

Schedule Management

An integrated Master Schedule (IMS) contains the networked, detail tasks necessary to support the events and accomplishment criteria of the Integrated Master Plan (IMP)

The IMS is the schedule used for the day-to-day management of activities, assess priorities, identify problems, assess work arounds and define priorities during the execution. Flexibility is needed to determine the granularity necessary to manage and to adjust, resequence or rearrange tasks in order to meet contractual requirements regularly. It is task driven for executing the contract and should not be put on contract. Time phased tasks performed to satisfy the IMP criteria have duration, network relationships with other tasks, may have start/finish constraints, and are traceable to the WBS and thereby the SOW.

High Risk Development Contracts typically have significant challenges in managing their scope, schedule, budget, and technical requirements. Since proper scheduling is a critical in determining where to focus, a networked schedule that incorporates as a minimum the key contractual milestones, events and activities is required as part of the process to implement an EVMS baseline.

A networked schedule does not mean every contractual task or activity is linked, rather the linkage both vertically and horizontally is established based on the following criteria:

1. Contract Milestones are identified within the schedule
2. Contractual Events and Accomplishment Criteria called out by the contract or IMP when applicable are identified within the schedule
3. Product oriented with task fidelity to support Critical Path Analysis
4. Reflect the Statement of Work in manageable activities that provide visibility to both the government and the contractor as to where the program is in relation to its critical path.
5. Linkage of key detail tasks with summary activities and milestones from tasking matrixes are integrated into the networked schedule.

The networked schedule must be robust enough so that probability and risk analysis can be done to look at the probability of program execution.

Low risk Production programs have very few scheduling and budgeting unknowns. Their scope, budget, schedule, suppliers and manufacturing requirements are well understood.

Because of this environment an industry/government best practice is the use of the MRP or MRP II system to manage and control Production and Deployment programs. This phase consists of Limited Rate Initial Production and Full-Rate Production programs. Primarily two types of contracting is utilized during this phase - FPI and FFP.

This is an environment characterized by recurring manufacturing practices. MRP/MRP II is a formal scheduling system that becomes the cornerstone of the company detail plan for execution. It's a set of daily, weekly and monthly data and reports used to manage a program or project. It utilizes shop floor and supplier scheduling to control

cash flow, inventories, labor and material purchases to improved service and productivity.

To overlay another scheduling process (i.e. networking and critical path) and integrating another scheduling software tool would not be cost beneficial nor enhance management insight for execution of a Production program.

Industry recommendation in summary is

to utilize the network schedule and critical path analysis on the high risk development contracts and

to implement networking of tasks traceable to the IMP events and accomplishment criteria where utilized and

to reflect the Statement of Work in manageable activities that provide visibility to both the government and the contractor where an IMP is not utilized and

to utilize the MRP/MRP II line of balance schedules where implemented for Production contracts.