

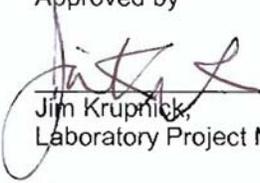
Project Management Office

Title:

PMO-1.6 Project Schedule

Section where used:

Project Management

Prepared by	Date	Approved by	Date
	3/18/09		3/18/09
Kurt Deshayes LBNL EVMS Surveillance Officer		Jim Krupnick, Laboratory Project Management Officer	

Revision Log:			
Rev. No.	Effective Date	Pgs. Affected	Brief Description of Revision
0.0	June 1, 2005	All	Original Document
1.0	February 2009	All	Miscellaneous Updates, Review and Revisions to EIA-748B

1.0 PURPOSE

Project scheduling provides the basis for effective communications within the project team; establishes a baseline for project status monitoring, reporting, and control; facilitates effective management; and provides the basis for resource analysis and leveling, exploration of alternatives, and cost/time tradeoff studies.

2.0 SCOPE

This procedure applies to all LBNL projects. All projects will have project schedules that are prepared and maintained by the Project Team and approved by the Project Manager, and others as required.

3.0 PURPOSE

- DOE Order 413.3A.
- LBNL Earned Value Management System Description.
- PMO Procedure 1.8, Monthly Status/Reporting.
- PMO Procedure 1.9, Change Control.

4.0 REQUIRED MATERIALS, EQUIPMENT, SUPPLIES, TOOLS, AND MANPOWER

Schedules will be prepared using Microsoft Project, Primavera, or other equal scheduling software as approved by the LBNL Project Management Office (PMO).

5.0 PROCEDURE

Project managers will prepare and maintain a project schedule for their assigned projects. Project schedules should not be developed in any more detail than is necessary for cost-effective planning and management of the project.

5.1 General

Project schedules will consist of:

- The project activities.
- The scheduled start date and completion date for each activity.
- The project completion date (completion date milestone).

When appropriate, project schedules may also show:

- Important deliverables (task products).
- Key events and major decision points.
- Interfaces, links, critical path, and slack.
- Cost or resource loading.

5.2 Earned Value Management

For all projects requiring Earned Value Management System (EVMS) reporting, LBNL will develop, utilize, and keep current the three categories of schedules described below. The schedules will be used as tools to facilitate and achieve project goals and schedule commitments and will generally reflect the following:

5.2.1 Baseline Schedule

The Baseline Schedule is the key control and contractual schedule for the entire project, start to finish, that includes all major control milestones, and major activities included in the project.

The Baseline Schedule is the basis for project schedule performance. The Project Manager is responsible for developing the Baseline Schedule and subsequently executing the project in accordance with the agreed to milestones reflected in the Baseline Schedule.

The Baseline Schedule is maintained under configuration management and may not be revised without proper authorization.

5.2.2 Current Schedule

The Current Schedule enables the determination of critical paths and an evaluation of the effects of the current schedule performance status on activities and milestones scheduled to be accomplished in the future. The Current Schedule includes detailed input from all Control Account Managers (CAMs) providing the ability to relate activities and milestones between different levels of schedules. The Current Schedule must be consistent with key deliverables, control and contractual milestones as reflected in the Baseline Schedule and the Project Execution Plan (PEP), when applicable.

The Current Schedule reflects the actual status of the project at a current point in time and shows the work performed and the milestone accomplishments. The Current Schedule matches the Baseline Schedule at a re-baseline and may start to migrate as the schedule is stashed. The Current Schedule is updated at least monthly, or more frequently as determined by the Project Manager, and is used by the CAMs as a key control and analysis tool to manage the work and identify areas needing corrective action.

5.2.3 Supplemental Schedules

Supplemental Schedules are prepared at the discretion of the Project Manager or CAM to facilitate and control a certain aspect or time frame of the project. These can be computerized or manually generated documents. Examples can include: weekly or monthly rolling or look ahead schedules, various subcontractor schedules, start up schedules, etc.

Supplemental Schedules are not under configuration control, but they must support the Baseline Schedule milestones.

6.0 APPENDIX

Appendix A: Project Schedule Process Flow Diagram.

APPENDIX A: Project Schedule Process

