

Integrated Program Management Division

Planning & Scheduling Excellence Guide Summary of Changes

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“...provides the program management team, including new and experienced master planner/schedulers, with practical approaches for building, using, and maintaining an Integrated Master Schedule (IMS). It also identifies knowledge, awareness, and processes that enable the user to achieve reasonable consistency and a standardized approach to project planning, scheduling and analysis.”

Joint Government/Industry Initiative

Government & Industry

- DCMA
- NASA
- DOE
- Contractors
- Consulting Firms
- PSWG
- EFCOG

Tremendous Support

Comment Type	Total
Grammar/Error	162
Content/Significant Wording	449
	611

- Grammar vs. Significant Wording not always clear
- Totals include duplicates

PASEG Section	Total
Multiple Sections	14
New Content	6
1.0 - PASEG Purpose & Scope	3
2.0 - Generally Accepted Scheduling Principles (GASP)	6
3.0 - Leadership, Buy-in, & Commitment	46
4.0 - Schedule Architecture	35
5.0 - Schedule Modeling Techniques	102
6.0 - Cost & Schedule Resource Integration	12
7.0 - External Schedule Integration	20
8.0 - Horizontal & Vertical Traceability	29
9.0 - Schedule Maintenance	58
10.0 - Schedule Analysis	86
11.0 - Business Rhythm & Submittal	13
12.0 – Training	7
13.0 - Program & Contract Phase Considerations	5
Appendices	7

449

PASEG Section	Total
1.0 - PASEG Purpose & Scope	3
2.0 - Generally Accepted Scheduling Principles (GASP)	6
Multiple Sections	14
New Section	6

Examples of New Sections:

- Scheduling in an Agile Environment
- Scheduling in a Construction Environment
- Determining the Appropriate Level of Detail

PASEG Section	Total
3.0 - Leadership, Buy-in, & Commitment	1
3.1 - Managing Using an IMS	17
3.2 - The IMS is a Tool, not Just a Report	1
3.3 - Integration of Management Tools	14
3.4 - Roles and Responsibilities of Program Personnel	13
	46

Example:

- *"Realize that a poorly constructed schedule is a program management problem, and not just a planner/scheduler problem."*

PASEG Section	Total
4.0 - Schedule Architecture	0
4.1 - IMS Architecture	9
4.2 - Integrated Master Plan (IMP)	4
4.3 - Schedule Hierarchy	9
4.4 - Baseline vs. Forecast Schedules	10
4.5 - Top Down vs. Bottom up Planning	3
	35

Example:

- Include a more thorough description of the required elements/characteristics of an Activity:
 - ✓ Unique Name
 - ✓ WBS Identifier
 - ✓ Performing Organization
 - ✓ Etc.

PASEG Section	Total
5.0 - Schedule Modeling Techniques	2
5.1 - Task Naming Convention	5
5.2 - Task Duration	20
5.3 - Relationships / Logic	14
5.4 - Lead / Lag Time	17
5.5 - Task Constraints	7
5.6 - Milestones	5
5.7 - Summaries & Hammocks	7
5.8 - Level of Effort (LOE)	6
5.9 - Apportioned Effort	3
5.10 - Working Calendars	5
5.11 - Schedule Calculation Algorithm	1
5.12 - Schedule Margin	10

102

Example:

- *"Activity durations should be realistic for the expectations of performance."*

PASEG Section	Total
6.0 - Cost & Schedule Resource Integration	1
6.1 - Intro to Cost/Schedule Resource Integration	1
6.2 - Resources in the Schedule	8
6.3 - Resources Not in the Schedule	2
	12

PASEG Section	Total
7.0 - External Schedule Integration	0
7.1 - Subproject/External Schedule Integration	4
7.2 - Interface Handoff Milestones	3
7.3 - Schedule Visibility Tasks (SVT)	13
	20

Example:

- Expanded definition of SVT
 - ✓ *“...tasks in the IMS that are not intended to contribute to the PMB.”*

PASEG Section	Total
8.0 - Horizontal & Vertical Traceability	1
8.1 - Horizontal Traceability	13
8.2 - Vertical Integration & Traceability	9
8.3 - Task Coding	6
	29

Example:

- *“While LOE tasks may have discrete predecessors, LOE should not have discrete successors...”*

PASEG Section	Total
9.0 - Schedule Maintenance	2
9.1 - Statusing	0
9.1.1 - Statusing to Timenow	16
9.1.2 - Forecasting	11
9.1.3 - Schedule Acceleration Techniques	7
9.1.4 - Estimate at Completion	4
9.2 - Baseline Maintenance	0
9.2.1 - Baseline Change Management	7
9.2.2 - Rolling Wave Planning	11
	58

Example:

- Add a recommended sequence for statusing an in-progress task

PASEG Section	Total
10.0 - Schedule Analysis	2
10.1 - Critical & Driving Path Analysis	27
10.2 - Schedule Health Assessment	13
10.3 - Risk & Opportunity	0
10.3.1 - Incorporation of Risks & Opportunities	4
10.3.2 - Schedule Risk Assessment (SRA) – Setup & Execution	23
10.3.3 - Schedule Risk Assessment (SRA) – Analysis	3
10.4 - Schedule Execution Metrics	2
10.4.1 - Intro to Schedule Execution Metrics	0
10.4.2 - Critical Path Length Index (CPLI)	0
10.4.3 - Schedule Performance Index (SPI)	0
10.4.4 - Baseline Execution Index (BEI)	3
10.4.5 - Current Execution Index (CEI)	3
10.4.6 - Total Float Consumption Index (TFCI)	2
10.4.7 - Duration-Based vs. Scope-Based Percent Complete	1
10.4.8 - Schedule Rate Chart	0
10.4.9 – Time-Based Schedule Performance Index (SPIt)	2
10.4.10 – SPIt vs. TSPIt	0
10.4.11 – Independent Estimated Completion Date – Earned Schedule	1

Example:

- Add Stochastic Critical Path
 - A probabilistic or risk-informed critical path, a critical path identified by applying risks and uncertainty to a schedule. This is the most likely critical path identified after a Schedule Risk Analysis has been run. This path represents the sequence of activities in a logically linked schedule that is most likely to determine the shortest duration of the project, with the consideration of duration uncertainty and discrete risks.

PASEG Section	Total
11.0 - Business Rhythm & Submittal	1
11.1 - IMS Supplemental Guidance	2
11.2 - Desktop Procedures	2
11.3 - Submittal of IMS Data	3
11.4 - Business Rhythm	2
11.5 - Program Schedule Reviews	3
	13

PASEG Section	Total
12.0 – Training	0
12.1 - Leadership Training	5
12.2 - Planner/Scheduler Skills & Training	2
13.0 - Program & Contract Phase Considerations	1
	8

Example:

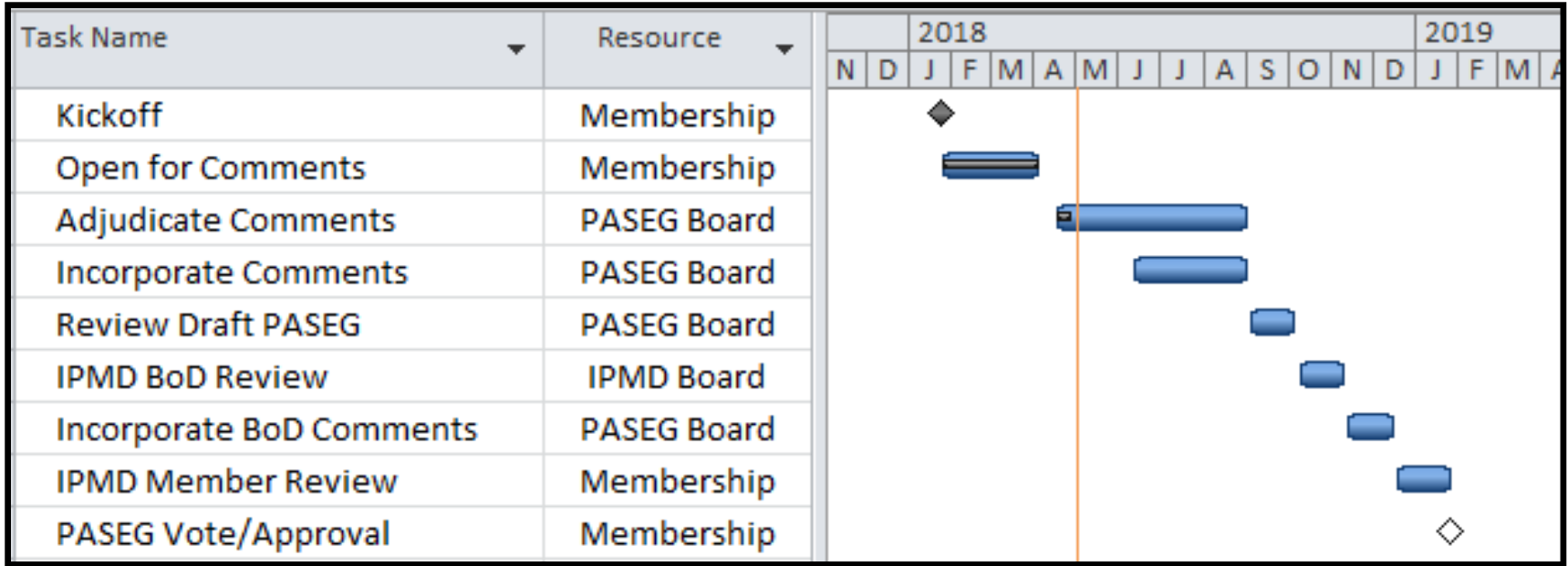
- Add SPI(t) to list of items to be regularly reviewed

PASEG Section	Total
13.1 - Proposal IMS Considerations	2
13.2 - Scheduling in a Production Environment	2
	4

PASEG Section	Total
Appendix A - Terms & Definitions	6
Appendix B - References	1
Appendix C - PASEG to GASP Roadmap / Matrix	0
Appendix D - Credits & Acknowledgements	0
	7

Example:

- Add “Terms & Definitions” such as:
 - ✓ Schedule Risk Assessment
 - ✓ Rolling Wave Planning
 - ✓ Horizontal/Vertical Traceability



Next Step: Form PASEG Review Board

- Roughly 50/50 (Gov't / Industry)

Thank You...