini bagi manajemen proyek jika terdapat masalah dalam pelaksanaan pekerjaan. Melalui indikator-indikator seperti BCWS (Budgeted Cost for Work Scheduled), BCWP (Budgeted Cost for Work Performed), ACWP (Actual Cost for Work Performed), CPI (Cost Performance Index), SPI (Schedule Performance Index) dan EAC (Estimate at Completion), metode ini diaplikasikan pada sebuah proyek milik PT Linuwih Tecnoservices. Selama periode proyek tersebut, indikator-indikator ini digunakan dalam mengukur kinerja proyek serta memprediksikan kinerja proyek di masa berikutnya. Nilai indikator-indikator ini juga digunakan oleh manajemen proyek untuk melakukan perbaikan-perbaikan dalam proses kerja dari waktu ke waktu hingga proyek berakhir. Metode penelitian yang digunakan adalah deskriptif yang dimaksudkan untuk mengumpulkan informasi mengenai status suatu gejala yang ada. Tahapan penelitian yang digunakan adalah studi literatur dan studi lapangan. Studi lapangan digunakan untuk mengumpulkan data primer yang didapat melalui observasi periodik terhadap indikator-indikator earned value. Hasil penelitian ini menyimpulkan bahwa indikator-indikator metode earned value dapat membantu manajemen proyek dalam memberikan peringatan dini akan adanya satu masalah dalam pelaksanaan pekerjaan, hal ini dapat dilihat dari nilai CPI dan EAC dari proyek D2 Junction -- Equipment Installation yang dari awal pelaksanaan telah mengindikasikan akan terjadi over budget.

The analysis of project progress prognoses through earned value method in the project performance control process: a study of cost control model development project progress, project performance control, earned value method, business environment, competitive, inflation, recessions, technology change, company strategy, corporation management, planning, scheduling, controlling, project management, BCWS

(Budgeted Cost for Work Scheduled}, BCWP (Budgeted Cost for Work Performed), ACWP (Actual Cost for Work Performed), CPI (Cost Performance Index), SPI (Schedule Performance Index), EAC (Estimate at Completion), PT Linuwih Tecnoservices Step in to the 21st century, the business environment become more complex, such as the market that get more competitive, inflation, recessions, technology change, etc. One of companies strategies in facing those business challenges is through better control and use of company resources where the executives manage carefully how the activities of the company has been executed. The control over specific activity, which is known as project management approach, is important to the company operation. In general, project management is the planning, scheduling, and controlling the activities of the project to achieve specific performance, cost and time for a given scope of work. When running a new project, the company wants to be successful in achieving the goals where it needs an alerting system that is able to give warning for deviations in cost and time. One of the methods that could be used is earned value method. In July 1998, the application of earned value is written in a standard, called ANSI/EIA-748 Guide. This research is intended to answer how the earned value method could give an early warning to the project management if there is a deviation from planning in implementing the work. Through the earned value indicators such as BCWS (Budgeted Cost for Work Scheduled}, BCWP (Budgeted Cost for Work Performed), ACWP (Actual Cost for Work Performed), CPI (Cost Performance Index), SPI (Schedule Performance Index) and EAC (Estimate at Completion), this method is applied in D2 Junction project, owned by PT Linuwih Tecnoservices. During the project life cycle, those indicators has been using in measuring the project performance and predicting the performance for the next period. The value of this indicators is also used by the project team to improve the performance in work process from time to time till the project ends. The research method that is used is descriptive that is intended to gather the information regarding the status of an existing symptom. The research phase uses literature and field study. Field study has been used for getting the primary data that result of a periodic observation from earned value indicators. The result of this research concludes that earned value indicators could help the project team in providing an early warning of deviations from planning, these could be seen in the value of CPI and EAC of this project that from the beginning of the project has been indicating an over budget.</i>