

# State of California



## **Schedule Management Desk Reference Manual**

**Version 4.0**

**Final**

**April 2013**

## Revision History

| Date       | Version | Last Updated By | Change   | Change Approved By |
|------------|---------|-----------------|--|--------------------|
| 2/10/2010  | 1.0     | VIP             | Initial Draft  |                    |
| 3/10/2010  | 2.0     | VIP             | Update based on discussion with IV&V and additional PMO comments received  | PMO                |
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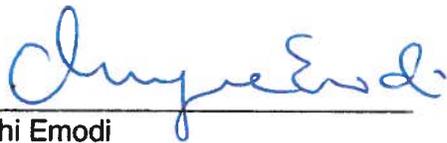
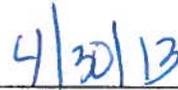
**Signature Page**

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**FISCAL Project Approval of the  
Schedule Management  
Desk Reference Manual**

Approved on behalf of the FISCAL Project by the Project Director:

Signature:

Chi Emodi  
PMO Deputy Director  
FISCAL Project Management Office

Date

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## 1. Introduction

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The Schedule Management Plan and Desk Reference Manual provide the framework for schedule management on the FI\$Cal Project. The Desk Reference Manual defines the specific processes and procedures used by the FI\$Cal Project Management Office (PMO) Schedule Unit to develop, maintain, control, analyze and report on project schedules. The Schedule Management Plan defines schedule management policies and high-level processes.

### 1.1 Purpose

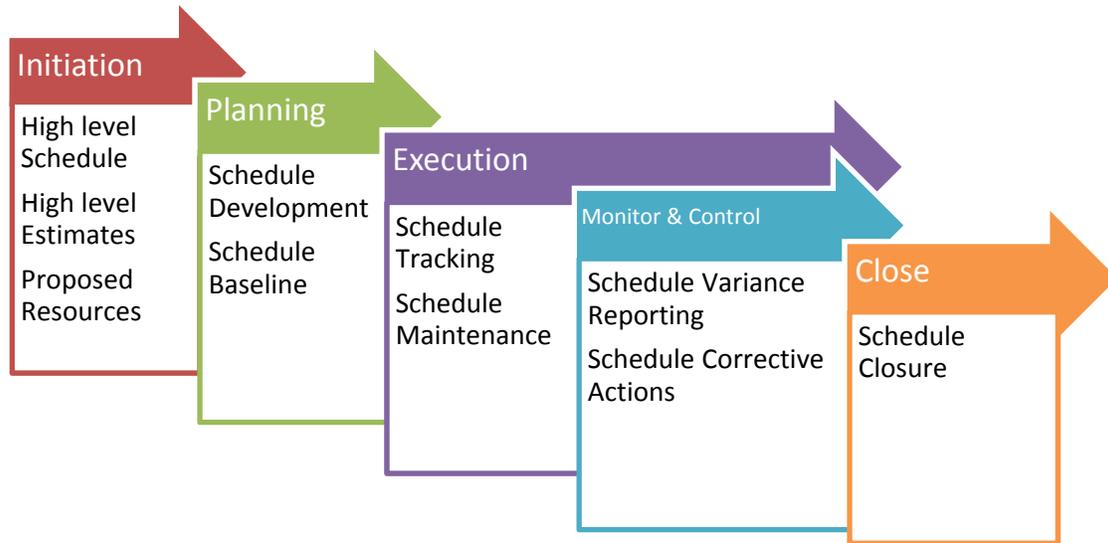
This document defines the following processes and procedures:

- Develop both high-level and detailed schedules
- Incorporate estimates into schedules
- Assign resources to tasks in schedules
- Baseline schedules
- Perform regular schedule tracking and maintenance
- Report on schedule variances
- Take corrective actions
- Close schedules

### 1.2 Scope

The FI\$Cal Master Project schedule is made of many Sub-Project schedules that are maintained by the Schedule Unit, Accenture Team Leads and Project Managers. Schedule Management is performed during all Project Lifecycle phases. This Desk Reference Manual applies to all state sub-project schedules, as well as the System Integrator (SI) schedules. There is a separate document called the FI\$Cal Project Server 2010 Administrator Guide ([iManage #14401](#)) which focuses on how to administer the Project Server 2010 application. The figure below represents the schedule management processes used throughout the lifecycle of a project.

**Figure 1 – Schedule Management Processes**



### 1.3 Document Review Cycle

The Schedule Management Desk Reference Manual will be updated as schedule management processes and procedures change.

### 1.4 Related Documents

| Document                                   | iManage Document #    |
|--|-----------------------|
| FISCal Schedule Management Plan            | <a href="#">72</a>    |
| Schedule Development and QA Checklist      | <a href="#">7403</a>  |
| FISCal Project Server Team Member Training | <a href="#">7378</a>  |
| FISCal Project Server Administrator Guide  | <a href="#">14401</a> |

### 1.5 Constraints

None identified.

### 1.6 Integration with Other Plans

The Schedule Management Desk Reference Manual integrates with the Schedule Management Plan. The Desk Reference Manual provides step by step instructions for the procedures that support the policies and processes defined in the Schedule Management Plan.

## 1.7 Acronyms and Definitions

### 1.7.1 Acronyms

| Acronym | Meaning   |
|---------|---|
| AM      | Activity Milestone  |
| AMED    | Activity Milestone Expectation Document                                 |
| CTA     | California Technology Agency  |
| DED     | Deliverable Expectation Document  |
| DEL     | Deliverable   |
| IPOC    | Independent Project Oversight Consultant                                |
| LOE     | Level of Effort   |
| OLAP    | On Line Analytical Processing   |
| PBE     | Project Business Executive for each Partner Agency (DGS, DOF, SCO, STO) |
| PMO     | Project Management Office   |
| PSR     | Project Status Report   |
| PWA     | Project Web App   |
| SI      | System Integrator (Accenture)   |
| SPR     | Special Project Report  |
| VMO     | Vendor Management Office  |
| WBS     | Work Breakdown Structure  |

### 1.7.2 Definitions

| Term                 | Definition   |
|----------------------|--|
| @RISK                | @RISK for Project is a schedule risk modeling tool which is run monthly to determine the likelihood that each Wave of the project will meet its scheduled Go-Live date |
| Accenture Team Leads | Accenture resources from each team (Business, Technology, and  |

| Term                     | Definition   |
|--------------------------|--|
|                          | Change Management) who work with the State to maintain the schedule  |
| Correlated Tornado Chart | A chart generated by @RISK which displays tasks, ranked by sensitivity, that have the largest impact on simulation results   |
| Dependencies             | Term that refers to both the Predecessor and Successor of a task   |
| Enterprise Schedule      | <p>A highly critical Sub-Project schedule that</p> <ul style="list-style-type: none"> <li>• Contributes to the FISCal objectives, and</li> <li>• Requires the support of external agencies, or</li> <li>• Will impact a primary schedule if delayed, or</li> </ul> <p>Requires work from multiple FISCal teams</p> |
| Excel Quick Report       | A report generated by @RISK which displays simulation results, including a histogram   |
| Interim Baseline         | A baseline technique that captures baseline data only for selected tasks   |
| Internal Schedule        | A Sub-Project schedule that is internal to FISCal and is typically related to infrastructure, support, and planning efforts. There is no interdependence with Primary Schedules and the majority of the work is done by a single FISCal team.  |
| Master Schedule          | The Master Schedule includes all Sub-Project, and SI schedules that FISCal is working on   |
| OLAP Cubes               | Tool generated by Project Server 2010 that aggregates task, assignment and resource data which can be analyzed using Excel Pivot Tables  |
| Operational Work         | Ongoing, repetitive work that does not have a specific start and finish, nor does it produce a unique result   |
| Primary Schedule         | A Sub-Project schedule that contains the primary work of the FISCal Project, supports SPR milestones, and is used to calculate the overall critical path for the FISCal Project  |
| Project Web App          | Website that allows access to Project Server 2010  |
| State Leads              | State resources from each team (Business, Technology, and Change Management) who work with Accenture to maintain the schedule  |
| Sub-Project              | Project that supports the overall FISCal Project   |
| Task Lead                | Point of contact for status and information on the assigned task. Typically, this is the manager of the resource(s) assigned to the  |

| <b>Term</b>              | <b>Definition</b>   |
|--------------------------|---|
|                          | task.   |
| Work Breakdown Structure | A hierarchical representation of all deliverables needed for a given project or product |

## 2. Roles and Responsibilities

Roles and responsibilities of key FISCAL Project participants as they relate to the Schedule Desk Reference Manual are noted in the table below.

**Table 1 – Roles and Responsibilities**

| ROLE                 | RESPONSIBILITIES  |
|----------------------|---|
| Scheduler            | <ul style="list-style-type: none"> <li>• Assist in the development of project schedules as needed</li> <li>• Build schedules in Project Server using Project Professional</li> <li>• Maintain schedules in Project Server on a weekly basis</li> <li>• Perform schedule analysis on a regular basis</li> <li>• Report on schedule variances and progress</li> </ul> |
| Sub-Project Manager  | <ul style="list-style-type: none"> <li>• Develop and provide the Scheduler with necessary information to build a project schedule</li> <li>• Work with Scheduler to maintain schedule on a weekly basis</li> <li>• Present project and schedule status at Bi-weekly Project Status meeting</li> </ul>   |
| Accenture Team Leads | <ul style="list-style-type: none"> <li>• Work with the FISCAL Schedule Team to update and maintain the SI schedules</li> </ul>  |
| State Leads          | <ul style="list-style-type: none"> <li>• Work with the FISCAL Schedule Team to update and maintain the SI schedules</li> </ul>  |

### 3. Standards

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#### 3.1 Templates

Listed below are the templates used in schedule management:

- Activity List\_Task Estimation Form Template ([iManage #8338](#))
- Sub-Project Schedule Template (Available in Project Server)
- PMO Baseline Log ([iManage #7262](#))
- Project Server Subscription List ([iManage #7509](#))

#### 3.2 Applicable Industry Standards and Best Practices

1. A Guide to the Project Management Body of Knowledge (PMBOK Guide), Fourth Edition, 2008. The Project Management Institute (PMI) publishes the Guide to the Project Management Body of Knowledge (PMBOK Guide) that serves as a recognized standard available to certified project management professionals regarding norms, methods, processes, and practices. PMI website is <http://www.pmi.org/>
2. California Project Management Methodology (CA-PMM):  
[http://www.cio.ca.gov/Government/IT\\_Policy/SIMM\\_17/](http://www.cio.ca.gov/Government/IT_Policy/SIMM_17/)

#### 3.3 Tools

Listed below are the tools used in schedule management:

- Microsoft Project Professional 2010
- Microsoft Project Server 2010
- Microsoft Project Web App
- Microsoft Excel 2010

## 4. Initiation Phase

---

An initial schedule is created prior to work beginning on the Sub-Project Concept Paper. The Schedule Team is notified by the appropriate Deputy Director when a new Sub-Project concept will be started. A Scheduler is then assigned to create a high level schedule for the effort using a template that contains a task for tracking the development of the concept paper. This template also contains generic tasks for each project lifecycle phase. These generic tasks are not resource loaded or updated at this point. The schedule is published to Project Server for tracking and reporting purposes.

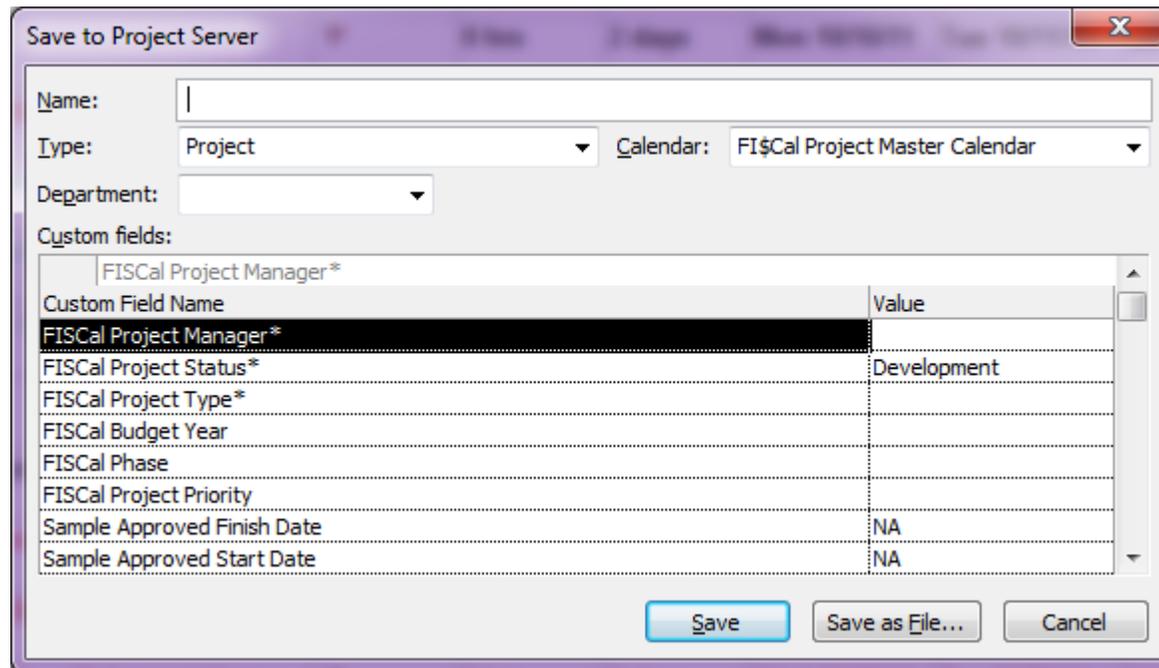
### 4.1 Save and Publish a New Schedule to Project Server

Follow these steps to save a new schedule to Project Server:

1. Open Project Professional and connect to Project Server
2. Click File, New
3. Click on Project Server Templates
4. Click on the Sub-Project Schedule Template
5. Rename Task 1 with the title of the Sub-Project
6. Click on File, Save As and in the Save to Project Server window (Figure 2), enter the following information:
  - a. **Name:** Title of the Sub-Project
  - b. **Calendar:** FISCAL Project Master Calendar
  - c. **FISCAL Project Manager:** Project Manager's name
  - d. **FISCAL Project Status:** Development
  - e. **FISCAL Project Type:** Schedule Type (e.g. Primary, Enterprise, Internal)
  - f. **FISCAL Budget Year:** Fiscal Year in which the project will be implemented (e.g. FY 2013 – 2014, FY 2014-2015)
  - g. **FISCAL Phase:** Select FISCAL Phase in which the project will be implemented (e.g. Pre Wave, Wave 1, Wave 2)
7. Click Save
8. Assign resources and hours to the concept development task
9. Click File, Save (wait for "Save completed successfully" message at bottom right to confirm save)

10. Click File, Publish
11. Click on the Publish button at the bottom of the Publish Project window (Figure 3) and wait for “Publish completed successfully” message to appear at bottom right of screen to confirm publish
12. Click File, Close to close the schedule and click Yes on the check-in box that appears

**Figure 2 – Save to Project Server Window**



Save to Project Server

Name:

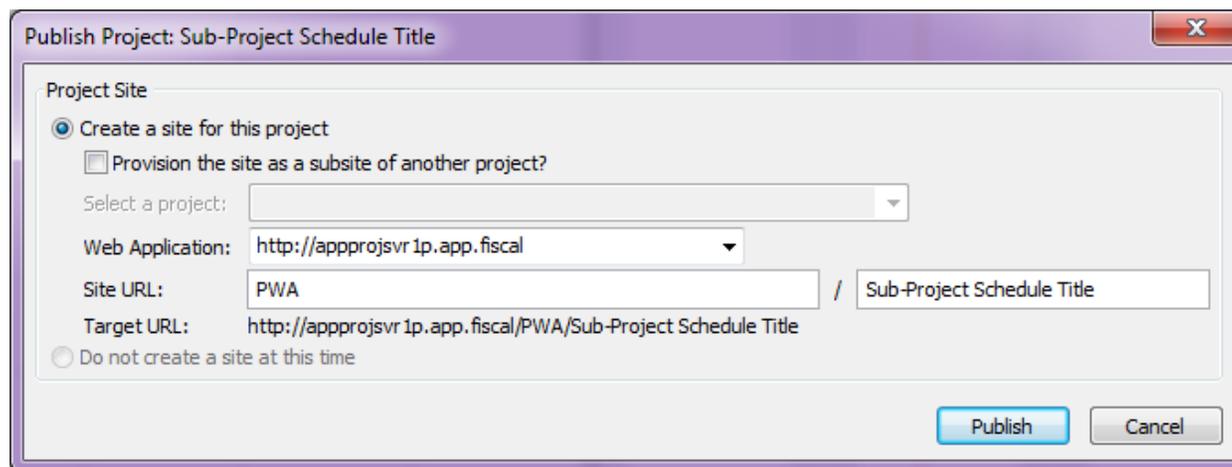
Type:  Calendar:

Department:

Custom fields:

| Custom Field Name           | Value       |
|-----------------------------|-------------|
| FISCAL Project Manager*     |             |
| FISCAL Project Status*      | Development |
| FISCAL Project Type*        |             |
| FISCAL Budget Year          |             |
| FISCAL Phase                |             |
| FISCAL Project Priority     |             |
| Sample Approved Finish Date | NA          |
| Sample Approved Start Date  | NA          |

Save Save as File... Cancel

**Figure 3 – Publish Project Window**

The screenshot shows a dialog box titled "Publish Project: Sub-Project Schedule Title". The dialog contains the following elements:

- Project Site** section:
  - Create a site for this project
    - Provision the site as a subsite of another project?
    - Select a project: [dropdown menu]
    - Web Application: http://appprojsvr1p.app.fiscal [dropdown menu]
    - Site URL: PWA [text box] / Sub-Project Schedule Title [text box]
    - Target URL: http://appprojsvr1p.app.fiscal/PWA/Sub-Project Schedule Title
  - Do not create a site at this time
- Buttons:** Publish (blue button), Cancel (grey button)

## 5. Planning Phase

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During the Planning Phase, a detailed schedule is developed, finalized and a schedule baseline is taken. The sections below describe how these actions are performed.

### 5.1 Update Planning Phase in Schedule

Once the Sub-Project concept is approved, the planning phase begins. Before a detailed schedule can be built, the Planning Phase tasks in the schedule need to be updated. Follow the steps below to update the Planning Phase tasks to align with how the schedule will be built.

1. From Project Server, open the schedule that was created in the Initiation Phase
2. Make the following changes to tasks in the Planning Phase of the schedule:
  - Adjust the task durations to the number of days required to complete the following:
    - Develop Charter and Charter Approval
    - Develop Work Breakdown Structure (WBS)
    - Submit Activity List to PMO
    - Submit Estimation Form to PMO
    - Develop Schedule
    - Team Review of Schedule
  - Add any additional tasks required during the Planning Phase
  - Adjust the dependencies (predecessors and successors), as needed, so that the tasks are scheduled on the desired dates
  - Assign the necessary resources to each Planning task and estimate work hours
  - Save, Publish and Check-in the schedule

## 5.2 Develop Work Breakdown Structure

To develop the WBS, review the approved Sub-Project Concept and identify the major milestones and deliverables specified in the Concept and the work done to produce them. If the work on the Charter has started, you can review this as well for more detail on the deliverables.

Schedule a WBS Session with the Sub-Project Manager and key project team members. You can use a white board, sticky notes or display WBS Chart Pro to build the WBS with input from the project team (see [Appendix B: WBS Chart Pro Tool](#)). You should start with the deliverables and work identified from the Concept. Ask for more detail and clarification around how the work is going to be executed and include this input in the WBS. Facilitate the conversation and keep it focused on the work required to produce the identified deliverables.

Resource assignments and dates should not play a large role in this exercise. Though there may be a few deliverables or tasks that need to occur on a specific date, the focus of this session should be identifying the tasks required to successfully complete the project scope and how these tasks interrelate. The task dates will come from how the dependencies are set up in the schedule, the duration estimated for each task, and the resource assignments. Task durations, dependencies, and resource assignments are estimated via an Activity List\_Task Estimation Form process described below.

Create an Activity List of all the task names identified in the WBS session and send it to the Sub-Project Manager. The Sub-Project Manager has five business days to update the Activity List with duration estimates, task dependencies, and any additional task decomposition.

To create and send the Activity List, follow these steps:

1. Open the Activity List\_Task Estimation Form template ([iManage # 8338](#))
2. Save it as a new file and rename it for the Sub-Project
3. List all of the activities identified in the WBS Session on the Activity List tab
4. Email this document to the Sub-Project Manager

## 5.3 Develop Detailed Schedule

The Sub-Project schedules are first developed at a high level and then decomposed and finalized at a detailed level. Before building the schedule, estimates need to be gathered from the project team. The following sections describe the procedures for obtaining estimates and building a schedule.

### 5.3.1 Obtain High Level Estimates

An important part of creating a schedule is to have a task list and estimates from key project team members. The Scheduler will provide the Sub-Project Manager with the Activity List Form to obtain this information from their team. The form is provided to the Sub-Project Manager with the following information:

1. The lowest level work packages in the WBS listed on the form
2. Names of who is responsible for providing estimates for each activity

The Sub-Project Manager will provide the form to the project team for feedback. The Sub-Project Manager is responsible for gathering the information and providing it back to the Scheduler. Using this form, the project team will provide the following information to the Sub-Project Manager and Scheduler:

1. Identification of high level tasks
2. Estimation of duration in days (Best Case, Most Likely, and Worst Case)
3. Hard Start or Finish dates, if there are any
4. Known task dependencies
5. Any additional information needed to begin building the schedule

### 5.3.2 Build High Level Schedule

Follow this process to build a high level schedule using the activity list and estimates provided by the project team. Make changes and add detail to the schedule template as needed.

1. Open the schedule from Project Server and make the following changes to the Execution Phase
  - o Add the tasks listed in the Activity List (name the tasks in a descriptive but unique way)

## 2. Set the task type for each task

- Fixed Units
  - Used when the task is driven by the number of hours assigned
  - Most commonly used and the default type in MS Project
- Fixed Duration
  - Used when the task is driven by a certain number of days or when it must finish on a certain date
  - Most commonly used for review type tasks
- Set each task to be Not Effort Driven

## 3. Use the number of days indicated in the “Activity Estimate” column of the Activity List to set the duration for the task

## 4. Create Summary Tasks and Milestones

- For every set of tasks that are similar or that, when grouped together, create a single deliverable, add a Summary Task and indent the detailed tasks underneath
- To create a milestone, set the task duration to 0 days and add “ - M” to the end of the task name
- Milestones are included in the following places throughout the schedule:
  - As a touch-point or key activity that needs to be tracked, but assigned work is not required
  - At the end of each phase
  - As the Start Milestone and End Milestone of the schedule
  - Every Summary Task has a corresponding milestone that appears as the last detailed task beneath the summary (see image below)

|   |
|---|
| <input type="checkbox"/> <b>SPR 4 Section 5.0 Post Vendor Selection Draft Development</b> |
| Develop SPR 4 Section 5.0 Updated Risk Management Plan Post Vendor Selection              |
| Develop SPR 4 Section 5.1 Risk Register Post Vendor Selection Draft                       |
| SPR 4 Section 5.0 Post Vendor Selection Draft Development Complete - M                    |

5. Decompose tasks as necessary

- Decomposing tasks refers to breaking them down into smaller, more manageable pieces.
- For example: if a task’s duration is 40 days long, the work associated with the task can likely be broken into smaller pieces. Typically, task durations should be between 5 – 10 days long. Having a shorter duration makes it easier to track the progress of task completion.
- To decompose a task, look for ways to easily break up the work. For example, if there is a task called Develop, Review and Approve Document XYZ – you could break “Develop”, “Review” and “Approve” into separate tasks.

6. Build task dependencies using the Predecessor and Successor columns. Task dependencies are used to identify links between tasks, plan activity dates, and control the schedule.

- How to build task dependencies:
  - Put the Task ID number(s) of the task(s) that drive a task in the Predecessor column of that task (separate multiple Task ID numbers with a comma)
  - Put the Task ID number(s) of the task(s) that follow a task in the Successor column of that task (separate multiple Task ID numbers with a comma)
  - Each summary task has a corresponding final milestone to which all of the detailed tasks for that summary are predecessors
  - Each project phase in the schedule has a final milestone to which all the summary related final milestones are predecessors
  - The entire schedule has a final milestone to which all the project phase milestones are predecessors

- Never put a predecessor or successor on a Summary Task
- To set a certain dependency type, append the desired type (FS, SS, or FF) to the predecessor or successor Task ID number
- Types of dependencies and when to use them:
  - Finish to Start (FS)
    - Use this dependency type when the predecessor must finish before the successor can start
    - This is the most commonly used dependency type and is the default type in MS Project
  - Start to Start (SS)
    - Use this dependency type when the tasks should start on the same date
    - Make sure the tasks are linked to the right milestones so that the critical path calculates correctly
  - Finish to Finish (FF)
    - Use this dependency type when the tasks should finish on the same date
    - Make sure the tasks are linked to the right milestones so that the critical path calculates correctly
- Adding lags and leads to task dependencies:
  - A lag is used to add time between the end of a predecessor and the start of the successor
    - If a task won't start until five days after its predecessor finishes, the lag is displayed as FS+5days and is appended to the predecessor Task ID number
  - A lead is used to start a successor before a predecessor finishes
    - If task can start five days prior to its predecessor finishing, the lead is displayed as FS-5days and is appended to the predecessor Task ID number

### 5.3.3 Obtain Detailed Estimates

Once the high level schedule is built, detailed schedule planning can begin. The Scheduler will provide the Sub-Project Manager with the Task Estimation Form to obtain detailed estimates from project team members. The form is provided to the Sub-Project Manager with the following information:

1. The list of tasks from the high level schedule that need work hours estimates
2. Names of individuals responsible for providing estimates for each task

The Sub-Project Manager is responsible for gathering the information and providing it back to the Scheduler. The following information will be provided to the Scheduler in the Task Estimation Form:

1. Estimation of the number of hours required to complete a task (Best Case, Most Likely, and Worst Case)
2. Names of resources assigned to complete the task. And if more than one person is assigned to a task, the form must include information on how the hours should be split amongst those assigned
3. Identification of the Task Lead (person responsible for the completion of the task)
4. Any additional information required to build the schedule

### 5.3.4 Build Detailed Schedule

The Scheduler builds the detailed schedule based on all the information provided by the Sub-Project Manager. This includes all the information provided in the Activity List and Task Estimation Form, as well as any other information gathered during the estimation process.

Using the Task Estimation Form, the Scheduler adds the detailed task assignments to each task. An assignment in MS Project refers to each individual person assigned to a task with estimated hours. So, if three people are assigned with hours to a single task, there are three assignments on that task.

The Scheduler also updates any task dependencies or task decomposition as necessary when building the final schedule. The Schedule Development and QA Checklist ([iManage #7403](#)) is used in all stages of building the schedule to ensure adherence to schedule quality standards.

### 5.3.5 Finalize Detailed Schedule

When all of the detailed tasks, dependencies, estimates and assignments are included, the schedule is considered built and ready to be reviewed by the project team. The Scheduler provides the detailed schedule to the Sub-Project Manager, who obtains approval and buy-in from the project team. The project team should review the schedule and agree to the following: tasks, dates, estimates, and assignments.

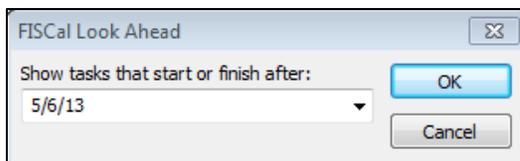
After the project team agrees to the schedule, the Scheduler requests another member of the PMO Schedule Team to review the schedule. This is a Quality Assurance (QA) review to ensure the schedule adheres to the Schedule Development and QA Checklist ([iManage #7403](#)). This review is also done to ensure there are no major issues or mistakes in the schedule. This QA review is required before the schedule baseline can be requested or taken.

### 5.3.6 Set-up Schedule for Two Week Look Ahead

The Bi-Weekly Project Status report includes a screen shot of upcoming tasks called Two Week Look Ahead. To create the Two Week Look Ahead, the settings for Tracking Gantt need to be adjusted in each schedule before it goes into Production and is reported on. Instructions for setting up the Two Week Look Ahead and Tracking Gantt e listed below.

Schedule set up for Two Week Look Ahead report:

1. Insert FISCal Milestones column in schedule
2. Apply FISCal Look Ahead filter and select date range. A window appears with the following prompts:
  - a. **Show tasks that start or finish after:** choose Monday of the current week



- b. **And before:** choose Friday of the following week



3. Select PD from the FISCAL Milestones drop down menu for all tasks in filter
  - a. Filter %Complete column for 100%
  - b. Delete PD from FISCAL Milestones column for all completed tasks
  - c. Un-filter % Complete column
  - d. Add PD in FISCAL Milestones column for tasks to display in Two Week Look Ahead
4. Apply Tracking Gantt view from the Gantt Chart View menu
5. Apply FISCAL Upcoming Tasks filter
6. Add Outline Symbols and Indent Name commands to ribbon and uncheck both
7. Adjust the first five columns to show Task Name, FISCAL Schedule Indicator, Start, Finish, Baseline Finish
8. Pull splitter bar across to start after the Baseline Finish column
9. In the Gantt chart, right click and do the following:
  - a. Click on Gridlines
    - i. Select Current Date and change type to blank
  - b. Click on Show/Hide Bar Styles, Baseline
    - i. Deselect and Baselines that are set
  - c. Click on Bar Styles
    - i. Set Critical Progress to Olive Green
    - ii. Set Task Pattern to Solid
    - iii. Set Task Color to Blue, Lighter 60%
    - iv. Set Task Progress Color to Olive Green
    - v. Set Summary Task Progress Color to Olive Green
  - d. Click on Layout
    - i. Choose the first Links display option that does not show any dependency lines between tasks

10. Adjust Timescale in Gantt chart as needed
11. Select a task and click Scroll to Task if time-phased grid is set in the wrong time-frame

Additional instructions for creating and reporting on the Two Week Look Ahead are defined in the [Two Week Look Ahead Report](#) section. Figure 4 below displays what this view should look like.

**Figure 4 – Two Week Look Ahead**

| ID   | Task Name   | FISCal Schedule Indicator | Start       | Finish       | Baseline Finish | Gantt Chart                               |         |         |         |    |    |   |    |    |    |   |    |    |    |   |
|------|---|---------------------------|-------------|--------------|-----------------|---|---------|---------|---------|----|----|---|----|----|----|---|----|----|----|---|
|      |   |                           |             |              |                 | Mar '13                                   | Apr '13 | May '13 | Jun '13 |    |    |   |    |    |    |   |    |    |    |   |
| 0    | SI Wave 1 Business Plan Analyze Design Schedule         | 😊                         | Fri 8/17/12 | Wed 11/27/12 | Fri 12/6/13     | 24  | 3       | 10      | 17      | 24 | 31 | 7 | 14 | 21 | 28 | 5 | 12 | 19 | 26 | 2 |
| 2    | Analyze Phase   | 😊                         | Fri 8/17/12 | Fri 6/7/13   | Tue 8/6/13      | [Gantt bars for Analyze Phase]            |         |         |         |    |    |   |    |    |    |   |    |    |    |   |
| 767  | Budgets   | ✓                         | Tue 9/4/12  | Fri 4/5/13   | Fri 3/22/13     | [Gantt bars for Budgets, 100% completion] |         |         |         |    |    |   |    |    |    |   |    |    |    |   |
| 1231 | DEL 2.02.2 Conference Room Pilot (Cycle 1) State Review | 😊                         | Fri 4/5/13  | Mon 4/15/13  | Mon 4/15/13     | [Gantt bars for 1231, 3% completion]      |         |         |         |    |    |   |    |    |    |   |    |    |    |   |
| 1250 | DEL 5.04.1 RICEF Inventory (Cycle 2) State Review       | 😞                         | Mon 3/25/13 | Mon 4/8/13   | Thu 3/28/13     | [Gantt bars for 1250, 32% completion]     |         |         |         |    |    |   |    |    |    |   |    |    |    |   |
| 1256 | DEL 5.04.2 RICEF Inventory (Cycle 1) State Review       | 😊                         | Tue 4/2/13  | Mon 4/22/13  | Mon 4/22/13     | [Gantt bars for 1256, 7% completion]      |         |         |         |    |    |   |    |    |    |   |    |    |    |   |
| 1268 | AM 5.13 RICEF Inventory Confirmed - Preparation         | 😊                         | Fri 4/5/13  | Fri 4/12/13  | Fri 4/12/13     | [Gantt bars for 1268, 20% completion]     |         |         |         |    |    |   |    |    |    |   |    |    |    |   |

### 5.3.7 Flag Milestones for Milestone Variance Report

Key milestones need to be flagged in the schedule in order for them to appear on the Milestone Variance Report (for more details on this report see [Milestone Variance Report](#)). Follow the steps below to do this:

Flag Milestones for Milestone Variance Report:

1. Open the Sub-Project Charter and go to the Milestones section
2. Open the Sub-Project schedule
3. Insert FISCal Report Include Flag column in schedule
4. Find the milestones in the schedule that match the charter
5. Select Yes from the FISCal Report Include Flag dropdown for each milestone
6. Save, Publish and Check-in the schedule

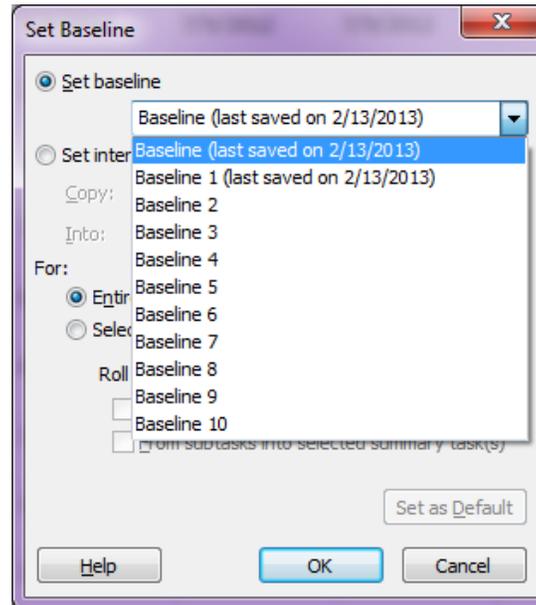
## 5.4 Baseline Schedule

In Microsoft Project, a baseline is a point in time snapshot of select fields in a schedule. When a baseline is taken, the current schedule data in the following fields is stored in corresponding Baseline fields:

- Start is saved in Baseline Start
- Finish is saved in Baseline Finish
- Work is saved in Baseline Work
- Cost is saved to Baseline Cost
- Duration is saved to Baseline Duration

Microsoft Project allows up to 11 baselines to be saved and stored in each schedule (Baseline and Baseline 1 – Baseline 10). The schedule data is captured and saved into whichever of the 11 baselines is selected. All Earned Value and Variance fields are calculated using only the Baseline fields. Baseline 1 – Baseline 10 are not used in calculating any built-in Microsoft Project field, though a custom field can be created which uses any of the of the Baseline fields. Figures 5 and 6 below show multiple baselines and how they are used. Figure 5 displays the multiple baseline fields available in Project Professional and Figure 6 shows the FISCal Baseline View with both Baseline and Baseline 1 fields displayed.

**Figure 5 – Multiple Baseline Fields**



**Figure 6 – FISCal Baseline View**

|   | % Work Complete | Task Name                                    | FISCal Schedule | Start     | Baseline Start | Baseline1 Start | Finish    | Baseline Finish | Baseline1 Finish | Finish Variance | Total Slack | FISCal Baseline Date |
|---|-----------------|--|-----------------|-----------|----------------|-----------------|-----------|-----------------|------------------|-----------------|-------------|----------------------|
| 1 | 38%             | Learning Management System (LMS)             | 😊               | 4/23/2012 | 4/23/2012      | 4/23/2012       | 5/10/2013 | 5/13/2013       | 4/22/2013        | -1 day          | 0 days      | 2/13/2013            |
| 2 | 100%            | Project Start - M                            | ✓               | 4/23/2012 | 4/23/2012      | 4/23/2012       | 4/23/2012 | 4/23/2012       | 4/23/2012        | 0 days          | 0 days      | 2/13/2013            |
| 3 | 77%             | LOE - Project Management of LMS Sub-Project  | 😊               | 7/9/2012  | 7/9/2012       | 7/9/2012        | 3/13/2013 | 3/13/2013       | 3/13/2013        | 0 days          | 41.65 days  | 2/13/2013            |
| 4 | 69%             | LOE - Schedule Management of LMS Sub-Project | 😬               | 7/10/2012 | 7/10/2012      | 7/10/2012       | 3/18/2013 | 3/18/2013       | 3/18/2013        | 0.38 days       | 37.8 days   | 2/13/2013            |
| 5 | 100%            | LMS Weekly Subproject Team Meetings          | ✓               | 7/30/2012 | 7/30/2012      | 7/30/2012       | 1/31/2013 | 1/31/2013       | 1/30/2013        | 0 days          | 0 days      | 2/13/2013            |
| 6 | 100%            | LMS Weekly Subproject Team Meeting 8/1/2012  | ✓               | 7/30/2012 | 7/30/2012      | 7/30/2012       | 8/1/2012  | 8/1/2012        | 8/1/2012         | 0 days          | 0 days      | 2/13/2013            |

### 5.4.1 Initial Baseline

When a schedule baseline is approved, per the Schedule Baseline Approval Matrix in the Schedule Management Plan, a baseline is taken using the following process:

1. Open the schedule in Project Professional
2. Click on the Project tab
3. Click on the button titled Set Baseline ([Figure 7](#))
4. The Set Baseline screen appears ([Figure 8](#))
5. Choose the first Baseline level under Set Baseline
6. Select For: Entire Project
7. Click OK
8. Insert the column titled FISCal Baseline Date and enter the date the baseline was taken, copying it down for all tasks
9. Click on the Project tab
10. Click on Project Information button
11. Change FISCal Project Status field to Production
12. Save, Publish and Check-in schedule
13. Open the PMO Baseline Log ([iManage #7262](#)) ([Figure 9](#))
14. Add the name of the schedule to the list
15. In the Baseline 0 column, put the date the baseline was taken in the following format: **10/20/2012** Initial Baseline

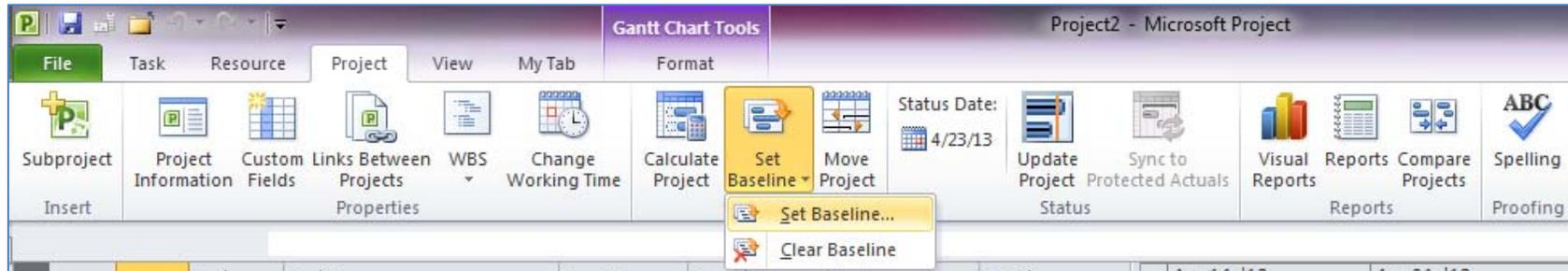
### 5.4.2 Additional Baseline(s)

When additional baselines are approved after the initial baseline, the following process is used:

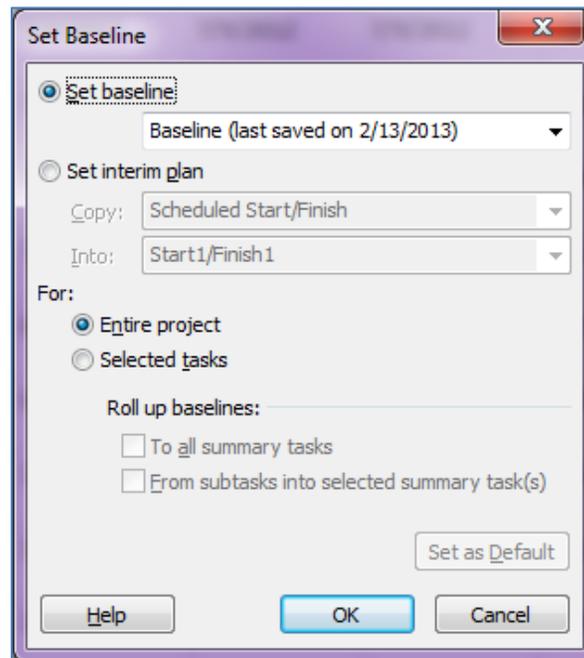
1. Open the schedule in Project Professional
2. Click on the Project tab

3. Click on the button titled Set Baseline ([Figure 7](#))
4. The Set Baseline screen appears ([Figure 8](#))
5. Choose Set interim plan
6. Select to move from Baseline to Baseline 1
7. Select For: Entire Project
8. Click OK
9. Insert Baseline Finish and Baseline1 Finish columns and confirm that the dates from Baseline in fact moved to Baseline1
10. Click on the Project tab
11. Click on the button titled Set Baseline
12. Choose the first Baseline level
13. Select the Entire Project
14. Click OK
15. Insert the column titled FISCal Baseline Date and enter the date the baseline was taken for all tasks in the schedule
16. Save, Publish and Check-in schedule
17. Open the PMO Baseline Log ([iManage #7262](#)) ([Figure 9](#))
18. Move the Initial Baseline log entry to the Baseline 1 column
19. Enter the date that the latest baseline was taken in the Baseline 0 column and include a description of why the additional baseline was taken
20. Any time an additional baseline is approved, use these steps to move all the baselines out one level. This is done to maintain the historical baseline data.

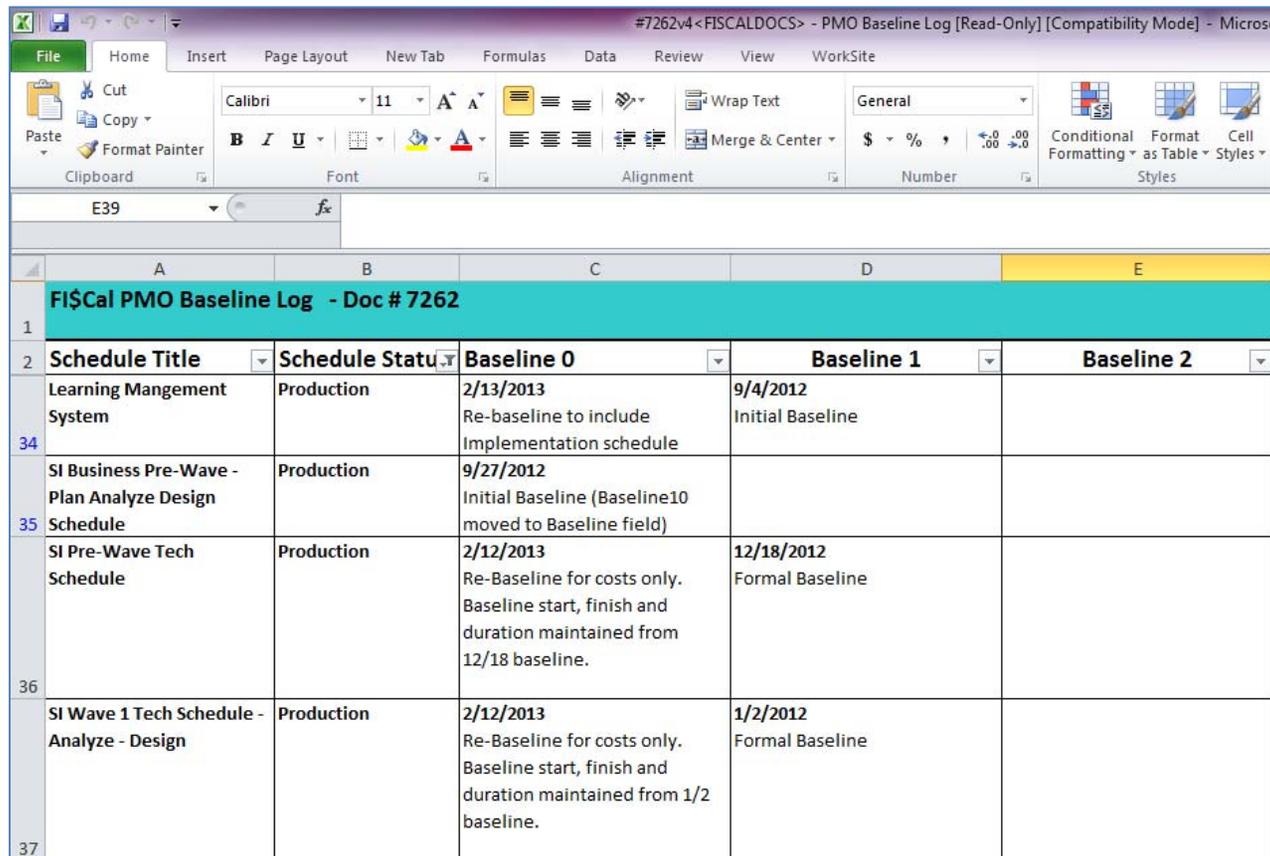
**Figure 7 – Set Baseline Button**



**Figure 8 – Set Baseline Screen**



**Figure 9 – PMO Baseline Log**



|    | A   | B                      | C  | D                             | E                 |
|----|---|------------------------|--|-------------------------------|-------------------|
| 1  | <b>FISCAL PMO Baseline Log - Doc # 7262</b>         |                        |  |                               |                   |
| 2  | <b>Schedule Title</b>                               | <b>Schedule Status</b> | <b>Baseline 0</b>  | <b>Baseline 1</b>             | <b>Baseline 2</b> |
| 34 | Learning Management System                          | Production             | 2/13/2013<br>Re-baseline to include Implementation schedule  | 9/4/2012<br>Initial Baseline  |                   |
| 35 | SI Business Pre-Wave - Plan Analyze Design Schedule | Production             | 9/27/2012<br>Initial Baseline (Baseline10 moved to Baseline field)   |                               |                   |
| 36 | SI Pre-Wave Tech Schedule                           | Production             | 2/12/2013<br>Re-Baseline for costs only. Baseline start, finish and duration maintained from 12/18 baseline. | 12/18/2012<br>Formal Baseline |                   |
| 37 | SI Wave 1 Tech Schedule - Analyze - Design          | Production             | 2/12/2013<br>Re-Baseline for costs only. Baseline start, finish and duration maintained from 1/2 baseline.   | 1/2/2012<br>Formal Baseline   |                   |

## 5.5 Master Schedule

The FISCAL - SI DDI Master Schedule contains all baselined project schedules undertaken to meet the objectives of the FISCAL Project. After the initial baseline is taken, the project schedule is added to the master schedule. The FISCAL Master Schedule itself is

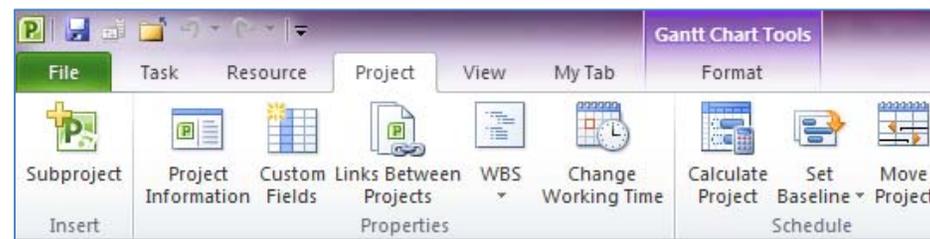
not baselined because all of the inserted project schedules are already baselined. The sections below describe how to add a project schedule to the master, how to establish external links across projects, and how to maintain the FI\$Cal - SI DDI Master Schedule.

Before updating or creating a Master Schedule for the first time, make sure the cache size in Microsoft Project Professional is large enough. In Project Pro, go to File, Options, Save and set the Cache size limit (MB) to 4,000. Close and re-open Project before making any further changes.

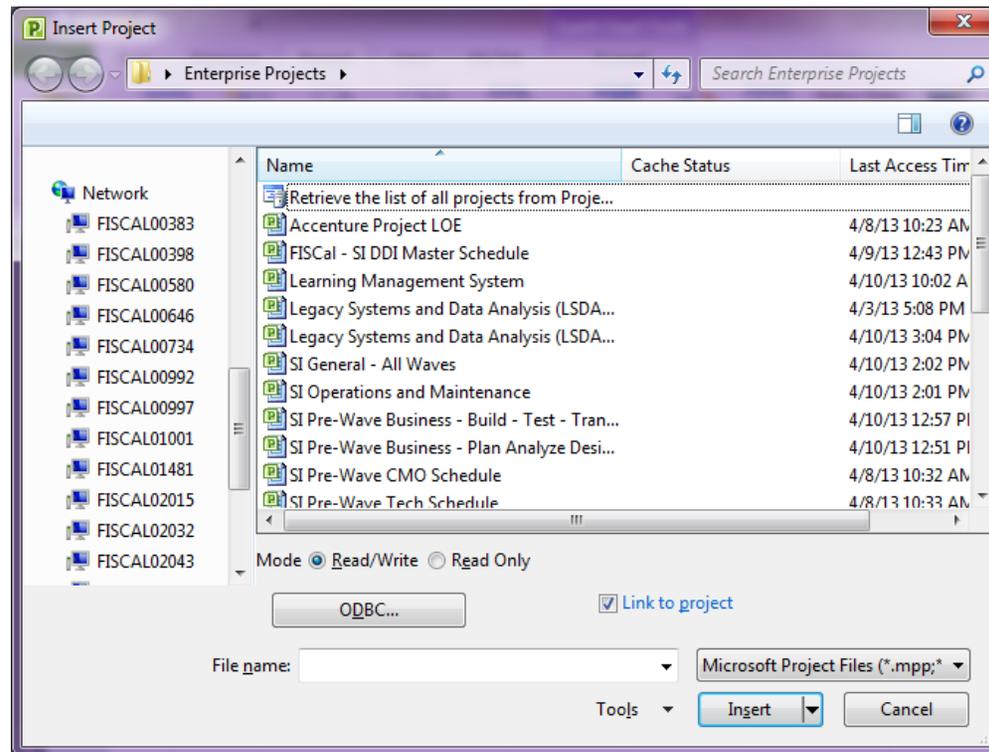
### 5.5.1 Add a Project Schedule to the Master Schedule

1. Open the FI\$Cal - SI DDI Master Schedule
2. Select an empty row in the schedule
3. In the Project Ribbon, click the Subproject button ([Figure 10](#))
4. In the Insert Project window, double click on “Retrieve the list of all projects from Project Server” ([Figure 11](#))
5. Select the schedule you want to add
6. Click on the Insert button
7. Save the Master Schedule
8. Click No to All on the save window that appears asking you to save changes to each schedule in the master ([Figure 12](#))
9. Close and Check-in the Master Schedule and all inserted schedules

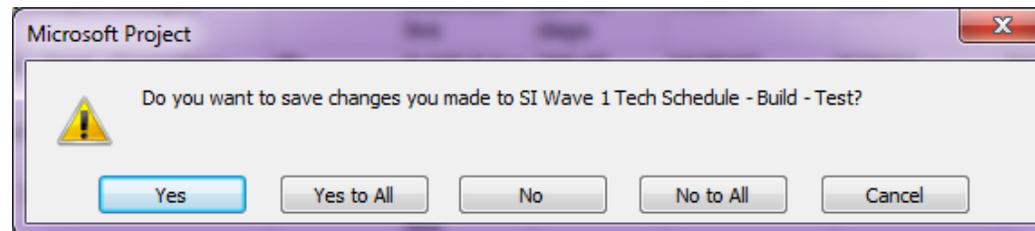
**Figure 10 – Insert Subproject Button**



**Figure 11 – Insert Project Window**



**Figure 12 – Master Schedule Save Options**



## 5.5.2 Establish an External Link

1. Open the FI\$Cal SI-DDI Master Schedule
2. Expand the two schedules that contain the tasks needing to be linked
3. Select the Predecessor Task
4. Hold down the CTRL key and scroll to the Successor Task
5. While still holding the CTRL key select the Successor Task
6. Click on the “Link Tasks” button in the Task tab (looks like  )
7. Click the Save button
8. Click Yes for only the linked schedules when the save screen appears ([Figure 12](#))
9. Click No to All for saving all other schedules in the master
10. Click the Publish button
11. Click Yes for only the linked schedules when the publish screen appears
12. Click No to All for publishing all other schedules in the master
13. Close and Check-in the Master Schedule and all inserted schedules
14. Open the linked schedules separately
15. Click on the Links Between Projects Button in the Project tab to validate that the link exists
16. Close and Check-in both schedules

## 5.5.3 Maintain the FI\$Cal SI-DDI Master Schedule

Here are general rules for using and maintain the FI\$Cal - SI DDI Master Schedule:

1. Do not save or publish changes to schedules in the Master Schedule. All schedules changes need to be saved and published in the individual schedule files. The only exception is for establishing an external link.
2. Never baseline the Master Schedule because the inserted schedules are already baselined

3. The schedule needs to be expanded in order for the latest schedule information to be updated and displayed (e.g., % Complete, Duration, Work, etc...)
4. Expanding a schedule in the Master Schedule will check the file out to you
5. Collapse all schedules before closing the Master Schedule (this will help it open faster and keep you from checking out schedules you may not need)
6. Only use the Master Schedule to establish external links between project schedules

## 6. Execution Phase

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A schedule is maintained on a regular basis during the Execution Phase. The sections below describe how the schedule is maintained on a daily, weekly, and monthly basis.

### 6.1 Schedule Tracking

Schedule Tracking refers to the process for updating schedules using weekly task sheet submissions. Task Sheets are submitted via Project Web Access (PWA). These weekly submissions are used by the Scheduler to update the schedule and are tracked as weekly and monthly metrics (see [Task Sheet Metrics](#) section for more details).

#### 6.1.1 Weekly Task Sheet Submissions

Everyone working on FISCal has their own Task Sheet in PWA. Each person's task sheet lists all the assignments they have in all of the schedules on Project Server. These assignments are broken into the following four groups in the Task Sheet:

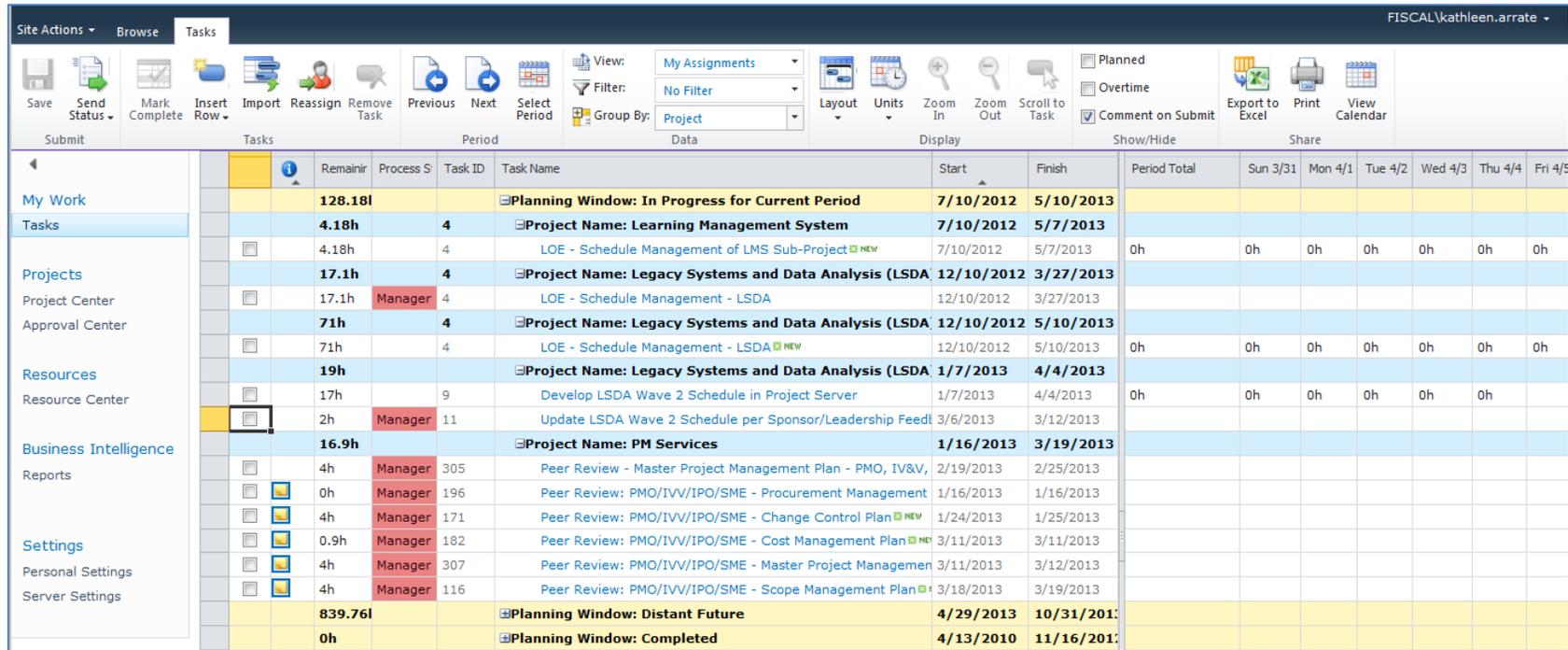
1. Planning Window: In Progress for Current Period
2. Planning Window: Next 2 Periods
3. Planning Window: Distant Future
4. Planning Window: Completed

A period in the Task Sheet is equal to one calendar week.

There is a time-phased grid for each day of the current week and a column called Remaining Work. These are the fields that users are required to complete when submitting their weekly updates. The time-phased grid is used to record actual hours spent on a task on a specific day. The Remaining Work column is updated by the user to indicate how much time is needed to complete a task. If the task is done, Remaining Work is changed to 0h. If the user needs more or less time, they can either increase or decrease the amount of hours in this column.

See a view of the PWA Task Sheet in Figure 13 below.

Figure 13 – PWA Task Sheet



|                              | Remainir       | Process S | Task ID | Task Name  | Start             | Finish            | Period Total | Sun 3/31 | Mon 4/1 | Tue 4/2 | Wed 4/3 | Thu 4/4 | Fri 4/5 |
|------------------------------|----------------|-----------|---------|--|-------------------|-------------------|--------------|----------|---------|---------|---------|---------|---------|
| <b>My Work</b>               | <b>128.18h</b> |           |         | <b>Planning Window: In Progress for Current Period</b>               | <b>7/10/2012</b>  | <b>5/10/2013</b>  |              |          |         |         |         |         |         |
| <b>Tasks</b>                 | <b>4.18h</b>   | <b>4</b>  |         | <b>Project Name: Learning Management System</b>                      | <b>7/10/2012</b>  | <b>5/7/2013</b>   |              |          |         |         |         |         |         |
|                              | 4.18h          | 4         |         | LOE - Schedule Management of LMS Sub-Project <span>NEW</span>        | 7/10/2012         | 5/7/2013          | 0h           | 0h       | 0h      | 0h      | 0h      | 0h      | 0h      |
| <b>Projects</b>              | <b>17.1h</b>   | <b>4</b>  |         | <b>Project Name: Legacy Systems and Data Analysis (LSDA)</b>         | <b>12/10/2012</b> | <b>3/27/2013</b>  |              |          |         |         |         |         |         |
| Project Center               | 17.1h          | Manager   | 4       | LOE - Schedule Management - LSDA                                     | 12/10/2012        | 3/27/2013         |              |          |         |         |         |         |         |
| <b>Approval Center</b>       | <b>71h</b>     | <b>4</b>  |         | <b>Project Name: Legacy Systems and Data Analysis (LSDA)</b>         | <b>12/10/2012</b> | <b>5/10/2013</b>  |              |          |         |         |         |         |         |
|                              | 71h            |           | 4       | LOE - Schedule Management - LSDA <span>NEW</span>                    | 12/10/2012        | 5/10/2013         | 0h           | 0h       | 0h      | 0h      | 0h      | 0h      | 0h      |
| <b>Resources</b>             | <b>19h</b>     |           |         | <b>Project Name: Legacy Systems and Data Analysis (LSDA)</b>         | <b>1/7/2013</b>   | <b>4/4/2013</b>   |              |          |         |         |         |         |         |
| Resource Center              | 17h            |           | 9       | Develop LSDA Wave 2 Schedule in Project Server                       | 1/7/2013          | 4/4/2013          | 0h           | 0h       | 0h      | 0h      | 0h      | 0h      | 0h      |
|                              | 2h             | Manager   | 11      | Update LSDA Wave 2 Schedule per Sponsor/Leadership Feed              | 3/6/2013          | 3/12/2013         |              |          |         |         |         |         |         |
| <b>Business Intelligence</b> | <b>16.9h</b>   |           |         | <b>Project Name: PM Services</b>                                     | <b>1/16/2013</b>  | <b>3/19/2013</b>  |              |          |         |         |         |         |         |
| Reports                      | 4h             | Manager   | 305     | Peer Review - Master Project Management Plan - PMO, IV&V,            | 2/19/2013         | 2/25/2013         |              |          |         |         |         |         |         |
|                              | 0h             | Manager   | 196     | Peer Review: PMO/IVV/IPO/SME - Procurement Management                | 1/16/2013         | 1/16/2013         |              |          |         |         |         |         |         |
|                              | 4h             | Manager   | 171     | Peer Review: PMO/IVV/IPO/SME - Change Control Plan <span>NEW</span>  | 1/24/2013         | 1/25/2013         |              |          |         |         |         |         |         |
|                              | 0.9h           | Manager   | 182     | Peer Review: PMO/IVV/IPO/SME - Cost Management Plan <span>NEW</span> | 3/11/2013         | 3/11/2013         |              |          |         |         |         |         |         |
|                              | 4h             | Manager   | 307     | Peer Review: PMO/IVV/IPO/SME - Master Project Managemen              | 3/11/2013         | 3/12/2013         |              |          |         |         |         |         |         |
|                              | 4h             | Manager   | 116     | Peer Review: PMO/IVV/IPO/SME - Scope Management Plan                 | 3/18/2013         | 3/19/2013         |              |          |         |         |         |         |         |
|                              | <b>839.76h</b> |           |         | <b>Planning Window: Distant Future</b>                               | <b>4/29/2013</b>  | <b>10/31/2013</b> |              |          |         |         |         |         |         |
|                              | <b>0h</b>      |           |         | <b>Planning Window: Completed</b>                                    | <b>4/13/2010</b>  | <b>11/16/2010</b> |              |          |         |         |         |         |         |

By 5pm on Friday of each week, everyone is expected to submit their task sheet for that week. The Schedule Team sends out an email reminder to all State and Accenture staff Friday morning (see sample email in FISCAL Project Server Administrator Guide, [iManage #14401](#)). To submit their task sheet, users will go to the PWA website and click on the Tasks link. In their task sheet, they record the actual hours for tasks they worked on this week and adjust their Remaining Work as necessary. To submit their task updates, users click the Save button, followed by the Send Status button and select “All Tasks.”

For more details on the Task Sheet update process, read FISCAL Project Server Team Member Training ([iManage 7378](#)). For details on administering the task sheet and helping users with common problems, see FISCAL Project Server 2010 Administrator Guide ([iManage #14401](#)).

## 6.1.2 Approval Center Updates

The Schedule Team processes the updates from all task sheet submissions on Monday morning. Each Scheduler is responsible for specific schedules and the task submissions for those schedules which appear in their Approval Center in PWA. A Task Sheet Submissions report is also automatically run and sent on Monday mornings to both the Schedule Team and the Sub-Project Manager or Schedule Leads they work with. This report contains all the data that appears in the Schedulers Approval Center.

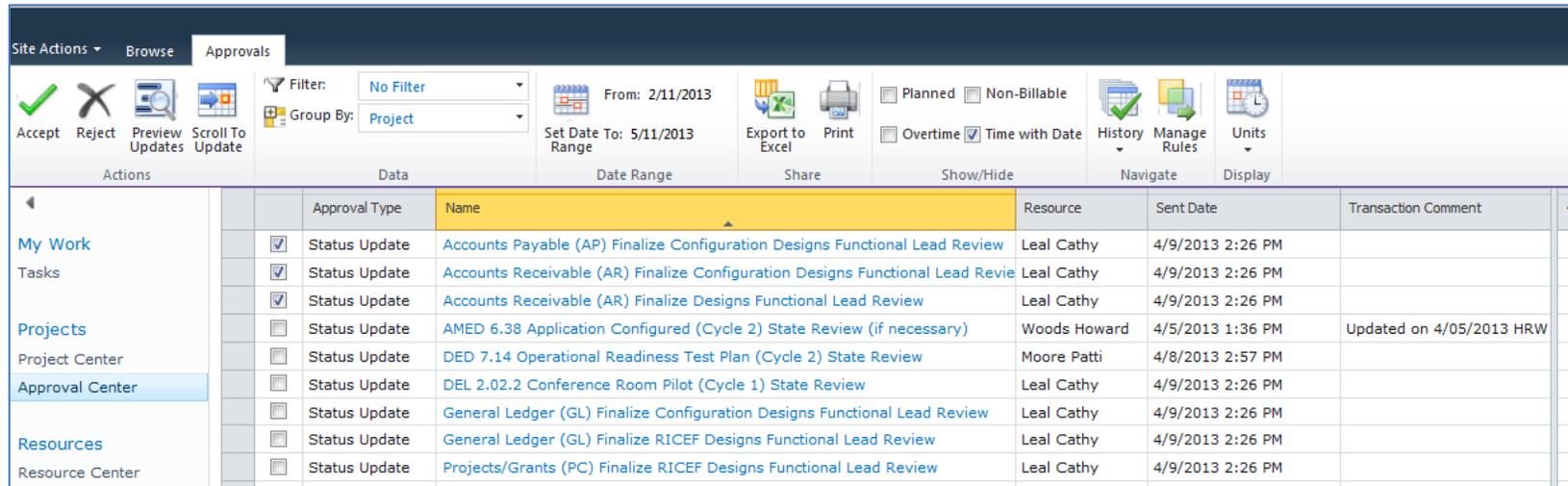
As part of the weekly maintenance process, the Scheduler reviews the submitted updates and receives information from the Sub-Project Manager or Schedule Lead about which updates to accept or reject. Based on their review and the information provided, the Scheduler either accepts or rejects the submissions in the Approval Center. The Scheduler's review focuses on clear errors or mistakes (e.g. time recorded to a wrong task, in the wrong time period, or to a closed task). The review and information provided by the Sub-Project Manager/Schedule Lead focuses on whether or not tasks are completed.

Before any submissions are accepted or rejected, the Scheduler should take an export of their Approval Center. To do this, click on the Export to Excel button in the Approval Center ribbon. Click "Yes" on the box asking to export the data. Save the file to a local drive and indicate the date in the file name.

How to Accept or Reject Tasks:

1. Go to the Approval Center in PWA (Figure 14)
2. Click on the box to the left of the task submission
3. If you want to preview how a task update will affect the schedule, click on the Preview Updates button and a separate screen will open in PWA displaying the schedule with all changes highlighted in yellow
4. Click on the Accept button to accept tasks and update the schedule
5. Click on the Reject button to reject a submission (always include a message explaining why the submission is rejected)

**Figure 14 – Approval Center**



| Approval Type                                     | Name   | Resource     | Sent Date        | Transaction Comment      |
|---|--|--------------|------------------|--------------------------|
| <input checked="" type="checkbox"/> Status Update | Accounts Payable (AP) Finalize Configuration Designs Functional Lead Review    | Leal Cathy   | 4/9/2013 2:26 PM |                          |
| <input checked="" type="checkbox"/> Status Update | Accounts Receivable (AR) Finalize Configuration Designs Functional Lead Review | Leal Cathy   | 4/9/2013 2:26 PM |                          |
| <input checked="" type="checkbox"/> Status Update | Accounts Receivable (AR) Finalize Designs Functional Lead Review               | Leal Cathy   | 4/9/2013 2:26 PM |                          |
| <input type="checkbox"/> Status Update            | AMED 6.38 Application Configured (Cycle 2) State Review (if necessary)         | Woods Howard | 4/5/2013 1:36 PM | Updated on 4/05/2013 HRW |
| <input type="checkbox"/> Status Update            | DED 7.14 Operational Readiness Test Plan (Cycle 2) State Review                | Moore Patti  | 4/8/2013 2:57 PM |                          |
| <input type="checkbox"/> Status Update            | DEL 2.02.2 Conference Room Pilot (Cycle 1) State Review                        | Leal Cathy   | 4/9/2013 2:26 PM |                          |
| <input type="checkbox"/> Status Update            | General Ledger (GL) Finalize Configuration Designs Functional Lead Review      | Leal Cathy   | 4/9/2013 2:26 PM |                          |
| <input type="checkbox"/> Status Update            | General Ledger (GL) Finalize RICEF Designs Functional Lead Review              | Leal Cathy   | 4/9/2013 2:26 PM |                          |
| <input type="checkbox"/> Status Update            | Projects/Grants (PC) Finalize RICEF Designs Functional Lead Review             | Leal Cathy   | 4/9/2013 2:26 PM |                          |

To see task submission details in the Approval Center, click on the name of the task update that was submitted (blue text). A window will open and display exactly what information the person submitted, including, actual hours for specific days, increase or decrease to remaining work, or even a message about their submission. See a view of the Task Details window in Figure 15 below.

**Figure 15 – Task Details in Approval Center**



## 6.2 Status Manager

In Project Professional, the task field titled Status Manager determines whose Approval Center task updates will appear in. This field is auto populated with the name of the person who first publishes the schedule. If someone other than the regular Scheduler adds new tasks and/or publishes a schedule, the name in the Status Manager column can change. No one can set the Status Manager to be another person. Follow these steps to change the Status Manager to yourself:

1. Open the schedule
2. Insert Status Manager column
3. Select Outline All Subtasks and clear all filters
4. All summary tasks will display the name of the person with the schedule open
5. Select the very first field with your name and fill down for all tasks
  - a. Keyboard Shortcut – Select field, hold CTRL + SHFT, press down arrow, press CTRL+D
6. Click arrow next to Status Manager field name and validate that your name is the only one listed
7. Save, publish and close schedule

## 6.3 Schedule Maintenance

Schedule Maintenance refers to updating and maintaining the schedule on a regular basis. The PMO Schedule Team regularly maintains all schedules using three processes:

1. Weekly Schedule Maintenance
2. Daily Schedule Maintenance
3. Monthly Schedule Maintenance

### 6.3.1 Weekly Schedule Maintenance

Weekly schedule maintenance focuses on updating the schedule with status from the previous week. The process for updating the schedules is the same each week, but schedule status is reported to Leadership every two weeks. For details on updating schedule data in the Bi-Weekly Status report, see [Bi-Weekly Status Report](#) section.

Weekly Schedule Maintenance aligns with the Weekly Task Sheet Submissions and Approval Center updates. People submit their task sheet updates by Friday and the Schedule Team reviews and incorporates the weekly updates on Monday and Tuesday. This weekly maintenance is done with input from the Sub-Project Manager and/or Schedule Leads. The Scheduler holds a weekly schedule maintenance meeting at the same time each week. SI Schedule Maintenance Meetings are regularly scheduled on Mondays. These meetings can only be scheduled for Tuesday on non-reporting weeks. FISCal Sub-Project schedule meetings can be scheduled for either Monday or Tuesday.

Below is the procedure that is followed for updating all schedules each week. Create a folder on your H drive for Weekly Schedule Maintenance and use this folder to store schedule PDFs and screen shots taken during maintenance and analysis. It is also a good idea to print and keep hard copies of the schedule each week before and after schedule maintenance is complete.

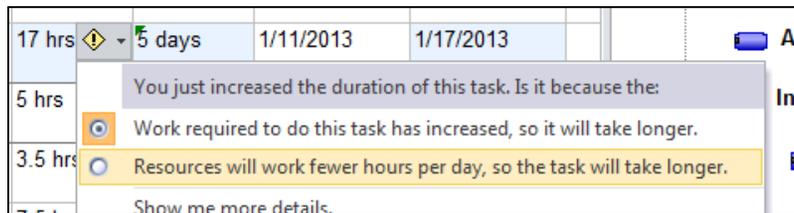
### **Reports and Task Submission Feedback**

1. The Task Sheet Submission report is automatically sent out at 1 a.m. Monday
2. The Not Submitted report is automatically sent out at 8 a.m. Monday
3. The Current Tasks report is automatically sent out at 8 a.m. on Monday (this report is sent because it displays the tasks scheduled in the current period)
4. Sub-Project Managers or Accenture and State Leads provide the Scheduler with feedback on the submissions by 12 p.m. Monday (e.g., what to accept or reject, what is done, what is not done)

### **Before Schedule Maintenance Meeting (Schedule Team only)**

1. Print or save a local copy (PDF) of the schedule before making any changes or accepting any updates from the Approval Center
2. Review Schedule e-mail box ([FISCal.schedule@fiscal.ca.gov](mailto:FISCal.schedule@fiscal.ca.gov)) for notifications on DED/DEL/AMED/AM or Deliverable Review Team (DRT) assignment changes
3. Go to Approval Center and select submissions that have not been identified for rejection by you, the Sub-Project Manager, Accenture and State Leads
4. Accept the selected submissions by clicking on the Accept button in the Approval Center ribbon

5. Select the submissions that have been identified for rejection and click on the Reject button in the Approval Center ribbon. Include a note explaining why the submission is being rejected and click OK.
6. Open the schedule in Project Server
7. Make corrections to tasks based on feedback provided by the Sub-Project Manager or Accenture/State Schedule Lead
  - a. To mark a task complete
    - i. Remove all remaining work from the task
    - ii. Remove any resources with 0 actual and 0 remaining hours
    - iii. Validate there is 100% in both the % Complete and % Work Complete columns
    - iv. Mark associated milestones as 100% Complete
  - b. If you need to adjust the Actual Finish Date of a task
    - i. Insert the Actual Finish column
    - ii. Change the Task Type to Fixed Work (this preserves the actual hours)
    - iii. Change the date in the Actual Finish Column
    - iv. Change the Task Type back to either Fixed Units or Fixed Duration
    - v. Change Effort Driven to No
  - c. If you need to adjust the finish date on an incomplete task
    - i. Adjust either the duration or dependency accordingly
    - ii. When adjusting the duration, click on the yellow caution image that appears just to the left of the duration and select “Resources will work fewer hours per day, so the task will take longer”. (see image below)



8. Update State deliverable review tasks to
  - a. Align finish dates with Baseline Finish dates
  - b. Align with the Accenture DEL and DED Dates spreadsheet ([iManage #12576](#))
    - i. Follow the instructions below when updating all DED, DEL, AMED and AM tasks.
      1. Insert the Baseline Finish column next to the finish column and validate that the deliverable task dates match. If they do not match, adjust the duration so they are aligned with the Baseline Finish.
      2. If DED/DEL/AMED/AM is approved in **Cycle 1**
        - a. Leave the Cycle 1 State Acceptance milestone name as Accepted
        - b. Mark the State Review tasks and Accepted milestone 100%
        - c. Note Cycle 2 acceptance successors
        - d. Delete all Cycle 2 tasks and milestones
        - e. Add any successors to Cycle 1 acceptance milestone that were listed for Cycle 2 milestone
        - f. Re-validate links from Cycle 1 State Acceptance to final milestone for the DED/DEL/AMED/AM summary
      3. If DED/DEL/AMED/AM is Conditionally Accepted in **Cycle 1**
        - a. Change Cycle 1 State Acceptance milestone name to "...State Conditionally Accepted"
        - b. Remove the (if necessary) from the Cycle 2 task names
        - c. Change Cycle 2 state review to include only the Deliverable Owner; Remove other DRT members
        - d. Adjust Cycle 2 dates if necessary, based on feedback from Deliverable Owner (often the cycle will go faster than usual)
        - e. Change Cycle 2 task names from Cycle 2 to Conditional Review
      4. If DED/DEL/AMED/AM is Rejected or sent for rework in **Cycle 1**
        - a. Change the Cycle 1 State Acceptance milestone name to "...Returned to Vendor"
        - b. Remove the (if necessary) from the Cycle 2 task names

5. If DED/DEL/AMED/AM is approved in **Cycle 2**
  - a. Leave the State Acceptance milestone name as Accepted
  - b. Mark the State Review tasks and Accepted milestone 100%
  - c. Mark DED/DEL/AMED/AM final Complete milestone 100%
6. If DED/DEL/AMED/AM is Conditionally Accepted in **Cycle 2**
  - a. Change Cycle 2 State Acceptance milestone name to "...State Conditionally Accepted"
  - b. Add the following set of tasks with the same format and dependency structure as all other DEL/DED/AMED/AM tasks
    - i. Conditional Review Update (assign the responsible Accenture staff)
    - ii. Conditional Review Submitted milestone
    - iii. Conditional Review State Review task(s)
    - iv. Conditional Review Accepted milestone
  - c. Assign only the Deliverable Owner as the resource
7. If DED/DEL/AMED/AM is Rejected or sent for rework in **Cycle 2**
  - a. Change the Cycle 2 State Acceptance milestone name to "...Returned to Vendor"
  - b. Add the following set of tasks with the same format and dependency structure as all other DEL/DED/AMED/AM tasks
    - i. Cycle 3 Update (assign the responsible Accenture staff)
    - ii. Cycle 3 Submitted milestone
    - iii. Cycle 3 State Review task(s)
    - iv. Cycle 3 Accepted milestone
8. All estimated hours for DEDs and AMEDs are as follows
  - a. 8 hours per person for DED regardless of complexity
  - b. 5 hours per person for AMED regardless of complexity

9. Confirm FISCAL Task Lead column is filled out correctly for DEL/DED/AMED/AM tasks; to identify who the Task Leads are, see SI Contract Deliverables – Participant Matrix ([iManage #10691](#)); See the table below for Task Lead settings.

**Table 2 – SI Deliverable Task Lead Settings**

| Type of Task                                   | Task Lead                   |
|--|-----------------------------|
| Deliverable Preparation, Walkthrough or Update | Accenture Deliverable Owner |
| Submission Milestone                           | Accenture Deliverable Owner |
| State Review                                   | State Deliverable Owner     |
| Accepted Milestone                             | State Deliverable Approver  |

10. Correct DRT assignments
11. Look at the following things in the schedule:
- a. Late and At Risk Tasks
    - i. Filter for Red (Late), Yellow (At Risk), Overdue
    - ii. Make a copy of the filtered schedule (printed or PDF)
    - iii. Analyze the Late and At Risk tasks and document possible corrective actions
  - b. Tasks That Should Have Started
    - i. Apply the FISCAL Tasks That Should Have Started filter
    - ii. Make a copy of the filtered schedule (printed or PDF)
    - iii. Analyze the tasks and document possible corrective actions
  - c. Items that have changed to Red or Yellow

- i. Identify the tasks that have moved from Green or Yellow to Red or Yellow since last week
    - ii. Analyze for impact to schedule and/or Critical Path
    - iii. Analyze for and document possible corrective actions
  - d. Critical Path
    - i. Apply the FISCAL Critical Path view
    - ii. Make a copy of the critical path view (printed or PDF)
    - iii. Identify any Red tasks on the Critical Path
    - iv. Analyze for impact to schedule and/or Critical Path
    - v. Analyze for and document possible corrective actions
  - e. Tasks with Generics
    - i. Filter Resource Names column for only Generics
    - ii. Filter for tasks within the next month
    - iii. Make a copy of the filtered schedule (printed or PDF)
    - iv. Send to Accenture and State Leads and request real names for generic resources with work assigned in the next month
  - f. Exceptions requiring explanation
    - i. Make a note of any exceptions in the schedule that require discussion or clarification in order to make updates
  - g. Adjust Two Week Look Ahead Flags
    - i. Insert FISCAL Milestones column
    - ii. Filter % Complete column for 100%
    - iii. Delete PD from FISCAL Milestones for all completed tasks
    - iv. Un-filter % Complete column
    - v. Apply Look Ahead Filter and set for two weeks (Start or Finish After is Monday of current week; And Before is Friday of the following week)

- vi. Select PD from the FISCAL Milestones drop down menu for all tasks scheduled during the filtered duration
- vii. Select Tracking Gantt from the Gantt Chart view menu
- viii. Validate Tracking Gantt view appears correctly ([Figure 4](#))

## 12. Save and Check-in the schedule

### **During Schedule Maintenance Meeting**

1. Open the schedule in Project Server
2. Discuss Exceptions
  - a. Review any exceptions you have documented as needing clarification
  - b. Update schedule during meeting based on discussion
3. Review Tasks That Should Have Started
  - a. Filter for tasks that should have started
  - b. Review list and discuss any suggested corrective actions
  - c. Adjust tasks during meeting
4. Review Late and At Risk Tasks
  - a. Filter FISCAL Schedule Indicator for the Red (Late) and Yellow (At Risk) tasks
  - b. Review tasks and discuss any suggested corrective actions
  - c. Adjust tasks during meeting
  - d. Save a PDF of Late and At Risk tasks
5. Review Critical Path
  - a. Filter for FISCAL Critical Path
  - b. Review tasks on critical path and discuss any suggested corrective actions
  - c. Update schedule, if necessary, during meeting
  - d. Save a PDF of the Critical Path

## 6. Review Two Week Look Ahead

- a. Apply the Tracking Gantt view
- b. Review the Two Week Look Ahead
- c. Discuss Late or At Risk tasks in the Look Ahead with Schedules Leads
- d. Make any necessary adjustments during meeting
- e. Follow these steps to copy and paste the Two Look Ahead image for reporting (see [Figure 4](#)):
  - i. On the Task tab, click on the arrow next to Copy
  - ii. Click on Copy Picture
  - iii. In the Copy Picture window
    1. Set Render Image to "For Printer"
    2. Set Copy to "Rows on screen"
    3. Set Timescale for the desired timeframe
    4. Open a Word document and click Paste
    5. Save the Word file to your Weekly Schedule Maintenance folder

## 7. **For SI Schedules Only** Review Gantt Task Status

- a. Insert the following columns: FISCAL Milestones, Baseline Finish, Finish Variance
- b. Filter FISCAL Milestones column for Gantt
- c. Review FISCAL Schedule Indicator for each Summary Task or Milestone
- d. Calculate the variance percentage on Late and At Risk tasks by dividing the Finish Variance by the total task Duration (see [Figure 34](#) for a view of the reported Gantt chart)
  - i. 0-5% variance is green
  - ii. 6-10% variance is yellow
  - iii. >10% variance is red
- e. Analyze schedule for the cause of Yellow and Red variances and discuss with the Schedule Leads

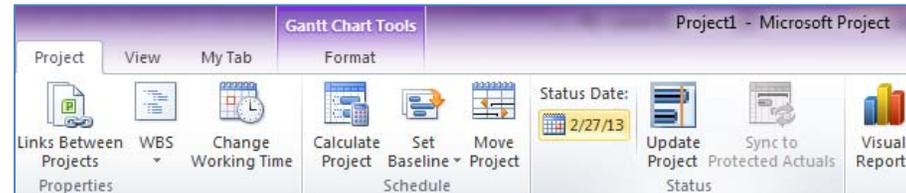
- f. Make any necessary adjustments during the meeting
- g. Follow these steps to copy and paste the Gantt Tasks image for reporting:
  - i. On the Task tab, click on the arrow next to Copy
  - ii. Click on Copy Picture
  - iii. In the Copy Picture window
    - 1. Set Render Image to “For Printer”
    - 2. Set Copy to “Rows on screen”
    - 3. Set Timescale for the desired timeframe
    - 4. Open a Word document and click Paste
    - 5. Save the Word file to your Weekly Schedule Maintenance folder

**Figure 16 – Gantt Tasks in Schedule**

|      | % Comp | % Work | Task Name                                  | ISC: hed | FISCal Milestone | Work          | Duration    | Start        | Finish       | Baseline Finish | Finish Variance |
|------|--------|--------|--|----------|------------------|---------------|-------------|--------------|--------------|-----------------|-----------------|
| 0    | 94%    | 96%    | SI Pre-Wave Business - Plan Analyze Design | 😊        | PD               | 25,670.25 hrs | 623.74 days | Fri 11/26/10 | Wed 5/22/13  | Wed 5/22/13     | -0.26 days      |
| 9    | 94%    | 98%    | Analyze                                    | 😊        |                  | 22,699.67 hrs | 586 days    | Fri 11/26/10 | Thu 3/28/13  | Thu 3/28/13     | 0 days          |
| 110  | 100%   | 100%   | Analyze Business Processes                 | ✓        | Gantt            | 1,602.55 hrs  | 116 days    | Fri 8/17/12  | Tue 2/5/13   | Fri 12/7/12     | 39 days         |
| 151  | 94%    | 98%    | Business Process Reengineering             | 😊        | Gantt            | 17,959.1 hrs  | 586 days    | Fri 11/26/10 | Thu 3/28/13  | Thu 3/28/13     | 0 days          |
| 935  | 100%   | 100%   | Chart of Accounts - Pre Wave               | ✓        | Gantt            | 1,998 hrs     | 105 days    | Mon 6/25/12  | Wed 11/21/12 | Wed 11/21/12    | 0 days          |
| 947  | 88%    | 55%    | Design                                     | 😊        |                  | 1,701.78 hrs  | 216.24 days | Wed 7/11/12  | Wed 5/22/13  | Wed 5/22/13     | -0.26 days      |
| 948  | 100%   | 100%   | Design Configuration and RICEF - Pre Wave  | ✓        | Gantt            | 357.12 hrs    | 54.32 days  | Mon 11/5/12  | Mon 1/28/13  | Fri 1/18/13     | 4.32 days       |
| 1055 | 100%   | 100%   | Chart of Accounts Design                   | ✓        | Gantt            | 332.25 hrs    | 156.5 days  | Wed 7/11/12  | Tue 2/26/13  | Wed 2/13/13     | 8 days          |

- 8. Select the Project tab, click Status Date, and change it to the previous Friday (see Figure 17 below)

**Figure 17 – Project Status Date**



9. Save, Publish, and Check-in the schedule

**After Schedule Maintenance Meetings**

***FISCal Scheduler:***

1. Send an email (cc: Schedule Unit Manager) to the team by Noon the next day which contains
  - a. Open Action Items from the meeting ( include who is assigned and due date)
  - b. Late and At Risk PDF saved during meeting
  - c. Critical Path PDF saved during meeting
  - d. Two Week Look Ahead screen shot saved during meeting (**only sent on bi-weekly reporting weeks**)
  - e. Gantt chart tasks screen shot saved during meeting (**only sent on bi-weekly reporting weeks**)
  - f. Tasks That Should Have Started PDF saved during meeting
2. Save a copy of the updated schedule (printed or PDF)
3. On Bi-weekly reporting weeks, update the Critical Path report in iManage (see [Critical Path Report](#) section for instructions)

***Sub-Project Manager or Accenture and State Leads:***

1. Provide Scheduler with responses to Action Items as assigned
2. On Bi-Weekly reporting weeks, Accenture and State Leads have until 10am Tuesday to respond to Action Items

### 6.3.2 Daily Schedule Maintenance

Daily schedule maintenance focuses on maintaining information in the schedules on a daily basis. Most of the changes made to schedules on a daily basis are minor, but sometimes more major changes are requested. Listed below are the most commonly requested schedule changes:

- Add new tasks
- Delete tasks
- Changes to resource assignments
- Changes to task dates
- Adjust schedule dependencies
- Adjust how tasks are organized

When the Sub-Project Manager or Accenture and State Leads request changes outside of the weekly maintenance cycle, an analysis is always done to identify the impact to the schedule. Questions to consider during this analysis are listed below (for details on change requests impacting schedules, see the Schedule Management Plan).

1. Is this a change in scope?
  - a. If yes, then a change request must be started which must include the schedule impact
  - b. If no, then make the change
2. Will the change impact scheduled dates?
  - a. Make the change for the following conditions
    - i. The task status indicator turns or remains Green
    - ii. The task status indicator remains Yellow
    - iii. The task status indicator changes from Red to Yellow
  - b. If the task status indicator changes from Green to Yellow, consider and discuss possible alternatives with the requestor. If an alternative update is not possible, make the change and inform the requestor via email of any impacts to the overall schedule.

- c. If the task status indicator either turns Red, or is already Red
  - i. Analyze for impact to the Critical Path; if it is impacted, an approved change request may be required prior to making the change in the schedule. Consult the Schedule Management Plan for the most current change control policy.
3. What is the impact of the resource assignments change?
  - a. If the person will be significantly over allocated (over 200 hours a month), consider and discuss alternatives with the requestor. If an alternative update is not possible, make the change and inform the requestor via email of the over allocation.
  - b. If adding a new resource exceeds the character limitation on the Resource Names field, follow these steps to create a duplicate task
    - i. Insert a new task below
    - ii. Copy and paste the task name
    - iii. Make the predecessor SS with the original task
    - iv. Make the successor(s) the same as the original task
    - v. Make the duration the same as the original task
    - vi. Assign the new resource(s) and hours to the duplicate task
4. Does the change significantly impact the structure of the schedule? Or are significant changes to dependencies required?
  - a. Analyze the requested changes for impacts to currently scheduled dates, specifically Baseline Finish and Critical Path. If dates are impacted, follow the steps listed above.
  - b. Analyze the request to determine how long it will take to make the changes. If it is a significant amount of time, make the changes, but let the requestor know it will take a while and when to expect to see the changes in the schedule.
5. Does the change require a re-baseline?
  - a. See the Schedule Management Plan for details on which situations require the re-baseline of a schedule
  - b. If yes, follow the steps in the [Additional Schedule Baseline\(s\)](#) section
  - c. If no, make the change

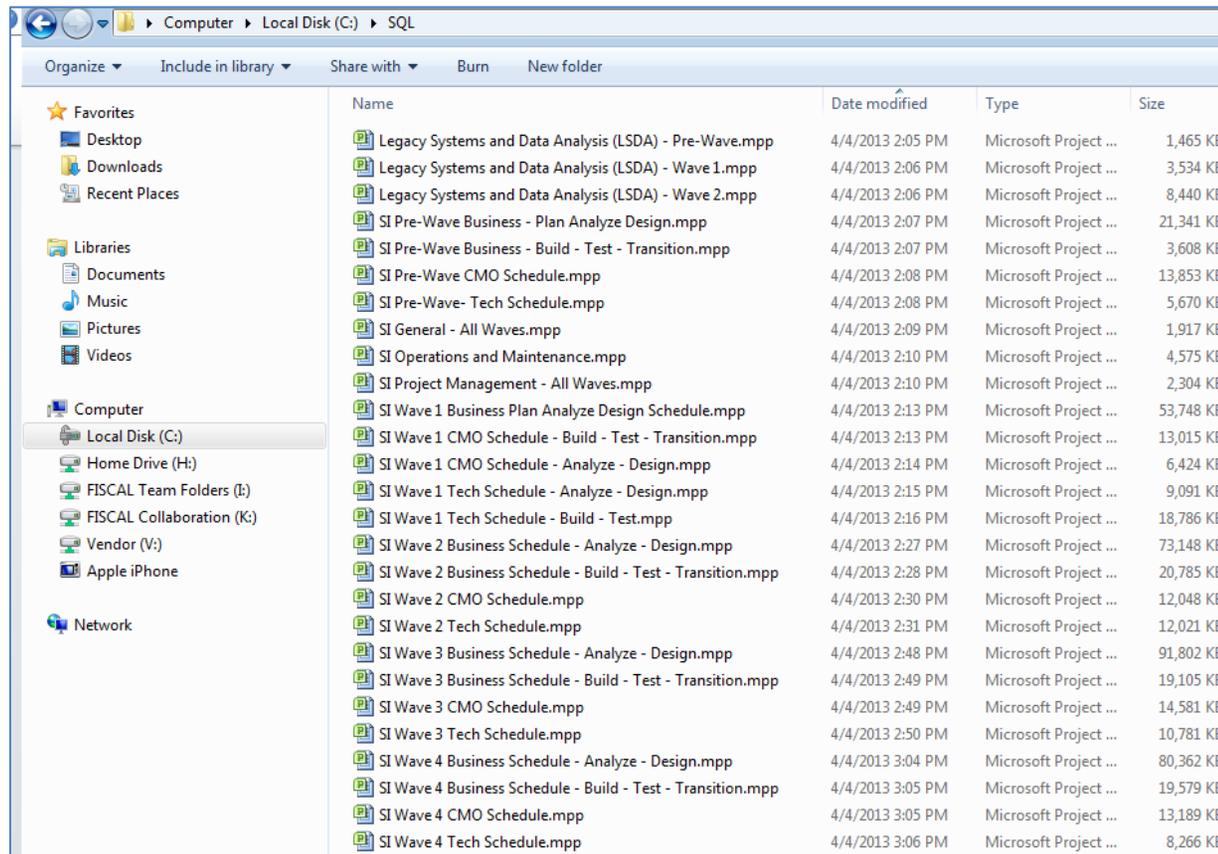
### 6.3.3 Monthly Schedule Maintenance

Monthly schedule and resource maintenance focuses on maintaining and providing schedule information on a monthly basis. Listed below are the most commonly requested monthly maintenance activities at the start of a new month:

- From the Resource Center, extract a list of all employees added to Project Server in the last month and click on the following link to send the list to [Michael Muth, Anthony Ampania, Teresa Hansen, and Kelly Robinson](#) for use in scheduling training
- Replace Generic names in schedules for the current month with real resources for positions that have been filled:
  - Run the QA - Work Assigned to Generics report for the current month
  - Send the report via email to each of the teams and get a list of resources replacing the generics
  - Update the schedules with the resource names
- Add to the list of Project Status Report (PSR) Milestones ([iManage #1055](#)) with the milestones for the next future month
  - Send a list of upcoming deliverable milestones from each of the SI schedules to the Deputies, requesting them to pick two milestones for each team
  - Add the two milestones to the list from the previous month
- Run monthly QA Reports and update schedules
  - Go to the Reports Schedule QA folder in PWA and run the following reports on your schedules
    - QA Checklist
    - QA Check for Predecessors and Successors
    - QA Validate Deliverable Due Dates
    - QA Tasks with zero resource hours
    - QA Milestones with Resources
    - QA Validate Task Type and Effort Driven
    - QA Resource Assignment Count
    - QA Work Assigned to Generics
    - QA Resources in Participant Matrix to be added

- Fix all deficiencies found in schedules
- Update the QA Tracker ([iManage #15081](#)) with
  - Who ran the report on what date
  - What schedules it was run on
  - Who fixed the schedules on what date
- Publish All Schedules
- Run @RISK Simulations (see [Schedule Risk Analysis](#) section)
- Save a copy of all schedules to a CD for CTA (one scheduler will be responsible for doing this each month)
  - Create a folder on your C drive named C:\SQL
  - Validate all schedules have been published
  - Open Project Pro
  - Open any schedule from Production Project Server
  - Click on View, Macros, View Macros
  - Select SaveMPPMacro from the list of macros
  - Click Run
  - Respond to any prompts that appear as the files are opened and saved (e.g., inactive resource)
  - When the macro has finishing running, validate all the .mpp schedule files in the C:\SQL folder (Figure 18)
  - Insert a blank CD into your computer
  - Copy all of the files from C:\SQL folder to the CD
  - Mail or send the CD to CTA

Figure 18 – All Schedules Saved to C Drive



| Name  | Date modified    | Type                  | Size      |
|---|------------------|-----------------------|-----------|
| Legacy Systems and Data Analysis (LSDA) - Pre-Wave.mpp      | 4/4/2013 2:05 PM | Microsoft Project ... | 1,465 KB  |
| Legacy Systems and Data Analysis (LSDA) - Wave 1.mpp        | 4/4/2013 2:06 PM | Microsoft Project ... | 3,534 KB  |
| Legacy Systems and Data Analysis (LSDA) - Wave 2.mpp        | 4/4/2013 2:06 PM | Microsoft Project ... | 8,440 KB  |
| SI Pre-Wave Business - Plan Analyze Design.mpp              | 4/4/2013 2:07 PM | Microsoft Project ... | 21,341 KB |
| SI Pre-Wave Business - Build - Test - Transition.mpp        | 4/4/2013 2:07 PM | Microsoft Project ... | 3,608 KB  |
| SI Pre-Wave CMO Schedule.mpp                                | 4/4/2013 2:08 PM | Microsoft Project ... | 13,853 KB |
| SI Pre-Wave- Tech Schedule.mpp                              | 4/4/2013 2:08 PM | Microsoft Project ... | 5,670 KB  |
| SI General - All Waves.mpp                                  | 4/4/2013 2:09 PM | Microsoft Project ... | 1,917 KB  |
| SI Operations and Maintenance.mpp                           | 4/4/2013 2:10 PM | Microsoft Project ... | 4,575 KB  |
| SI Project Management - All Waves.mpp                       | 4/4/2013 2:10 PM | Microsoft Project ... | 2,304 KB  |
| SI Wave 1 Business Plan Analyze Design Schedule.mpp         | 4/4/2013 2:13 PM | Microsoft Project ... | 53,748 KB |
| SI Wave 1 CMO Schedule - Build - Test - Transition.mpp      | 4/4/2013 2:13 PM | Microsoft Project ... | 13,015 KB |
| SI Wave 1 CMO Schedule - Analyze - Design.mpp               | 4/4/2013 2:14 PM | Microsoft Project ... | 6,424 KB  |
| SI Wave 1 Tech Schedule - Analyze - Design.mpp              | 4/4/2013 2:15 PM | Microsoft Project ... | 9,091 KB  |
| SI Wave 1 Tech Schedule - Build - Test.mpp                  | 4/4/2013 2:16 PM | Microsoft Project ... | 18,786 KB |
| SI Wave 2 Business Schedule - Analyze - Design.mpp          | 4/4/2013 2:27 PM | Microsoft Project ... | 73,148 KB |
| SI Wave 2 Business Schedule - Build - Test - Transition.mpp | 4/4/2013 2:28 PM | Microsoft Project ... | 20,785 KB |
| SI Wave 2 CMO Schedule.mpp                                  | 4/4/2013 2:30 PM | Microsoft Project ... | 12,048 KB |
| SI Wave 2 Tech Schedule.mpp                                 | 4/4/2013 2:31 PM | Microsoft Project ... | 12,021 KB |
| SI Wave 3 Business Schedule - Analyze - Design.mpp          | 4/4/2013 2:48 PM | Microsoft Project ... | 91,802 KB |
| SI Wave 3 Business Schedule - Build - Test - Transition.mpp | 4/4/2013 2:49 PM | Microsoft Project ... | 19,105 KB |
| SI Wave 3 CMO Schedule.mpp                                  | 4/4/2013 2:49 PM | Microsoft Project ... | 14,581 KB |
| SI Wave 3 Tech Schedule.mpp                                 | 4/4/2013 2:50 PM | Microsoft Project ... | 10,781 KB |
| SI Wave 4 Business Schedule - Analyze - Design.mpp          | 4/4/2013 3:04 PM | Microsoft Project ... | 80,362 KB |
| SI Wave 4 Business Schedule - Build - Test - Transition.mpp | 4/4/2013 3:05 PM | Microsoft Project ... | 19,579 KB |
| SI Wave 4 CMO Schedule.mpp                                  | 4/4/2013 3:05 PM | Microsoft Project ... | 13,189 KB |
| SI Wave 4 Tech Schedule.mpp                                 | 4/4/2013 3:06 PM | Microsoft Project ... | 8,266 KB  |

## 7. Monitor & Control Phase

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All schedules are monitored and controlled using various reporting methods. The sections below describe these reporting methods and how they are performed.

### 7.1 Schedule Variance Reporting

Custom reports have been developed in Project Server for many purposes, including schedule variance reporting. A weekly subscription for these reports is emailed to Schedulers, Resource Managers, Sub-Project Managers and the Leadership Team (see the Schedule Management Plan for details on the Report Subscription calendar). Any of the custom reports can be run ad hoc from PWA and are sorted into three categories:

1. Resource Reports
2. Project Reports
3. Compliance Reports

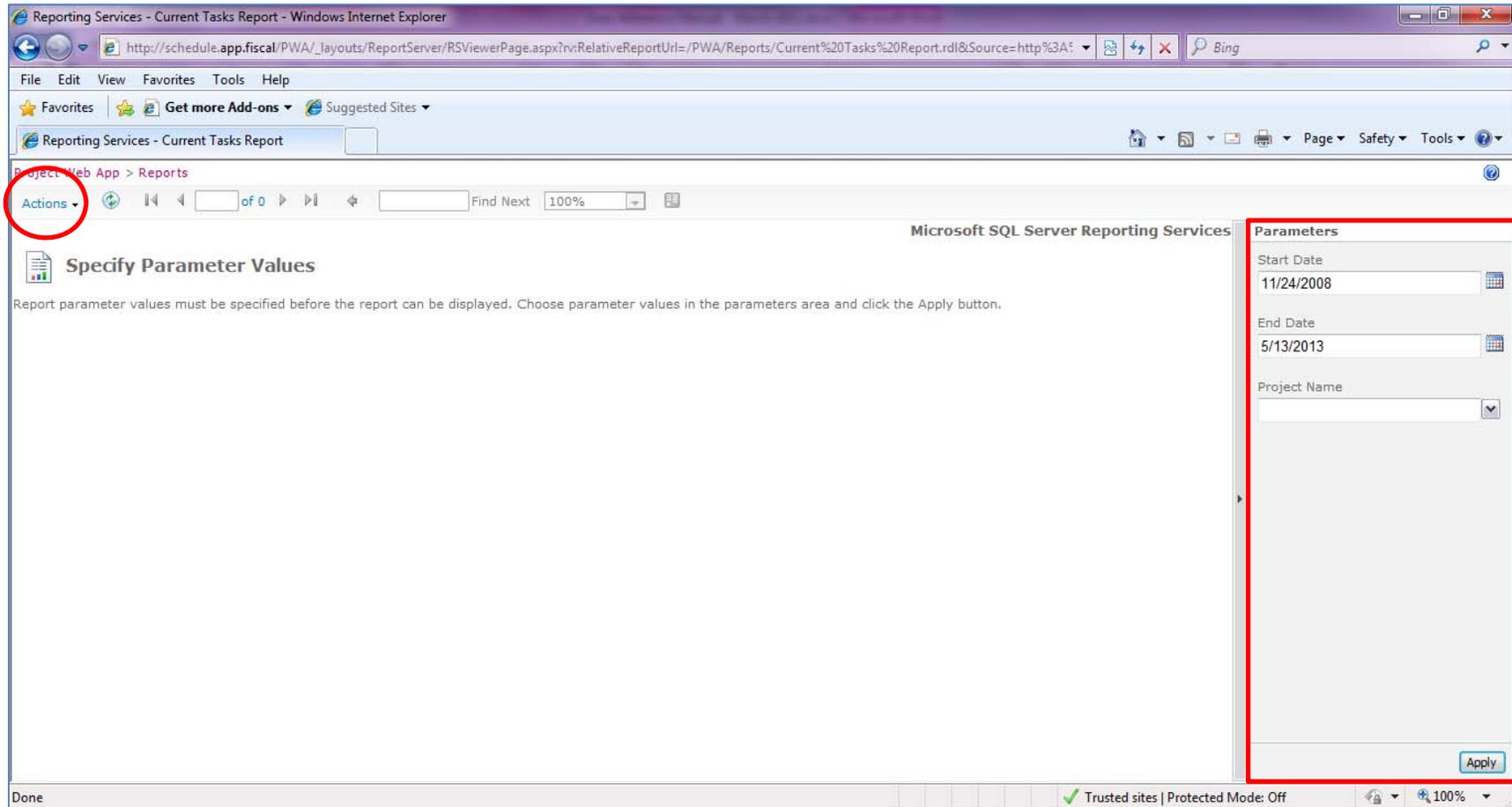
Listed below are instructions for running the custom reports for schedule variance.

#### 7.1.1 How to Run Custom Reports in PWA

Follow these steps to run any custom built report in PWA (see the parameter screen in Figure 19):

1. Click on Reports from the PWA Homepage
2. Find the report you want to run and click on the name
3. Choose the report parameters using the Parameters Pane to the right
4. Click Apply in the bottom right corner to run the report
5. Print or Export the report to Excel or PDF using the Actions button in the left top corner

Figure 19 – Custom Report Parameter Screen



See Table 3 below for instructions on running specific variance reports in PWA.

**Table 3 – Instructions for Running PWA Reports**

| Report                                      | Description  | Instructions for Running   |
|---|--|--|
| Current Tasks Report                        | Lists all current activities in a specific schedule, based on the selected date range. It identifies schedule tasks that are on track, at risk, late, or overdue, as well as critical tasks. | <ol style="list-style-type: none"> <li>1. Select Start and End Dates</li> <li>2. Select one or more Project Names</li> <li>3. Choose whether to include Resources and Descriptive Task Status</li> <li>4. Click Apply</li> </ol> |
| Late and At Risk Report                     | Lists only late, overdue or at risk activities in a specific schedule, based on the selected date range. It also identifies critical tasks.  | <ol style="list-style-type: none"> <li>1. Select Start and End Dates</li> <li>2. Select one or more Project Names</li> <li>3. Choose whether to include Resources and Descriptive Task Status</li> <li>4. Click Apply</li> </ol> |
| Milestone Variance Report                   | Lists key milestones for each schedule, showing current baseline variances and variance changes from the previous week.  | <ol style="list-style-type: none"> <li>1. Select one or more Project Names</li> <li>2. Select one or more Sub-Project Manager Names</li> <li>3. Leave Status Date defaulted to 7 days prior</li> <li>4. Click Apply</li> </ol>   |
| Historical Performance Tasks and Milestones | Displays a trend line of tasks that met their baseline each month. Includes a table with the report data used to chart the trend line.   | <ol style="list-style-type: none"> <li>1. Select Start Date</li> <li>2. Select End Date</li> <li>3. Choose to display either Tasks or Milestones</li> <li>4. Click Apply</li> </ol>  |

| Report                        | Description  | Instructions for Running   |
|-------------------------------|--|--|
| Resource Task Status Report   | Lists tasks for each Resource, sorted by Resource Manager, including the percentage complete for each task.  | <ol style="list-style-type: none"> <li>1. Select Start and End Dates</li> <li>2. Select one or more Resource Managers</li> <li>3. Leave Resource Status defaulted to Filled</li> <li>4. Click Apply</li> </ol>   |
| Resource Availability Report  | Lists total capacity, total work and remaining availability, by Resource per month, sorted by Resource Manager.  | <ol style="list-style-type: none"> <li>1. Select one or more Resource Managers</li> <li>2. Select one or more Resource Names</li> <li>3. Select a specific Org, or, leave defaulted to All</li> <li>4. Leave Resource Status defaulted to Filled</li> <li>5. Click Apply</li> </ol>  |
| Project Percentage Allocation | Lists the total work and % allocation of resources by project schedule per month. Also displays the number of hours available per month and is sorted by Resource Manager. | <ol style="list-style-type: none"> <li>1. Select one or more Resource Managers</li> <li>2. Select one or more Resource Names</li> <li>3. Select Start and End Dates</li> <li>4. Leave Org as defaulted</li> <li>5. Leave Resource Status defaulted to Filled</li> <li>6. Click Apply</li> </ol>                            |
| Resource Assignment Report    | Lists assignment details by Resource for each month, sorted by Resource Manager.   | <ol style="list-style-type: none"> <li>1. Select one or more Resource Managers</li> <li>2. Select one or more Resource Names</li> <li>3. Select a specific Org, or, leave defaulted to All</li> <li>4. Leave Resource Status defaulted to Filled</li> <li>5. Select Start and End Dates</li> <li>6. Click Apply</li> </ol> |

| Report                   | Description   | Instructions for Running   |
|--------------------------|---|--|
| App – Not Submitted List | Lists people who have not submitted their Task Sheet in a given week. | <ol style="list-style-type: none"> <li>1. Select Start Date as Monday of the specific week being reported on</li> <li>2. Select End Date as Sunday of the specific week being reported on</li> <li>3. Select one or more FISCAL Teams</li> </ol> |

### 7.1.2 Report Details and Images

The following report sections describe each of the custom reports in PWA and provide information on how they are best used. An image of each report is included at the end of each section.

A custom field called FISCAL Schedule Indicator has been created in Project Server to track variance from baseline, and is a key element in most of the variance reports.

### 7.1.3 FISCAL Schedule Indicator

The FISCAL Schedule Indicator is a custom built field which uses a custom formula to display task status. This field graphically displays task status based on Finish Variance. The list below describes what each graphical indicator means (see the legend in Figure 20 below).

- **Green Check Mark:** task is 100% complete
- **Red Flag:** task is Overdue because the Finish Date has passed
- **Black Line:** task has no Baseline
- **Green Face:** task is On Track because the Scheduled Finish Date minus Baseline Finish Date  $\leq 0$
- **Yellow Face:** task is At Risk because the Scheduled Finish Date minus Baseline Finish Date  $> 0$  and Total Slack  $> 0$
- **Red Face:** task is Late because the Scheduled Finish Date or Current Date  $>$  Baseline Finish Date and Total Slack  $\leq 0$

Four custom reports use FISCAL Schedule Indicator to display task status:

1. Current Tasks Report

2. Late and At Risk Report
3. Milestone Variance Report
4. Resource Task Status Report

**Figure 20 – FISCal Task Status Indicator Legend**

| Task Status Indicator Legend  |  |
|---|--|
|  Complete    |  On Track |
|  Overdue     |  At Risk  |
|  No Baseline |  Late     |

### 7.1.3.1 Current Tasks Report

The Current Tasks Report displays all tasks scheduled during a specified time frame. The FISCal Schedule Indicator is used to display a task status of On Track, At Risk, Late, or Overdue. This report is best used to identify and plan for upcoming tasks, though it also displays tasks that are Overdue.

This report lists the resources that are assigned to each task and includes both the Task % Work Complete and Assigned Work hours for each individual. The resource information that is displayed can help identify why a task is Overdue, At Risk, or Late.

This report can be run for a single schedule or multiple schedules and the results are sorted by project name. Figure 21 below shows what the Current Tasks Report looks like.

**Figure 21 – Current Tasks Report**

| <b>Current Tasks Report</b><br>Run Date: 05/08/13<br>Date Range: 11/24/08 to 07/08/13<br>Project Name: SI Wave 1 Tech Schedule - Analyze - Design |         |  |                 |                      |                    |               |                       |             |                 |                  |                             |                      |
|---|---------|--|-----------------|----------------------|--------------------|---------------|-----------------------|-------------|-----------------|------------------|-----------------------------|----------------------|
| Project: SI Wave 1 Tech Schedule - Analyze - Design <span style="float: right;">Project Manager: Armstrong Tamara</span>                          |         |  |                 |                      |                    |               |                       |             |                 |                  |                             |                      |
| Task Summary  | Task Id | Task Name  | % Work Complete | Task Lead/ Assn Work | Total Slack (days) | Critical Task | Task Status Indicator | Task Status | Task Start Date | Task Finish Date | Task Finish Variance (days) | Baseline Finish Date |
| <b>Define Legacy Data Repository Approach - Wave 1 Analyze Phase</b>  | 270     | <b>Define Legacy Data Repository Approach - Update Based Upon Leadership Review - Wave 1</b> | 0%              | Hebeler Marty        | 39                 |               | ☹️                    | Not Started | 04/25/13        | 05/14/13         | 36                          | 03/22/13             |
|   |         | Dysangco Ronald  | 0%              | 12.00                |                    |               |                       |             |                 |                  |                             |                      |
|   |         | Gorkiewicz Matt  | 0%              | 12.00                |                    |               |                       |             |                 |                  |                             |                      |
|   |         | Tran Nocglan   | 0%              | 8.58                 |                    |               |                       |             |                 |                  |                             |                      |
|   |         | Yee Audrinette   | 0%              | 6.00                 |                    |               |                       |             |                 |                  |                             |                      |
| <b>6.07 Security Configuration Design DED</b>   | 356     | <b>DED 6.07 Security Configuration Design (Cycle 3) Update</b>                               | 0%              |                      | 0                  | Critical      | 🚫                     | Not Started | 04/29/13        | 05/10/13         | 0                           |                      |
|   |         | Duff Ralph   | 0%              | 10.00                |                    |               |                       |             |                 |                  |                             |                      |

|               |            |
|---------------|------------|
| ✅ Complete    | 😊 On Track |
| 🚩 Overdue     | 😟 At Risk  |
| 🚫 No Baseline | 😡 Late     |

### 7.1.3.2 Late and At Risk Tasks Report

The Late and At Risk Tasks Report displays all tasks scheduled during a specified time frame with a task status of Overdue, At Risk, or Late. The FISCal Schedule Indicator is used to display the task status. This report is best used to identify only the tasks which are Overdue, At Risk, or Late.

This report lists the resources that are assigned to each task and includes both the Task % Work Complete and Assigned Work hours for each individual. The resource information that is displayed can help identify why a task is Overdue, At Risk, or Late.

This report can be run for a single schedule or multiple schedules and the results are sorted by project name. Figure 22 below shows what the Late and At Risk Tasks Report looks like.

**Figure 22 – Late and At Risk Tasks Report**

| <b>Late and At Risk Tasks Report</b><br>Run Date: 05/08/13<br>Date Range: 11/24/08 to 05/08/13<br>Project Name: SI Wave 1 Tech Schedule - Analyze - Design |            |  |                 |                     |                    |               |                       |             |                 |                  |                             |                      |
|--|------------|--|-----------------|---------------------|--------------------|---------------|-----------------------|-------------|-----------------|------------------|-----------------------------|----------------------|
| Project: SI Wave 1 Tech Schedule - Analyze - Design <span style="float: right;">Project Manager: Armstrong Tamara</span>                                   |            |  |                 |                     |                    |               |                       |             |                 |                  |                             |                      |
| Task Summary   | Task Id    | Task Name  | % Work Complete | Task Lead/Assn Work | Total Slack (days) | Critical Task | Task Status Indicator | Task Status | Task Start Date | Task Finish Date | Task Finish Variance (days) | Baseline Finish Date |
| <b>Define Legacy Data Repository Approach - Wave 1 Analyze Phase</b>   | <b>270</b> | <b>Define Legacy Data Repository Approach - Update Based Upon Leadership Review - Wave 1</b> | 0%              | Hebeler Marty       | 39                 |               | ☹️                    | Not Started | 04/25/13        | 05/14/13         | 36                          | 03/22/13             |
|  |            | Dysangco Ronald  | 0%              | 0.00                |                    |               |                       |             |                 |                  |                             |                      |
|  |            | Gorkiewicz Matt  | 0%              | 0.00                |                    |               |                       |             |                 |                  |                             |                      |
|  |            | Tran Nocglan   | 0%              | 0.00                |                    |               |                       |             |                 |                  |                             |                      |
|  |            | Yee Audrinette   | 0%              | 0.00                |                    |               |                       |             |                 |                  |                             |                      |
| <b>13.12 Performance Software DED</b>  | <b>422</b> | <b>Prepare and Collaborate - DED 13.12 Performance Software</b>                              | 3%              |                     | 26                 |               | 😞                     | In Progress | 04/08/13        | 05/24/13         | 25                          | 04/19/13             |
|  |            | de Leyos Mark  | 6%              | 9.00                |                    |               |                       |             |                 |                  |                             |                      |
|  |            | Lacroix Ed   | 0%              | 0.00                |                    |               |                       |             |                 |                  |                             |                      |

### 7.1.3.3 Milestone Variance Report

The Milestone Variance Report displays the variance of selected tasks and milestones. The milestones that are displayed in this report are chosen by the Project Manager and Leadership Team (typically these milestones come from the Sub-Project Charter). This report is best used for viewing the progress and variance of key tasks and milestones.

This report displays two types of variance:

1. Variance from Baseline Finish
  - a. This variance appears in the FISCal Schedule Indicator column as a green, red or yellow face
2. Variance from Previous Finish
  - a. This variance appears when a task is either highlighted red or highlighted green
    - i. Red means that the Finish Date is now later the Previous Finish
    - ii. Green means that the Finish Date is now earlier than the Previous Finish

The Baseline Compare Snapshot report is used to display variance from the Previous Finish. The Baseline Compare Snapshot report takes a snapshot of select fields at 8pm every day and stores this data for reporting purposes. The Baseline Compare Snapshot data is accessed in this report through the Status Date parameter. The Status Date is used to report any variance from the Previous Finish. The Status Date parameter lists all the dates when the snapshot was taken and it defaults to seven days prior to the report run date. This allows the variance from the previous week to be calculated and reported. The Status Date parameter can be changed and the variance from Previous Finish will shift accordingly.

To include a specific task or milestone in the report, the FISCal Report Include Flag custom field must be updated in the schedule and the schedule must be published. To set a task to be included, insert the FISCal Report Include Flag column and select “Yes” from the drop down for that task.

Figure 23 below shows what the Milestone Variance Report looks like.

Figure 23 – Milestone Variance Report

Project Web App - STAGING > Reports

Actions |  |  |  1 of 1 |  |  | 100% | 

## Milestone Variance Report

Run Date: 02/17/12  
Project Manager: All  
Status Date: 2/17/2012 11:17:26 AM

| Project Name                              | Task ID | Task Name   | Task Start Date | Task Finish Date | % Work Complete | Finish Variance (days) | Total Slack (days) | Baseline Start Date | Baseline Finish Date | Task Status Indicator   | Previous Start Date | Previous Finish Date | Previous Finish Variance (days) |
|---|---------|---|-----------------|------------------|-----------------|------------------------|--------------------|---------------------|----------------------|---|---------------------|----------------------|---------------------------------|
| <b>Project Server Environment Upgrade</b> |         |   |                 |                  |                 |                        |                    |                     |                      |   |                     |                      |                                 |
| Project Server Environment Upgrade        | 11      | Charter Approved by Sponsors - Project Server Upgrade - M           | 02/23/12        | 02/23/12         | 0 %             | 8                      | 94                 | 02/17/12            | 02/17/12             |    | 02/17/12            | 02/17/12             | -8                              |
| Project Server Environment Upgrade        | 25      | Transition of Staging Environment Architecture to match Production  | 07/26/11        | 03/26/12         | 8 %             | 0                      | 72                 | 07/26/11            | 03/26/12             |    | 07/26/11            | 03/26/12             | 0                               |
| Project Server Environment Upgrade        | 77      | Staging Transition Complete - M                                     | 03/26/12        | 03/26/12         | 0 %             | 0                      | 0                  | 03/26/12            | 03/26/12             |    | 03/26/12            | 03/26/12             | 0                               |
| Project Server Environment Upgrade        | 79      | Reporting Database Migration - Staging Environment                  | 10/04/11        | 04/20/12         | 1 %             | -14                    | 53                 | 10/04/11            | 05/04/12             |    | 10/04/11            | 05/04/12             | 14                              |
| Project Server Environment Upgrade        | 122     | Reporting Database Migration - Production Environment               | 04/20/12        | 05/03/12         | 0 %             | 0                      | 2                  | 04/20/12            | 05/03/12             |  | 04/20/12            | 05/03/12             | 0                               |
| Project Server Environment Upgrade        | 140     | Migration of Reporting Database to Primary SQL Server Complete - M  | 05/04/12        | 05/04/12         | 0 %             | 0                      | 33                 | 05/04/12            | 05/04/12             |  | 05/04/12            | 05/04/12             | 0                               |
| Project Server Environment Upgrade        | 142     | Reconfiguration of Database Fragmentation/ Auto Growth - Staging    | 05/03/12        | 05/09/12         | 0 %             | 0                      | 0                  | 05/03/12            | 05/09/12             |  | 05/03/12            | 05/09/12             | 0                               |
| Project Server Environment Upgrade        | 159     | Reconfiguration of Database Fragmentation/ Auto Growth - Production | 05/09/12        | 05/15/12         | 0 %             | 0                      | 0                  | 05/09/12            | 05/15/12             |  | 05/09/12            | 05/15/12             | 0                               |

### 7.1.3.4 Historical Performance Tasks and Milestones

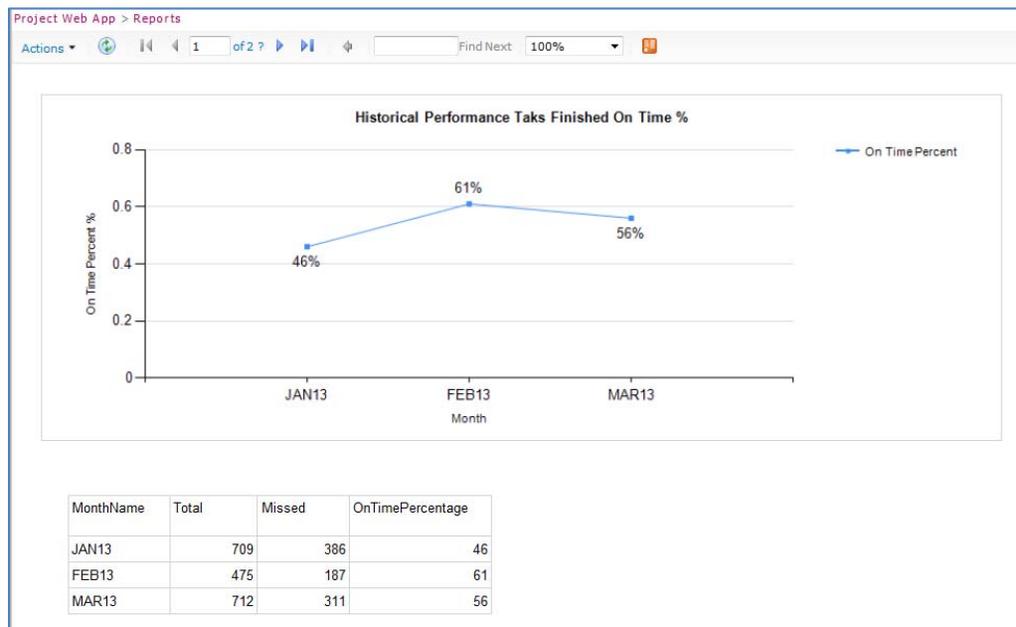
The Historical Performance Tasks and Milestones report displays the percentage of tasks that were completed by their Baseline Finish date each month. The report displays the percentage of on time tasks in a trend chart where each month has a point represented on a trend line. Also included in the report is a table which displays the following monthly information:

- Total number of tasks or milestones with a Baseline Finish in the given month
- Total number of tasks or milestones that missed their baseline in the given month
- Percentage of the tasks or milestones that were finished on time in the given month

This report can be run for a single month or for multiple months and is run for either Tasks or Milestones.

Figure 24 below shows what the Historical Performance Tasks and Milestones report looks like.

**Figure 24 – Historical Performance Report**

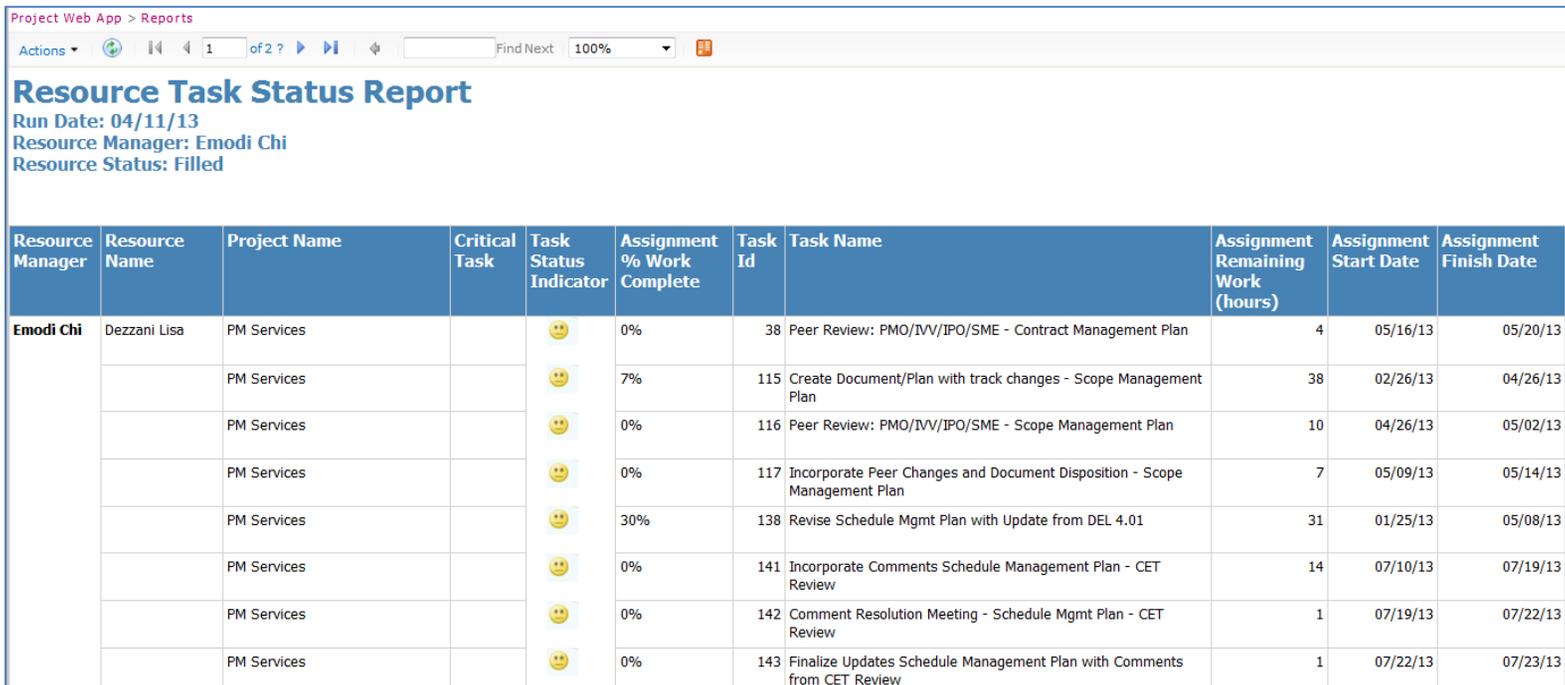


### 7.1.3.5 Resource Task Status Report

The Resource Task Status Report displays the current status of all tasks assigned to a resource within a specified time frame. The task status is represented in the Task Status Indicator column, which uses the FISCAL Schedule Indicator. This report is best used to view the status of tasks assigned to specific resources.

This report can be run for a single resource or multiple resources. It is formatted to show all the tasks assigned to an individual resource and is sorted by Resource Manager, Resource Name, then Project Name and assigned tasks. All the information displayed (except Task Status) is Assignment level data and is specific to the assigned resource. Figure 25 below shows what the Resource Tasks Status Report looks like.

**Figure 25 – Resource Task Status Report**



| Resource Manager | Resource Name | Project Name | Critical Task | Task Status Indicator | Assignment % Work Complete | Task Id | Task Name   | Assignment Remaining Work (hours) | Assignment Start Date | Assignment Finish Date |
|------------------|---------------|--------------|---------------|-----------------------|----------------------------|---------|---|-----------------------------------|-----------------------|------------------------|
| Emodi Chi        | Dezzani Lisa  | PM Services  |               | ☹️                    | 0%                         | 38      | Peer Review: PMO/IVV/IPO/SME - Contract Management Plan                   | 4                                 | 05/16/13              | 05/20/13               |
|                  |               | PM Services  |               | ☹️                    | 7%                         | 115     | Create Document/Plan with track changes - Scope Management Plan           | 38                                | 02/26/13              | 04/26/13               |
|                  |               | PM Services  |               | ☹️                    | 0%                         | 116     | Peer Review: PMO/IVV/IPO/SME - Scope Management Plan                      | 10                                | 04/26/13              | 05/02/13               |
|                  |               | PM Services  |               | ☹️                    | 0%                         | 117     | Incorporate Peer Changes and Document Disposition - Scope Management Plan | 7                                 | 05/09/13              | 05/14/13               |
|                  |               | PM Services  |               | ☹️                    | 30%                        | 138     | Revise Schedule Mgmt Plan with Update from DEL 4.01                       | 31                                | 01/25/13              | 05/08/13               |
|                  |               | PM Services  |               | ☹️                    | 0%                         | 141     | Incorporate Comments Schedule Management Plan - CET Review                | 14                                | 07/10/13              | 07/19/13               |
|                  |               | PM Services  |               | ☹️                    | 0%                         | 142     | Comment Resolution Meeting - Schedule Mgmt Plan - CET Review              | 1                                 | 07/19/13              | 07/22/13               |
|                  |               | PM Services  |               | ☹️                    | 0%                         | 143     | Finalize Updates Schedule Management Plan with Comments from CET Review   | 1                                 | 07/22/13              | 07/23/13               |

### 7.1.3.6 Resource Availability Report

The Resource Availability Report displays the current monthly allocation of selected resources for the next nine months. The report includes resource capacity, total assigned work, and total availability. This report is best used to identify in which months someone is over or under allocated.

The report shows the monthly allocation level by displaying the following information:

1. Capacity – the number of hours a resource can be assigned based on their Max Units (see the Schedule Management Plan for details on Max Units)
2. Work – the total number of hours a resource has assigned
3. Availability – the number of hours that remain after the assigned work is subtracted from the capacity

Over allocation is when the total amount of work assigned is more than the total capacity. Over allocation is displayed in the Availability row as a negative number in red text. Alternatively, under allocation is when the total amount of work assigned is significantly less than the total capacity. A resource is considered level when the assigned work is within +/- 10% of their total capacity.

This report can be run for a single resource or multiple resources. It is sorted by Resource Manager, Resource Name, and then Month. Figure 26 below shows what the Resource Availability Report looks like.

**Figure 26 – Resource Availability Report**



| Resource Manager | Resource Name | Work/Capacity Hours | Department | Team Name | Mar 2013 | Apr 2013 | May 2013 | Jun 2013 | Jul 2013 | Aug 2013 | Sep 2013 | Oct 2013 | Nov 2013 |
|------------------|---------------|---------------------|------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Emodi Chi        | Dezzani Lisa  | Capacity            | FISCal     | PMO       | 50.40    | 50.40    | 52.80    | 48.00    | 52.80    | 52.80    | 48.00    | 55.20    | 43.20    |
|                  |               | Work                | FISCal     | PMO       | 21.20    | 0.00     | 4.00     | 0.00     | 14.00    | 25.00    | 9.00     | 0.00     | 0.00     |
|                  |               | Availability        |            |           | 29.20    | 50.40    | 48.80    | 48.00    | 38.80    | 27.80    | 39.00    | 55.20    | 43.20    |

### 7.1.3.7 Project Percentage Allocation

The Project Percentage Allocation report displays the percentage of a resource’s total work that is assigned to each schedule per month. The report includes resource capacity, total assigned work per schedule, percentage assigned per schedule, and total availability. This report is best used to identify in which schedules a resource is over allocated. Over allocation is when the total amount of work assigned is more than the total capacity and it is displayed in the Availability row as a negative number in red text.

The report shows the monthly allocation level by displaying the following information:

1. Project Name - All of the schedules to which the resource is assigned
2. Capacity – the number of hours a resource can be assigned based on their Max Units (see the Schedule Management Plan for details on Max Units)
3. % - the percentage of total work assigned relative to the number of hours assigned per schedule
4. Work – the total number of hours assigned per schedule
5. Availability – both the percentage and number of hours that remain after the assigned work is subtracted from the capacity

This report can be run for a single resource or multiple resources. It is sorted by Resource Manager, Resource Name, Schedule and then Month. Figure 27 below shows what the Project Percentage Allocation report looks like.

**Figure 27 – Project Percentage Allocation Report**

Project Web App > Reports

Actions    1 of 1   Find Next 100% 

## Project Percentage Allocation Report

Run Date: 03/13/13 Start Date:03/01/13 End Date:11/30/13  
 Resource Manager: Emodi Chi  
 Resource Name: Dezzani Lisa  
 Org: All  
 Resource Status: Filled

| Resource Manager | Resource Name | Project Name                                     | Mar 2013 |       | Apr 2013 |       | May 2013 |       | Jun 2013 |       | Jul 2013 |       | Aug 2013 |       | Sep 2013 |       | Oct 2013 |       | Nov 2013 |       |
|------------------|---------------|--|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|
|                  |               |  | %        | Work  |
| Emodi Chi        | Dezzani Lisa  | Capacity   | 100.00%  | 50.40 | 100.00%  | 50.40 | 100.00%  | 52.80 | 100.00%  | 48.00 | 100.00%  | 52.80 | 100.00%  | 52.80 | 100.00%  | 48.00 | 100.00%  | 55.20 | 100.00%  | 43.20 |
|                  |               | PM Services                                      | 42.06%   | 21.20 | 0.00%    | 0.00  | 7.58%    | 4.00  | 0.00%    | 0.00  | 7.58%    | 4.00  | 7.58%    | 4.00  | 0.00%    | 0.00  | 0.00%    | 0.00  | 0.00%    | 0.00  |
|                  |               | SI Pre-Wave Business - Build - Test - Transition | 0.00%    | 0.00  | 0.00%    | 0.00  | 0.00%    | 0.00  | 0.00%    | 0.00  | 18.94%   | 10.00 | 39.77%   | 21.00 | 18.75%   | 9.00  | 0.00%    | 0.00  | 0.00%    | 0.00  |
|                  |               | Availability                                     | 57.94%   | 29.20 | 100.00%  | 50.40 | 92.42%   | 48.80 | 100.00%  | 48.00 | 73.48%   | 38.80 | 52.65%   | 27.80 | 81.25%   | 39.00 | 100.00%  | 55.20 | 100.00%  | 43.20 |

### 7.1.3.8 Resource Assignment Report

The Resource Assignment Report displays all of the tasks assigned to a resource within a specified time frame. The hours assigned are displayed by month. This report is best used to determine what task assignments are causing a resource to be over allocated.

The report includes the Assignment Start Date and Assignment Finish Date, as well as the Remaining Work hours. It is sorted by Resource Manager, Resource Name, Month, Project Name, Task ID, and Task Name. Because the assignments are displayed monthly, the same task can appear multiple times if it is scheduled over multiple months. Figure 28 below shows what the Resource Assignment Report looks like.

**Figure 28 – Resource Assignment Report**

Project Web App > Reports

Actions    1 of 1   Find Next 100% 

## Resource Assignment Report

Run Date: 03/13/13  
 Resource Manager: Emodi Chi  
 Resource Name: Dezzani Lisa  
 Org: All  
 Resource Status: Filled

|                               | Month             | Project Name | Task Id | Task Name   | Assignment Start Date | Assignment Finish Date | Remaining Work Hours |
|-------------------------------|-------------------|--------------|---------|---|-----------------------|------------------------|----------------------|
| <b>Total for Dezzani Lisa</b> |                   |              |         |   |                       |                        | <b>73.20</b>         |
| <b>Total for Month</b>        | <b>March 2013</b> |              |         |   |                       |                        | 21.20                |
|                               |                   | PM Services  | 38      | Peer Review: PMO/IVV/IPO/SME - Contract Management Plan                   | 3/26/13               | 3/27/13                | 4.00                 |
|                               |                   | PM Services  | 117     | Incorporate Peer Changes and Document Disposition - Scope Management Plan | 3/7/13                | 3/11/13                | 7.20                 |
|                               |                   | PM Services  | 142     | Comment Resolution Meeting - Schedule Mgmt Plan - CET Review              | 3/1/13                | 3/1/13                 | 1.00                 |
|                               |                   | PM Services  | 143     | Finalize Updates Schedule Management Plan with Comments from CET Review   | 3/4/13                | 3/4/13                 | 1.00                 |
|                               |                   | PM Services  | 182     | Peer Review: PMO/IVV/IPO/SME - Cost Management Plan                       | 3/11/13               | 3/13/13                | 4.00                 |
|                               |                   | PM Services  | 307     | Peer Review: PMO/IVV/IPO/SME - Master Project Management Plan             | 3/5/13                | 3/6/13                 | 4.00                 |
| <b>PM Services - Total</b>    |                   |              |         |   |                       |                        | <b>21.20</b>         |

### **7.1.3.9 Not Submitted List**

The Not Submitted List is a three part report that displays information on the weekly Task Sheet submissions. This report captures submissions made between Monday and Sunday of each week. This report is best used to identify who has not submitted and how this may impact schedule maintenance.

The report is sorted by Team and Resource Name and consists of the following:

1. Task List Not Submitted
  - a. This includes the names of everyone who did not submit their Task Sheet
  - b. Names appear here for anyone who has an assignment that week and disappear when they submit their Task Sheet
2. Task List Submitted
  - a. This includes the names of everyone who did submit their Task Sheet
  - b. A person's name will appear here when they submit their Task Sheet
3. Resources with Assignments
  - a. This part of the report includes the names of everyone who has an assignment that week

Figures 29, 30 and 31 below show all three parts of the Not Submitted List.

**Figure 29 – Task List Not Submitted**

| <b>Task List Not Submitted Between 3/25/2013 and 3/30/2013</b> |                                    |                      |
|--|------------------------------------|----------------------|
| <b>FISCAL Team</b>   | <b>FISCAL Team</b>                 | <b>Resource Name</b> |
| <b>PMO</b>   |                                    |                      |
|  | PMO                                | Allen Kenneth        |
|  | PMO                                | Arrate Katie         |
|  | PMO                                | Chehak Ann           |
|  | PMO                                | Dezzani Lisa         |
|  | PMO                                | Diez Elisa           |
|  | PMO                                | Dyckes Susan         |
|  | PMO                                | Emodi Chi            |
|  | PMO                                | Rajan Sundar         |
|  | <b>Not Submitted Total for PMO</b> | <b>8</b>             |
| <b>Total - Not Submitted</b>                                   | <b>8</b>                           |                      |

Page 1 of 3

Figure 30 – Task List Submitted

| Task List Submitted Between 3/25/2013 and 3/30/2013 |                                |                |
|---|--------------------------------|----------------|
| FISCAL Team   | FISCAL Team                    | Resource Name  |
| PMO   |                                |                |
|   | PMO                            | Dottery Maisha |
|   | <b>Submitted Total for PMO</b> | <b>1</b>       |
|   | <b>Total - Submitted</b>       | <b>1</b>       |

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**Figure 31 – Resources with Assignments**

| <b>Resources with Assignments Between 3/25/2013 and 3/30/2013</b> |   |   |
|---|---|---|
| <b>FISCAL Team</b>  | <b>FISCAL Team</b>                        | <b>Resource Name</b>                            |
| <b>PMO</b>  |   |   |
|   | PMO                                       | Allen Kenneth                                   |
|   | PMO                                       | Arrate Katie                                    |
|   | PMO                                       | Chehak Ann                                      |
|   | PMO                                       | Dezzani Lisa                                    |
|   | PMO                                       | Diez Elisa                                      |
|   | PMO                                       | Dottery Maisha                                  |
|   | PMO                                       | Dyckes Susan                                    |
|   | PMO                                       | Emodi Chi                                       |
|   | PMO                                       | Rajan Sundar                                    |
|   |   | <b>Resources with Assignments Total for PMO</b> |
|   | <b>Total - Resources with Assignments</b> | <b>9</b>  |

## 7.2 Incorporate Change Request

When a Change Request (CR) with schedule impact is approved via the Change Control process, an interim baseline is taken only for the tasks that are identified in the CR. An interim baseline is a technique used to capture baseline data only for selected tasks. Use the following process to take an interim baseline:

1. Open the schedule in Project Professional
2. Select the specific tasks that need a baseline taken (hold CTRL to select multiple tasks)
3. Click on the Project tab
4. Click on the button titled Set Baseline ([Figure 7](#))
5. The Set Baseline screen appears ([Figure 8](#))
6. Choose the first Baseline level under Set Baseline
7. Choose For: Selected Tasks
8. Choose Roll up baselines to all summary tasks
9. Click OK
10. Insert Baseline Finish column and confirm that the new date is captured
11. Double click on the name of the task (or summary if a whole section is re-baselined)
12. Select the Notes tab and add the following: "Baseline updated on MM/DD/YY for CR #."
13. Insert the column titled FISCal Baseline Date and enter the date the baseline was taken on the selected tasks only
14. Save, Publish, and Check-in the schedule
15. Open the PMO Baseline Log ([iManage #7262](#)) ([Figure 9](#))
16. Add the date and description for the interim baseline to the existing entry in the Baseline 0 column

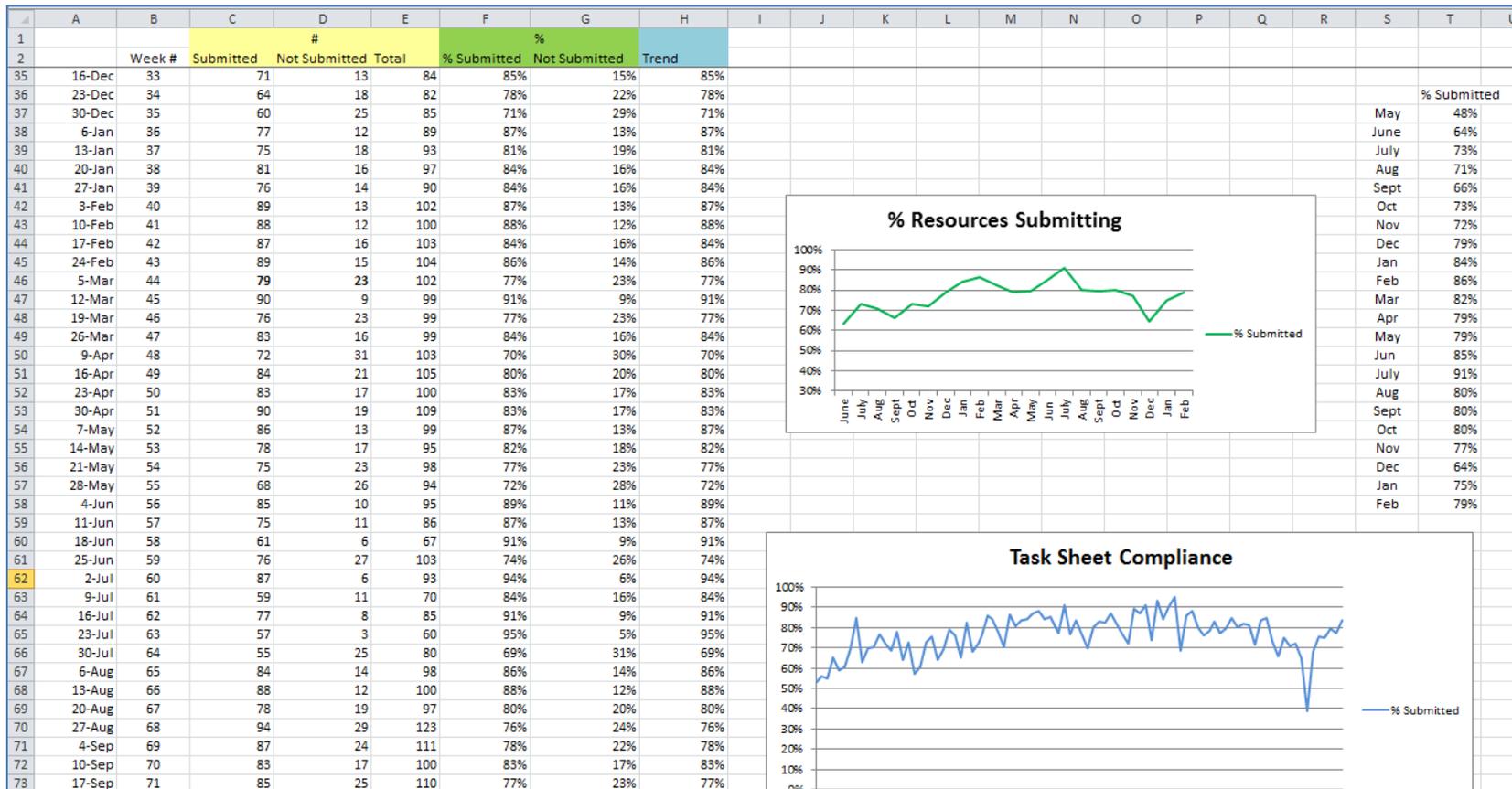
### 7.3 Task Sheet Metrics

The Schedule Team tracks and charts the number of task sheets that are submitted. The metrics are tracked weekly, monthly, by team and are stored in an iManage document (see Figures 32 and 33). Follow these steps to update this document:

1. Run the Not Submitted Report for the previous week (selecting Monday – Sunday and all Teams)
2. Print out the report
3. Check emails for names of people who were unable to submit
4. On the printed report cross out those names and decrease the Total – Not Submitted
5. Open Task Sheet Submitted Metrics ([iManage #8022](#))
6. Save it as a new version; adding the date to the file name
7. In the Overall tab, update the weekly metrics ([Figure 32](#))
  - a. Copy and paste the equations from columns E, F, G, and H to the next row.
  - b. Enter the Monday date for the week.
  - c. Enter the week number.
  - d. Enter the total number of Submitted from the report.
  - e. Enter the total number of Not Submitted from the report.
  - f. Click on the Task Sheet Compliance chart.
  - g. Drag the formula box (column A and F) down to include the data you just added. The chart will automatically update with the new information.
8. In the Overall tab, update the monthly metrics ([Figure 32](#))
  - a. In column S, add the month name.
  - b. In column T, adjust the % Submitted equation to equal the sum of column F for that only month divided by the number of weeks (i.e. =SUM(F97:F100)/4).

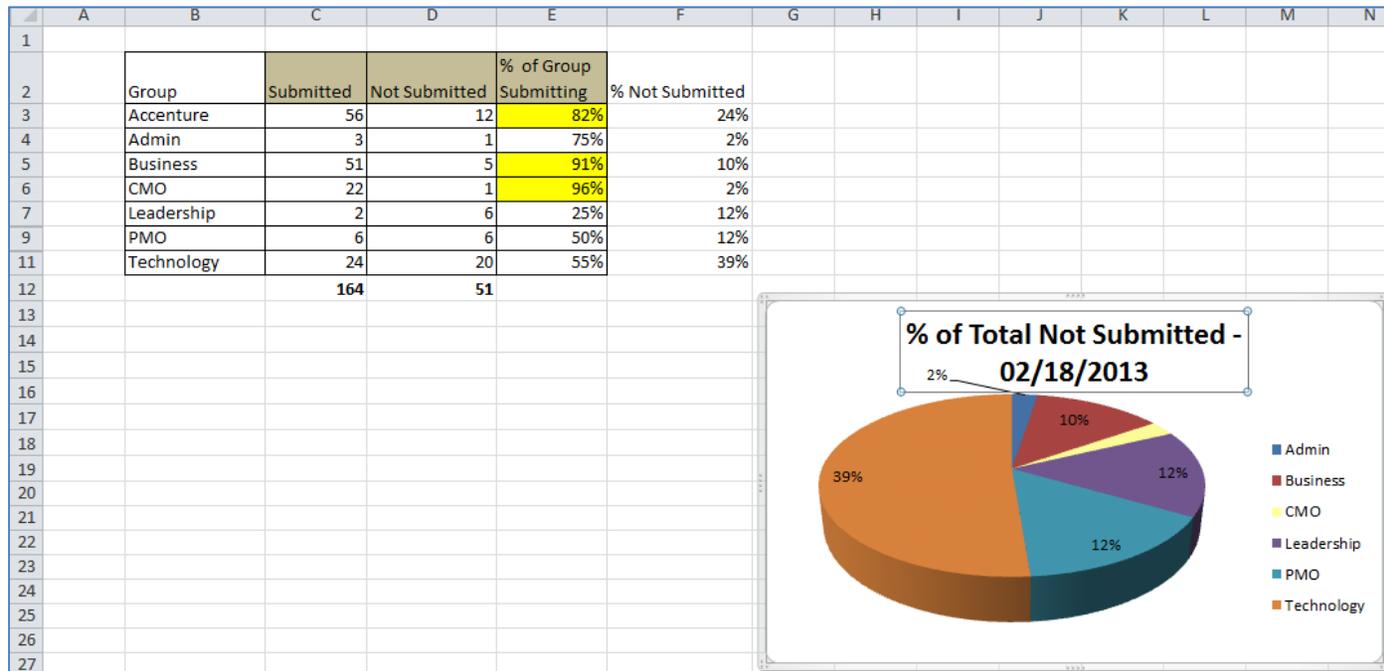
- c. Click on the % Resources Submitting chart
- d. Drag the formula box (column S and T) down to include the data you just added. The chart will automatically update with the new information.

**Figure 32 – Task Sheet Metrics Spreadsheet (Overall tab)**



9. In the By Group tab, update the team metrics ([Figure 33](#))
  - a. Delete the numbers that are in the Submitted and Not Submitted columns from the previous week.
  - b. Enter the total number of Submitted per team.
  - c. Enter the total number of Not Submitted per team.
  - d. % of Group Submitting will automatically update after entering the Submitted and Not Submitted numbers.
  - e. Highlight the % number if it is over 80%. Make sure those that are under 80% are NOT highlighted.
  - f. Change the date in the chart name.
  - g. Save and close.

**Figure 33 – Task Sheet Metrics Spreadsheet (By Group tab)**



## 7.4 Bi-weekly Status Report

The Bi-Weekly Project Status report ([iManage #12217](#)) is reviewed by Leadership every other Thursday. The Deputy Directors, Accenture Team Leads, and Sub-Project Managers present their status in the report to the Project Executive, Project Business Executives (PBEs), Project Director and Accenture Project Manager.

The Schedule Team updates four sections of the Bi-Weekly Status report by noon Wednesday of each reporting week:

1. Executive Management Gantt
2. Critical Path Report
3. Two Week Look Ahead for each schedule

#### 4. Activity Milestones for Sub-Project schedules

##### 7.4.1.1 Executive Management Gantt

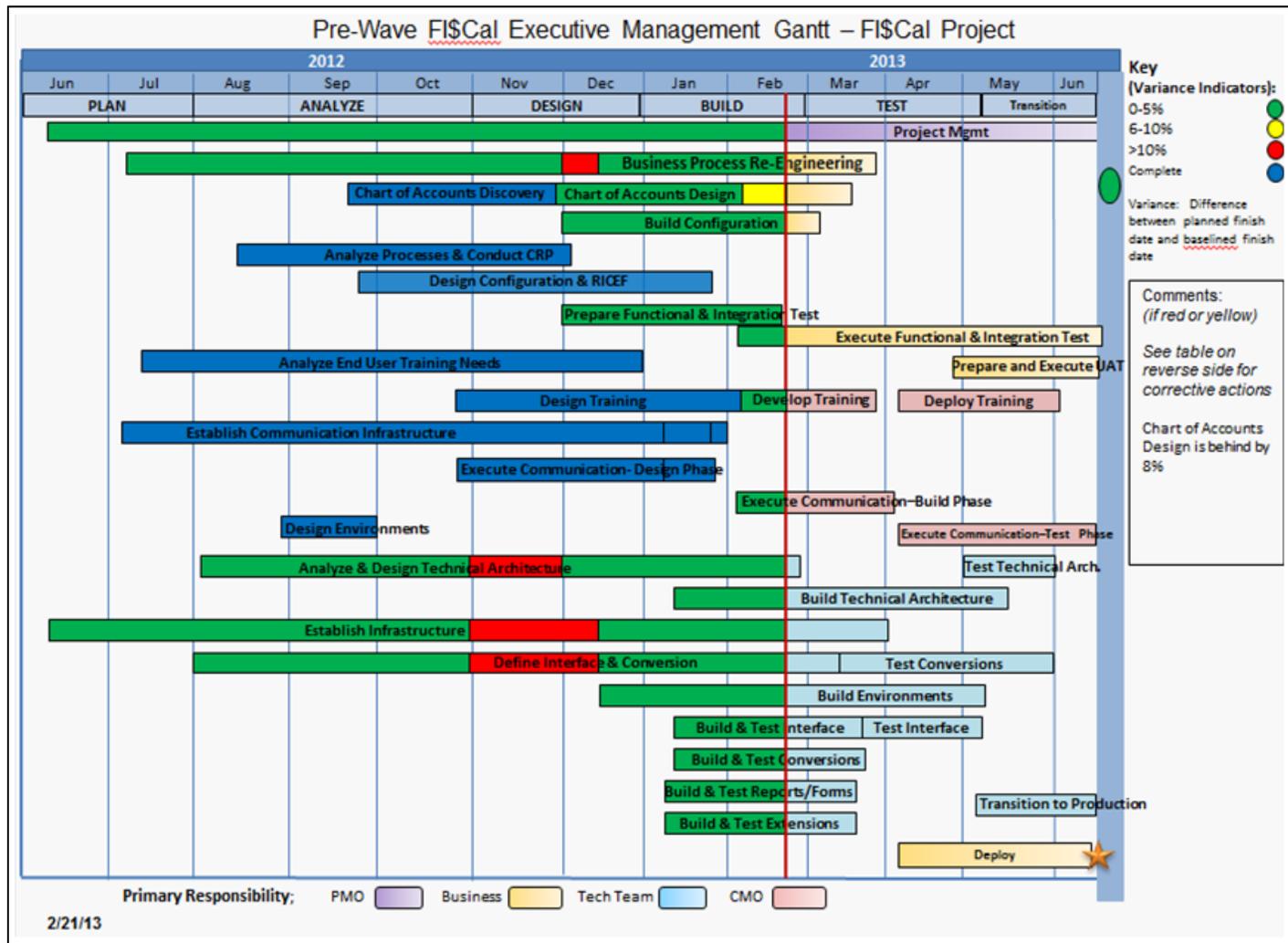
The Executive Management Gantt is a chart that graphically displays the progress of rolled up tasks from the SI schedules. This chart is maintained for all active waves. Corrective action comments are required for any Gantt bar that is red or yellow during the current reporting period. These comments appear in a table below the Gantt chart. An example of the Executive Management Gantt can be seen in [Figure 34](#).

The Executive Management Gantt is reported in the Bi-Weekly Status Meeting. It is updated in the Bi-Weekly Status – Gantt chart document ([iManage #12468](#)) on Bi-weekly reporting weeks only. After the document is updated, it is copied into the Bi-weekly Status report. The steps below describe how to update the Executive Management Gantt:

1. Open Bi-Weekly Status – Gantt chart ([iManage #12468](#))
2. Save it as a new version and change the title to the current date
3. Move the dark red line that represents the current date
4. For the current waves, open each of the SI schedules read only and do the following:
  - a. Insert the following columns: FISCal Milestones, Baseline Finish, Finish Variance
  - b. Look at the Schedule Indicators for each Summary Task/Milestone
  - c. Find the corresponding task in the Gantt chart and update the color, up to the current date line, based on the following:
    - i. If the Schedule Indicator is Green, update the task bar to green
    - ii. If the Schedule Indicator is Red or Yellow, calculate the variance percentage by dividing the Finish Variance by the total task Duration; then use the thresholds listed below to update the task bar to green, yellow or red.
      - 0-5% variance is green
      - 6-10% variance is yellow
      - >10% variance is red
5. Update the Comments box to the left of the Gantt chart with the names of tasks that are red or yellow

6. Update the corrective actions table that corresponds to each wave with the following: Task Name, Status, Variance, Previous Variance
7. Send the corrective actions table to the appropriate Accenture and State Leads. They will fill out the Reason and Corrective Actions fields.
8. Copy the Gantt charts for each wave, and their corresponding corrective actions table into the Bi-Weekly Status report Section 2.0 Executive Management Gantt.

Figure 34 – Executive Management Gantt



### 7.4.1.2 Critical Path Report

The Critical Path is reported in the Bi-Weekly Status Meeting. It is updated in the FISCal Critical Tasks document ([iManage #9004](#)) on Bi-weekly reporting weeks only. After the list is updated, it is copied into the Bi-Weekly Status report. The steps below describe how to update the Critical Path report:

1. Open FISCal Critical Tasks ([iManage #9004](#))
2. Save it as a new version and change the title to the current date
3. Open each of the active schedules read only and do the following:
  - a. Under File, Options, set Date format to 1/28/2009
  - b. Hide the following columns: FISCal Task Lead, Work, Duration
  - c. Insert Baseline Finish column after Finish
  - d. Apply the Critical Path filter
  - e. Filter on the Finish column for tasks that are “greater than or equal to” the report date
  - f. Filter on the Start column for tasks that are “less than or equal to” one month from the report date (i.e., if the report date is 2/21/13, choose 3/21/13)
  - g. Copy the filtered tasks and appropriate columns (i.e., % Work Complete, Task Name, FISCal Schedule Indicator, Start, Finish, and Baseline Finish)
  - h. Paste the copied tasks under the appropriate schedule name in the FISCal Critical Path Tasks document (add the appropriate schedule name heading if it is not already listed)
4. Send the Schedule Unit Manager an email informing that you have updated the Critical Tasks report for your assigned schedule(s)
5. The Schedule Unit Manager will copy the whole table and paste it into the Bi-Weekly Status Critical Path Report.

### 7.4.1.3 Two Week Look Ahead Report

The Two Week Look Ahead is reported in the Bi-Weekly Project Status for each active schedule. For the SI schedules, it is displayed for each team in Section 4.0 Team Status, under the heading *Schedule*. For Sub-Projects, it is displayed for each project in Section 5.0 Sub-Project Status, under the heading *Project Schedule*. To update the Two Week Look Ahead in the Bi-Weekly Status, follow these steps:

1. Create the Two Week Look Ahead by following the instructions in the [Adjust Flags for Two Week Look Ahead](#) section
2. Copy and paste the screen shot into the Bi-weekly Status Report by following the instructions in Step 6e of the [Review Two Week Look Ahead](#) section

#### 7.4.1.4 Activity Milestones

Activity Milestones are reported for all active Primary and Enterprise Sub-Project schedules. The Activity Milestones table displays the Planned Date (Baseline), Forecast Completion Date (currently scheduled), and Actual Completion Date for the key milestones identified in the Sub-Project Charter. There is also a column for the Sub-Project Manager to comment on the status of a milestone. Below are the steps for initially creating this table and for maintaining it. Figure 31 below shows what the Bi-weekly Activity Milestone table looks like.

1. To initially create the table after baseline
  - a. Copy a table from another Sub-Project section in the report
  - b. Open the Sub-Project Charter from iManage
  - c. Open the schedule in Project Server
  - d. Find the milestones in the schedule that are listed in the Charter
  - e. Add the Task ID number and Task Name
  - f. Put the Baseline Finish Date in the Planned Date column
  - g. Put the finish date that is currently scheduled in the Forecast Completion Date column
  - h. If a milestone is already complete, update the Actual Complete Date column with the Actual Finish Date
2. To maintain the table weekly
  - a. Update the Task ID number if it changes
  - b. Update the Forecast Completion Date
  - c. Update the Actual Completion Date when the milestone is complete
  - d. Update Planned Date with the new baseline dates if a re-baseline has occurred

**Table 4 – Bi-weekly Status Report Activity Milestone Table**

| ID  | Milestone                | Planned (Baseline) Date | Forecast Completion Date | Actual Completion Date | Status / Comments |
|-----|--------------------------|-------------------------|--------------------------|------------------------|-------------------|
| 57  | Planning Phase           | 08/28/2012              | 08/28/2012               | 08/28/2012             |                   |
| 73  | Procurement Phase        | 10/23/2012              | 12/11/2012               | 12/11/2012             |                   |
| 92  | Implementation Phase     | 04/25/2013              | 04/25/2013               |                        |                   |
| 87  | - Configuration Phase    | 03/07/2013              | 03/07/2013               |                        |                   |
| 91  | - Testing Phase          | 04/16/2013              | 04/16/2013               |                        |                   |
| 98  | Training Phase           | 03/06/2013              | 03/06/2013               |                        |                   |
| 99  | Go Live                  | 04/25/2013              | 04/25/2013               |                        |                   |
| 108 | LMS Sub-Project Complete | 05/13/2013              | 05/13/2013               |                        |                   |

## 7.5 Project Status Report (PSR) – ([iManage #1055](#))

- The PSR is due to CTA on the 5<sup>th</sup> working day of each month. The schedule team is responsible for several sections of the report as outlined below. The Schedule Unit Manager typically completes the information in the PSR, but schedule staff may be asked to assist with data gathering. Screen shots of the report are displayed below each step for each section of the PSR that is updated. Total Percent Complete represents % Work Complete in the FISCal - SI DDI Master Schedule for the level 1 summary.

|   |   |        |
|---|---|--------|
| 2 | <b>Project Name:</b> FISCal                       | DRAFT  |
| 3 |   |        |
| 4 | <b>OCIO Project #:</b> 8860-30                    |        |
| 5 | <b>Department:</b> Finance                        |        |
| 6 | <b>Reporting Period:</b> From: 4/1/13 To: 4/30/13 |        |
| 7 |   |        |
| 8 |   |        |
| 9 | <b>Total Percent Complete:</b>                    | 10.00% |

## Executive Project Status Report



- Current Status Section, Question 1, shown below, is answered based on the “Historical Performance Tasks and Milestones Report” for Milestones. If the milestone performance is >90% then the answer to this question is yes. If <90%, then the answer to this question is no. List impact to key milestones in the Impact column.

3. Current Status Section, Questions 2 – 6 are answered yes if a change request has been submitted to add or move deliverables or key milestones. List impact to overall go-live date in the Impact column

| Current Status Report                                   |        |   |                             |                 |
|---|--------|---|-----------------------------|-----------------|
| Questions   | Yes/No | Cause   | Impact                      | Action Required |
| 1. Were recent milestones completed on schedule?        | No     | The Majority of milestones completed on time. However, some took longer than planned. | No impact to key milestones |                 |
| 2. Were any key milestones or deliverables rescheduled? | No     |   |                             |                 |
| 4. Were there any changes to scope?                     | No     |   |                             |                 |
| 5. Were tasks added that were not originally estimated? | No     |   |                             |                 |
| 6. Were any tasks or milestones removed?                | No     |   |                             |                 |

4. Variances Section – Schedule metric is based on the status of the go-live date for the current wave. If the go-live date is on track with the baseline date, then 0% is entered into the “On Plan” column.
5. Variances Section – Milestones metric is based on the Historical Performance Tasks and Milestones report. List the variance in the appropriate column. Enter mitigation strategy in the Action Required column.

|    |  |                |                  |                              |                 |
|----|--|----------------|------------------|------------------------------|-----------------|
| 28 | <b>Variations</b><br>Insert the variance value into the appropriate column for each project element listed below. Please describe the actions you plan to take for those items marked "Caution" or "Significant Variance". <b>The variance must be a numeric value only.</b> |                |                  |                              |                 |
| 29 |  | On Plan<br><5% | Caution<br>5-10% | Significant Variance<br>>10% | Action Required |
| 30 | Schedule   |                |                  |                              |                 |
| 31 | Milestones   |                |                  |                              |                 |

6. Monitoring Vital Signs Scorecard, Status of the Critical Path (delay) is answered by calculating the total critical path tasks that are late divided by the total critical path tasks for the month. Choose appropriate score based on the variance percentage.
7. Monitoring Vital Signs Scorecard, Milestone Hit Rate is based on the Historical Performance Tasks and Milestones report. Choose appropriate based on the variance percentage.

|    |   |                 |              |                   |  |
|----|---|-----------------|--------------|-------------------|--|
| 38 | <b>Monitoring Vital Signs Scorecard</b>                 |                 |              |                   | <a href="#">Lock Header</a> <a href="#">Unlock</a> |
| 41 | <b>Vital Sign</b>                                       | <b>Variance</b> | <b>Value</b> | <b>Your Score</b> | <b>Score Justification</b>                         |
| 42 |   |                 |              |                   |  |
| 49 | 3. Status of the Critical Path (delay)                  | <5%             | 0            | 0<br>Green        |  |
| 50 |   | 5% to 10%       | 2            |                   |  |
| 51 |   | >10%            | 4            |                   |  |
| 73 | 11. Milestone Hit Rate (rate of achievement as planned) | >90% on time    | 0            | 0<br>Green        |  |
| 74 |   | 80-90% on time  | 1            |                   |  |
| 75 |   | <80% on time    | 2            |                   |  |

8. Look Ahead View Section, Question 1 is based on a filtered view of the critical path tasks for all waves in progress. Answer yes if any are late. If yes, enter Impact and Action Required.
9. Look Ahead View Section, Questions 5 and 6 are answered yes if a change request has been submitted to add or move deliverables or key milestones. List impact to overall go-live date in the Impact column.

| Look Ahead View   |        |        |                 |
|---|--------|--------|-----------------|
| Questions   | Yes/No | Impact | Action Required |
| 1. Will upcoming critical path milestones or deliverables be delayed?       | Yes    |        |                 |
| 5. Are there any tasks not originally estimated that will need to be added? | No     |        |                 |
| 6. Are there any tasks or milestones that should be removed from the plan?  | No     |        |                 |

### 7.6 Steering Committee Report ([iManage 12214](#))

The Steering Committee Report is published quarterly.

Update the Executive Management Gantt screen shot and variance tables beginning at slide 4. See the [Executive Management Gantt](#) section of this document for more information on the Executive Management Gantt.

Update the Milestone Look Ahead slide with major milestones for the next 3 months. The Schedule Unit Manager will determine what milestones are appropriate.

### 7.7 Executive Working Group Report ([iManage 12216](#))

The Executive Working Group report is published monthly.

Update the Executive Management Gantt screen shot and variance tables beginning at slide 3. See the [Executive Management Gantt](#) section of this document for more information on the Executive Management Gantt.

## 7.8 Independent Project Oversight Consultant (IPOC) Schedule Report

Milestone data is sent to IPOC the last week of each month for inclusion in their monthly Oversight report. All DED, DEL, AM and AMED milestones should be included in the data. The date range should include the current month, past month and future month. See sample below for fields that should be included in the data as well.

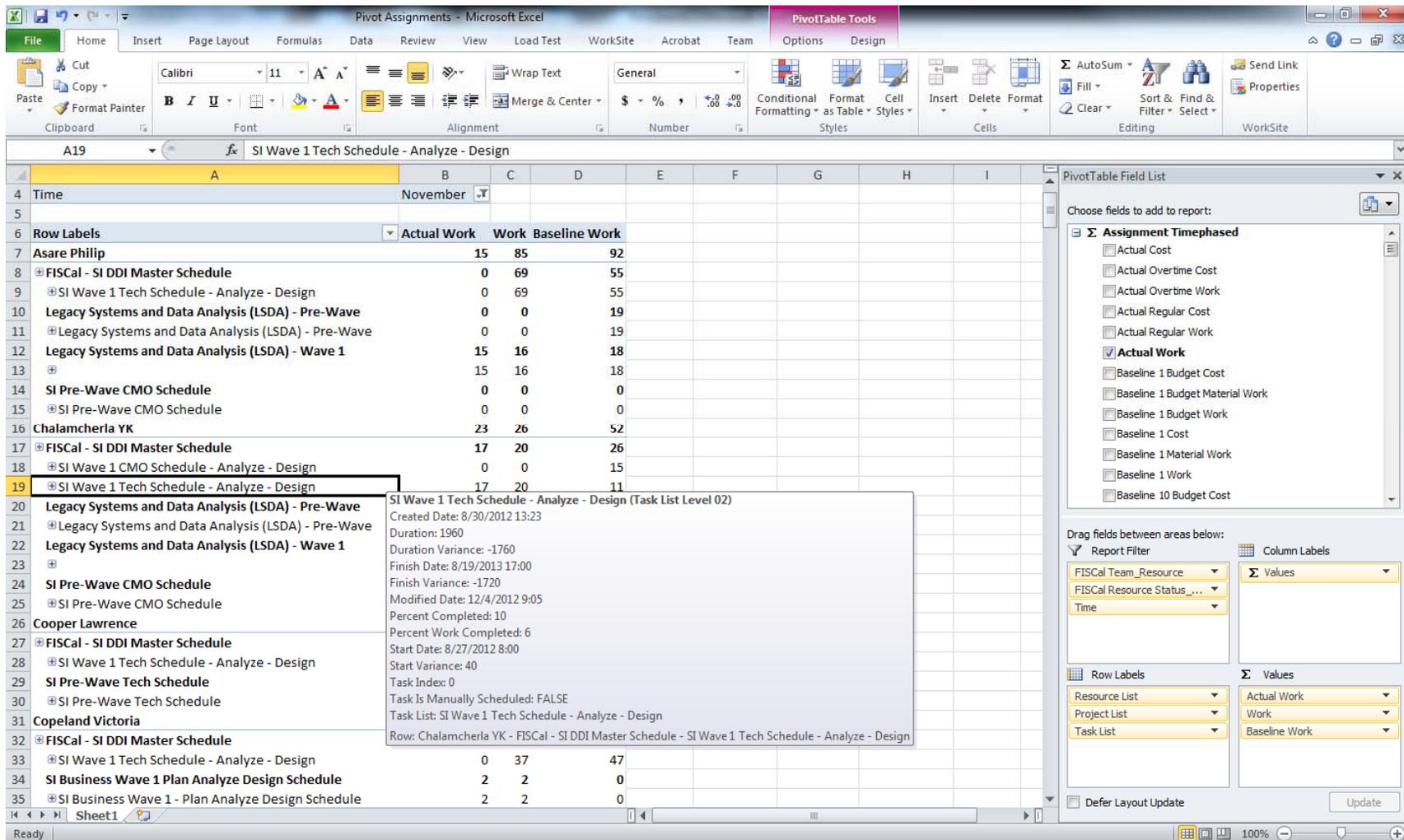
| February Milestones |   |           |                |           |                 |
|---------------------|---|-----------|----------------|-----------|-----------------|
| % Work Complete     | Task Name   | Start     | Baseline Start | Finish    | Baseline Finish |
| 100%                | DED 6.46 Build and Unit Test - Security Configuration (Cycle 2) Submitted - M | 1/31/2013 | 2/1/2013       | 1/31/2013 | 2/1/2013        |
| 100%                | DEL 13.75 Equipment Maintenance & Support Accepted - M                        | 1/31/2013 | 2/1/2013       | 1/31/2013 | 2/1/2013        |
| 100%                | DED 5.08 Execution Environment Design (Cycle 1) Submitted - M                 | 2/1/2013  | 2/1/2013       | 2/1/2013  | 2/1/2013        |

## 7.9 Schedule Data Analysis Using Excel

Microsoft Project Server 2010 generates On Line Analytical Processing (OLAP) Cubes of aggregated data for tasks, assignments and resources. Using an OLAP Cube provides an alternative to opening multiple schedules in Project Professional in order to aggregate data. OLAP Cubes can be viewed through Excel and the data can be sliced and diced using Excel Pivot Tables. For further details on using OLAP Cubes, see Using OLAP Cube Project Server data in Excel ([iManage #13893](#)).

Figure 35 below is an example of using OLAP Cube data to get summarized Actual, Planned and Baseline Work for Resources by Month from all schedules.

Figure 35 – OLAP Cube Data Example



The screenshot displays a Microsoft Excel spreadsheet with a PivotTable. The PivotTable is titled "SI Wave 1 Tech Schedule - Analyze - Design" and is located in the range A4:D19. The PivotTable fields are: Row Labels (Task List), Actual Work, Work, and Baseline Work. The data is summarized for the month of November.

| Row Labels   | Actual Work | Work | Baseline Work |
|--|-------------|------|---------------|
| Asare Philip                                       | 15          | 85   | 92            |
| FISCal - SI DDI Master Schedule                    | 0           | 69   | 55            |
| SI Wave 1 Tech Schedule - Analyze - Design         | 0           | 69   | 55            |
| Legacy Systems and Data Analysis (LSDA) - Pre-Wave | 0           | 0    | 19            |
| Legacy Systems and Data Analysis (LSDA) - Pre-Wave | 0           | 0    | 19            |
| Legacy Systems and Data Analysis (LSDA) - Wave 1   | 15          | 16   | 18            |
| SI Pre-Wave CMO Schedule                           | 15          | 16   | 18            |
| SI Pre-Wave CMO Schedule                           | 0           | 0    | 0             |
| SI Pre-Wave CMO Schedule                           | 0           | 0    | 0             |
| Chalamcherla YK                                    | 23          | 26   | 52            |
| FISCal - SI DDI Master Schedule                    | 17          | 20   | 26            |
| SI Wave 1 CMO Schedule - Analyze - Design          | 0           | 0    | 15            |
| SI Wave 1 Tech Schedule - Analyze - Design         | 17          | 20   | 11            |
| Legacy Systems and Data Analysis (LSDA) - Pre-Wave | 0           | 37   | 47            |
| Legacy Systems and Data Analysis (LSDA) - Pre-Wave | 2           | 2    | 0             |
| Legacy Systems and Data Analysis (LSDA) - Wave 1   | 2           | 2    | 0             |

A task list popup is visible for the task "SI Wave 1 Tech Schedule - Analyze - Design (Task List Level 02)". The popup contains the following details:

- Created Date: 8/30/2012 13:23
- Duration: 1960
- Duration Variance: -1760
- Finish Date: 8/19/2013 17:00
- Finish Variance: -1720
- Modified Date: 12/4/2012 9:05
- Percent Completed: 10
- Percent Work Completed: 6
- Start Date: 8/27/2012 8:00
- Start Variance: 40
- Task Index: 0
- Task Is Manually Scheduled: FALSE
- Task List: SI Wave 1 Tech Schedule - Analyze - Design
- Row: Chalamcherla YK - FISCal - SI DDI Master Schedule - SI Wave 1 Tech Schedule - Analyze - Design

The PivotTable Field List on the right shows the following configuration:

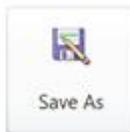
- Report Filter: FISCAL Team\_Resource, FISCAL Resource Status, Time
- Column Labels: Values (Actual Work, Work, Baseline Work)
- Row Labels: Resource List, Project List, Task List

## 7.10 Schedule Risk Analysis

@RISK for Project is a schedule risk modeling tool that is run on all project schedules at the beginning of every month. This tool uses statistical modeling to project the likelihood of finishing a project on schedule. Different levels of uncertainty are assigned to certain tasks in the schedule and the project is simulated many hundreds of times by the tool.

Use the instructions described below to update the task uncertainty levels and run the @RISK simulation.

1. Open the schedule in Project Server
2. Validate there are no Constraints
3. Click on Links Between Projects button to validate external links
4. Check the FISCal Schedule Indicator to validate task status (future Wave schedules should be all Green)
5. If the schedule dates are accurate, save the schedule locally using Save for Sharing
  - a. Click the File tab
  - b. Click Save and Send
  - c. Under File Types, click Save Project as File
  - d. On the right, under Project File Types, select Save for Sharing
  - e. Click Save As button



- f. Choose a place on your local drive
- g. **Do Not** change the file name
- h. Click Save

6. Close Project Professional
7. Open the @RISK application (Project Pro will automatically open)
8. Choose to connect to Computer
9. Click on the Add-Ins tab in the ribbon and validate that you see the @RISK toolbar (see Figure 36 below)

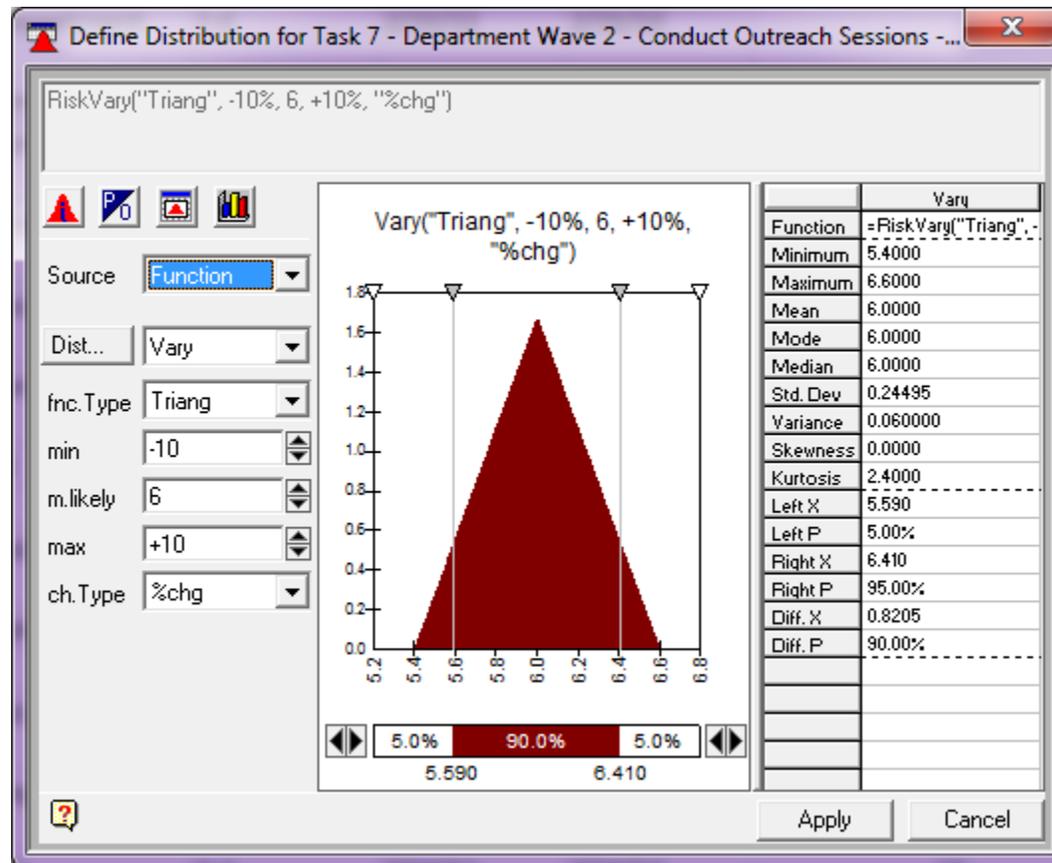
**Figure 36 – @RISK Toolbar**



10. Open the locally saved copy of the schedule
11. Filter out Milestones and External Tasks
12. Remove the distribution formulas for all completed tasks
  - a. Insert the Text 1 column
  - b. Filter % Work Complete to display only 100%
  - c. Delete the distribution formula that appears the corresponding Text 1 field for each task
13. Adjust critical path distributions
  - a. Insert Critical column
  - b. Make sure all critical tasks have +25% distribution
14. Use the instructions below to adjust the distributions based on the type of task
  - a. Click on the task duration field

- b. Click on the @RISK: Define Distribution button in the @RISK toolbar 
- c. The @RISK Define Distribution window appears (see Figure 37 below)

**Figure 37 - @RISK Define Distribution Window**



- d. Adjust the distribution settings per the instructions described below

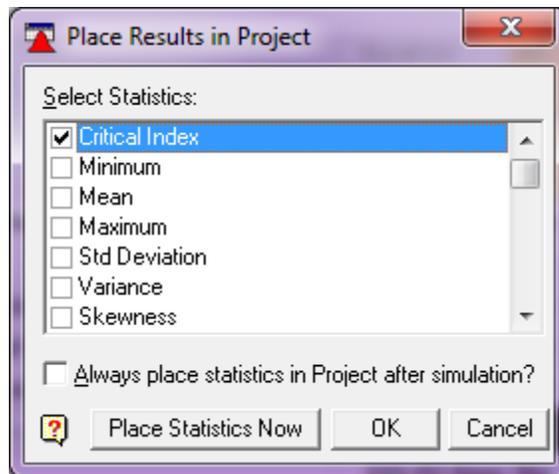
- i. When the Define Distribution window appears, perform one of the following actions, based on the task types described in Table 1 of Schedule Risk Assumptions ([iManage #14888](#)). See a sample of this in [Table 5](#) below.
  - 1) Set a Triangle distribution
    - Click the Dist... button
    - Choose Triangle from the Distribution Palette
    - Enter the Lower Limit value in the min field
    - Enter the Upper Limit value in the max field
    - Click Apply
  - 2) Set a PERT distribution
    - Click the Dist... button
    - Choose Pert from the Distribution Palette
    - Perform the following actions using the information in Table 2 of Schedule Risk Assumptions ([iManage #14888](#) – see a sample of this in [Table 6](#) below)
      - Enter the Optimistic value in the min field
      - Enter the Most Likely value in the m. likely field
      - Enter the Pessimistic value in the max field
    - Click Apply
- ii. Insert Text 1 column and validate that distribution formula appears
- iii. The same distribution can be copied and pasted from one task to others
- iv. Do not apply any distribution to the following tasks, even if they appear on the Critical Path,
  - 1) Cycle 2 Reviews
  - 2) Execute Communication Plans

- 3) Production Support
- 4) Contingency Reserve

15. Set the Critical Index to be imported into the project schedule after each simulation

- a. Click on @RISK: Place Results in Project button in the @RISK toolbar 
- b. The Place Results in Project window appears (Figure 38 below)

**Figure 38 – Place Results in Project Window**



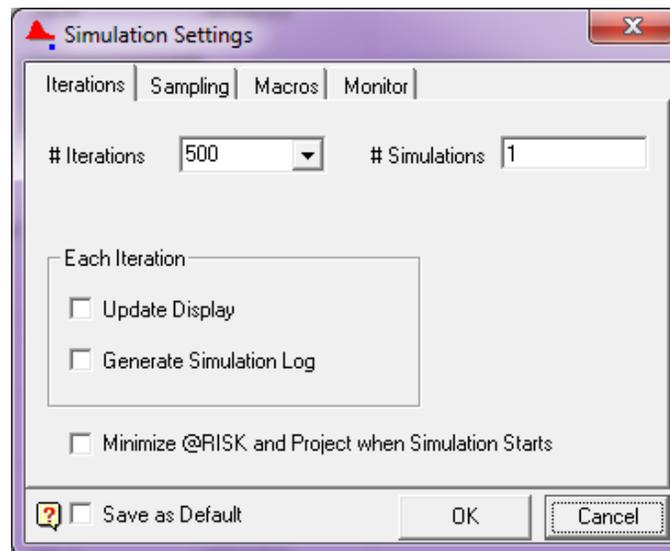
- c. Check Critical Index in the Select Statistics list
- d. Check the box for Always place statistics in Project after simulation
- e. Click OK

16. For Analyze Design Schedules, set the final milestone for work (not including deliverables) as the Output

- a. Un-filter the schedule
- b. Click on the milestone Finish Date for the last work task that is not a deliverable

- c. Click on the @RISK: Add Output button in the @RISK toolbar 
  - d. Insert Text 1 column and validate that Duration=RiskOUTPUT() appears
17. For Build Test Transition Schedules, set the Go-Live milestone as the Output
- a. Un-filter the schedule
  - b. Click on the Go-Live milestone Finish Date
  - c. Click on the @RISK: Add Output button in the @RISK toolbar 
  - d. Insert Text 1 column and validate that Duration=RiskOUTPUT() appears
18. Click on the @RISK: Settings button in the @RISK toolbar to set the simulation parameters 
19. The Simulation Settings window appears (see Figure 39 below)

**Figure 39 - @RISK Simulation Settings Window**



- a. Use the instructions below to establish the simulation settings based on the schedule
  - i. SI Technology and SI Change Management Schedules
    - 1) Click on the Iterations tab
      - o Select 1000 in # Iterations
      - o Enter 1 for # Simulations
    - 2) Click on the Sampling tab
      - o In Sampling Type, Select Latin Hypercube
      - o In Advanced Project Options, Select Collect Critical Indices
      - o In Random Generator Seed, Select Fixed and enter 44 in the box
  - ii. SI Business Schedules
    - 1) Click on the Iterations tab
      - o Select 500 in # Iterations
      - o Enter 1 for # Simulations
    - 2) Click on the Sampling tab
      - o In Sampling Type, Select Latin Hypercube
      - o In Advanced Project Options, Select Collect Critical Indices
      - o In Random Generator Seed, Select Fixed and enter 44 in the box

20. Click on the @RISK: Start button in the @RISK toolbar to run the simulation 

21. When the simulation finishes and displays the results, make a copy of the following

- a. Excel Quick Report
  - i. Click on the Results menu and choose Quick Report

- ii. Validate that data and the histogram appear in the report
  - iii. Save the report to your local drive (include schedule name and run date)
- b. Correlated Tornado Chart
- i. Right click on the Output Task and select Tornado Graph
  - ii. The Tornado Chart appears in a new window and the Sensitivity tab is already selected
  - iii. Select Correlation from the “Display Significant Inputs Using:” dropdown menu
  - iv. Right click in the image of the chart and choose Graph in Excel
  - v. Save the report to your local drive (include schedule name and run date)
  - vi. If necessary, you can edit the data that appears in the Tornado Chart by
    - 1) Copying the tab with the chart to another tab in Excel
    - 2) Removing from the data fields, tasks with a sensitivity level lower than .2
    - 3) Reformat the chart as needed
22. Insert the @RISK: Critical Index column in the schedule to validate that it collected the critical indices and displays the percentage of time a task appears on the critical path
23. Send both the Excel Quick report and Tornado Chart to the Schedule Unit Manager
24. Provide the Schedule Unit Manager with a copy of the simulated schedule
25. Save changes to the local copy of the schedule and close Project Pro
26. Open Project Pro and connect to Production Project Server
27. Choose Save As to replace the schedule in Project Server
28. Validate the schedule name already appears in grey in the Save As box
29. Click Save, then Publish and Check-in the Schedule

**Table 5 - Sample @RISK Distributions**

| Task                                       | Distribution    | Lower limit | Upper Limit |
|--|-----------------|-------------|-------------|
| All Critical Path Tasks                    | Triangle        | -10%        | +25%        |
| State Deliverable Review tasks (cycle 1)   | PERT            | See Table 6 | See Table 6 |
| All Testing tasks                          | Triangle        | -10%        | +24%        |
| Setting up environments tasks              | Triangle        | -10%        | +24%        |
| Outreach tasks                             | Triangle        | -5%         | +24%        |
| Engaging Sponsors                          | Triangle        | -5%         | +24%        |
| Conduct Readiness Touch points             | Triangle        | -5%         | +10%        |
| Deploy role mapping to Depts               | Triangle        | -5%         | +24%        |
| BPR Tasks                                  | Triangle        | -10%        | +15%        |
| Build Configuration                        | Triangle        | -10%        | +15%        |
| Cycle 2 Reviews                            | No distribution | NA          | NA          |
| Execute communication plans                | No distribution | NA          | NA          |
| Production Support (90 days after go-live) | No distribution | NA          | NA          |
| All remaining tasks                        | Triangle        | -10%        | +10%        |

**Table 6 – Sample PERT Distribution Settings**

| PERT Distribution Settings |            |             |             |
|----------------------------|------------|-------------|-------------|
| Complexity Level           | Optimistic | Most Likely | Pessimistic |
| Cycle 1 - High             | 15         | 20          | 20          |
| Cycle 1 - Medium           | 10         | 15          | 15          |
| Cycle 1 - Low              | 7          | 10          | 10          |

## 1 **8. Close Phase**

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2 A schedule is closed when one of two conditions is met: (1) the project has finished, or (2) the  
3 project has been cancelled. The sections below describe the process for closing a schedule  
4 under each of these conditions.

### 5 **8.1 Completed Project Schedule**

6 A project schedule is closed when all of the tasks are complete. Below is the procedure for  
7 closing a schedule.

- 8 1. Validate that all tasks and milestones are marked 100% in both the % Complete and %  
9 Work Complete columns
- 10 2. Open the project schedule, select Project Information from the Project tab
- 11 3. Change the FISCAL Project Status field to Closed
- 12 4. Save and Publish the schedule
- 13 5. Close and Check-in the schedule
- 14 6. Make adjustments to any report subscriptions that exist for the closed schedule (see  
15 Report Subscriptions in the FISCAL Project Server 2010 Administrator Guide, [iManage](#)  
16 [#14401](#))

### 17 **8.2 Cancelled Project Schedule**

18 A project schedule is cancelled when the project that is in progress is cancelled. Below is the  
19 procedure for cancelling a schedule.

- 20 1. Validate that all tasks and milestones that were complete are marked 100% in both the  
21 % Complete and % Work Complete columns
- 22 2. For tasks that are partially complete, remove all remaining work and mark the task  
23 complete
- 24 3. Mark all remaining tasks as Inactive (Note: only tasks with no actuals can be inactivated)
  - 25 a. Highlight the remaining tasks and milestones
  - 26 b. Right click and select Inactivate Task
- 27 4. Open the project schedule, select Project Information from the Project tab
- 28 5. Change the FISCAL Project Status field to Cancelled
- 29 6. Save and Publish the schedule
- 30 7. Close and Check-in the schedule
- 31 8. Make adjustments to any report subscriptions that exist for the cancelled the schedule  
32 (see Report Subscriptions in the FISCAL Project Server 2010 Administrator Guide,  
33 [iManage #14401](#))

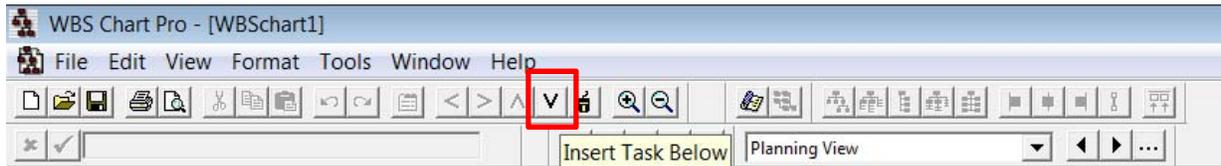
## **Appendix A: Vendor Management Office (VMO) Procurement Schedules**

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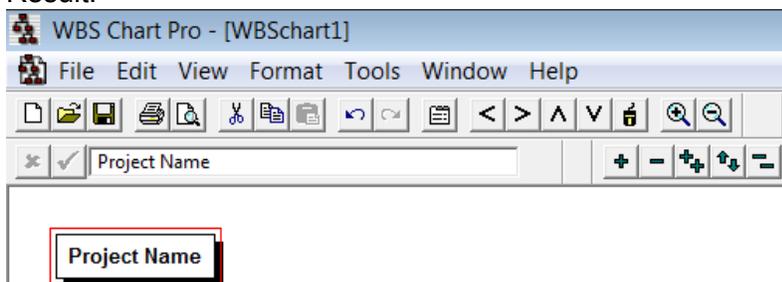
The FISCAL VMO Contract Management team uses MS Project 2010 to build and maintain schedules for their procurement activities. These schedules are stored in iManage and maintained by members of the VMO Contract Management team. The FISCAL Schedule Management team is not responsible for managing or reporting on the procurement schedules. If VMO requests help in using Microsoft Project 2010, the Schedule Team can offer assistance.

## Appendix B: WBS Chart Pro Tool

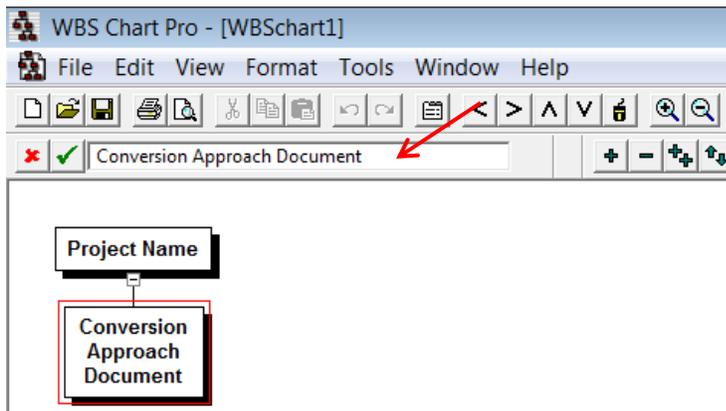
To start the WBS click on the down arrow in the tool bar to add the first node. Then type the name of the Project



Result:



To add children in the hierarchy, click on the parent node, and click the down arrow button on the toolbar. Type the name of the new node in the entry bar.



To add peers to a node, click on the node and then click on the right or left arrow button.



Continue adding nodes to represent the WBS determined in the WBS planning session.