

# **Planning & Scheduling Working Group (PSWG)**

**Spring 2019 Meeting Out Brief**



## Overview/Mission:

Serves as a collaborative environment between industry and government agencies for the exchange of views and information regarding planning and scheduling (P&S) processes including EVMS, that will provide for common understanding, guidance and direction.

## Leadership:



Lisa Hastings  
Lisa.Hastings@ga-asi.com



Yancy Qualls  
yqualls@humphreys-assoc.com

## Objectives:

- Maintain the Planning and Scheduling Excellence Guide (PASEG) for use by both Industry and Government Agencies
- Resolve common issues related to improving P&S policy and practices
- Provide Planning & Scheduling guidance and expertise to the IPMD

- **PASEG v.4 Refresh**
- **Changes to DCMA GL 6 Test Metrics**
  - **New**
    - **Schedule Margin (SM)**
    - **Schedule Visibility Tasks(SVTs)**
  - **Retired**
    - **Start-to-Start & Finish-to-Finish Logic**
    - **Incomplete (missing) Logic**

## Scheduling in Agile

- Developed in collaboration with the Agile EVM group
- New Glossary additions:
  - Sprint
  - Epic
  - Feature
  - Story
- Rolling wave/Sprint planning
- Things to promote:
  - Model features in the IMS
  - Align Rolling Wave Planning with Agile Increment Planning
- Things to avoid:
  - Do not model sprints in the IMS
  - Do not model stories in the IMS

## Scheduling in Construction

- Developed in collaboration with Department of Energy
- Planning with the use of “commodity curves”
- Often uses hyper-detailed work plans that change on a daily basis
- Nuances of subcontractor integration
- Use of subcontractor “Schedule of Values”
- Things to consider: Level of detail

# PASEG 4.0 Refresh – POA&M

## NDIA IPMD

01/2018   04/2018   08/2018   01/2019   04/2019   09/2019

## PASEG Milestones

Comment Period

Analysis & Committee Formation

Comment Adjudication

Comment Incorporation

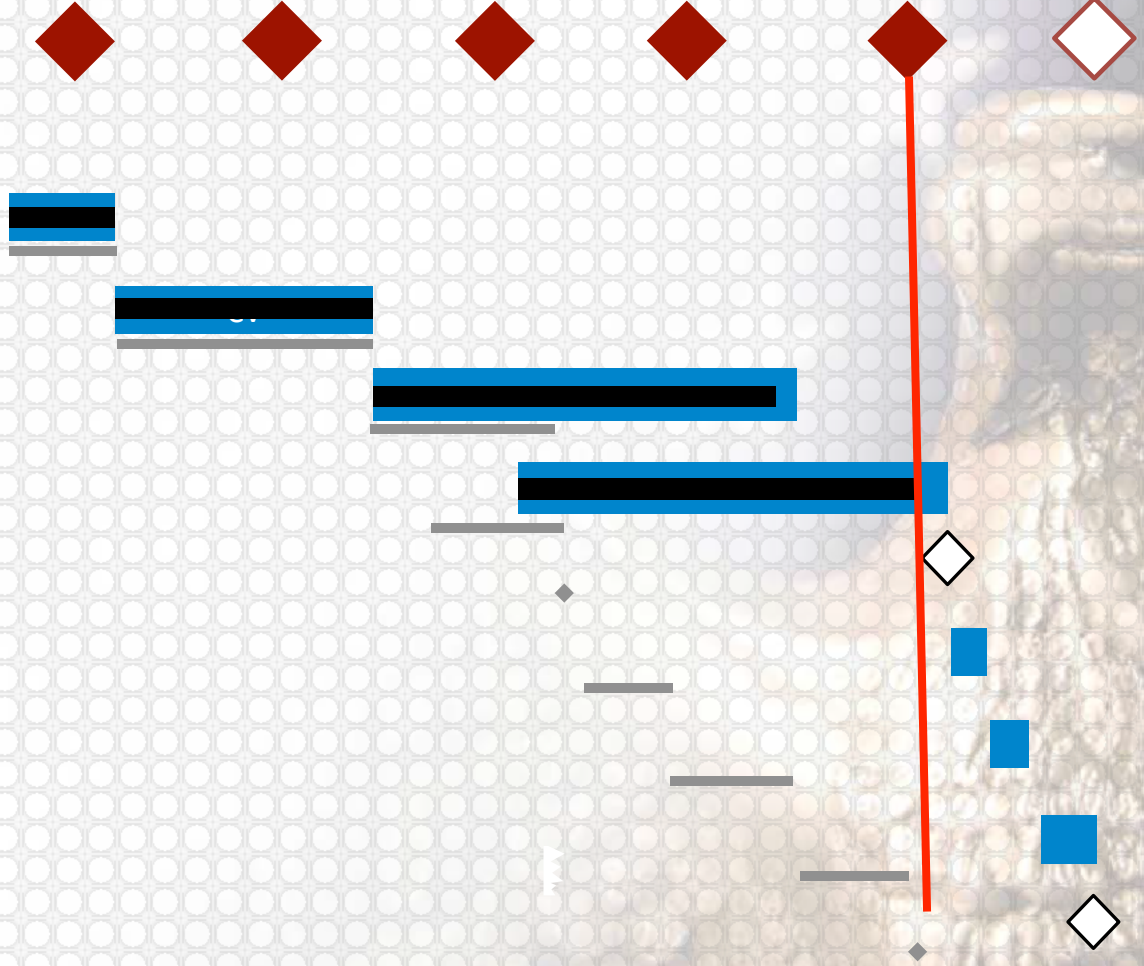
Draft to Board for Review

Board Review & Comment

Comment Incorporation

Release for General Review

Vote for Publish PASEG 4.0



- **IPMR DID [3.7.2.4]**
  - *“Schedule Margin is associated with schedule risk as **part of a formal risk management plan.**”*
- **IPMR Implementation Guide [4.14.2]**
  - *“Schedule margin durations should represent the estimated schedule risk/uncertainty to the subsequent event/activity and be **traceable to the program’s risk management system.**”*
  - *“One common method of estimating schedule margin duration(s) is to **use the results of a Schedule Risk Assessment (SRA)** to identify the amount of time between the deterministic finish (calculated without the presence of schedule margin) and a more likely completion determined by the finish date at a desired probability/confidence level.”*

# Sources of Schedule Risk\*

## 1. Unplanned (Risk) Event

- Specific risk event that may or may not occur, but if it does there will be a schedule impact

Typically tracked in a formal risk register  
(easy to trace to SM)

## 2. Activity Duration Risk

- Tasks can take more or less time to complete than currently estimated

## 3. Merge Bias

- As the number of parallel paths to an event increases, the schedule risk to that event also increases

Not typically tracked in a risk register  
(not as easy to trace to SM)

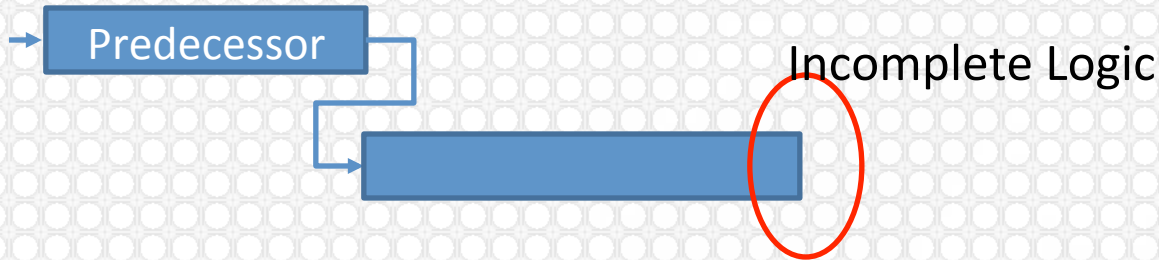
What is the expectation for a contractor to demonstrate Schedule Margin is traceable to the program's risk management system?

\* From CPM-306: Introduction to Schedule Risk Analysis

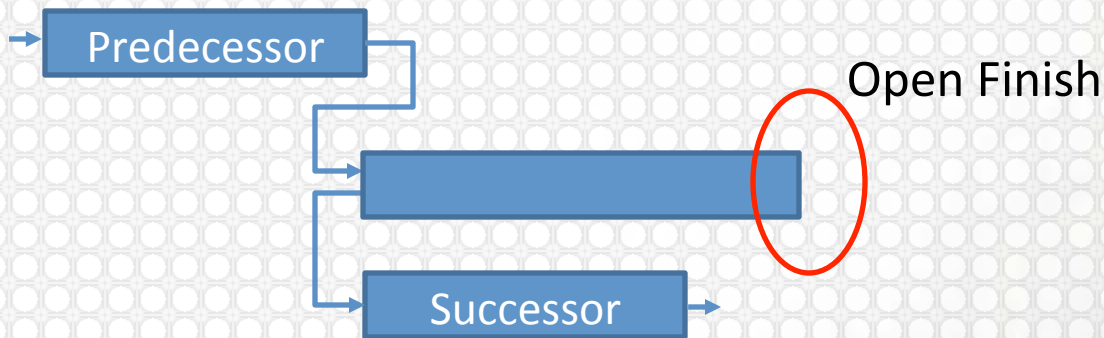
**Thank You**



# Consolidated Schedule Metrics



**Traditional “Open Finish”:** Task with a predecessor and successor, but no other task is impacted by the completion of the effort



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**DCMA metric for Open Starts/Finishes looks for both**