



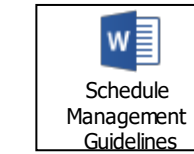
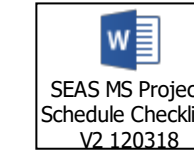
### Project Plan Schedule Review Checklist



Schedule File	[filename].mpp	Project Name	< Select >
Reviewer Name		Status Date	
CMS Category	< Select >	Review Date	
AST Category	< Select >	Schedule State	In Development

56	Number of applicable checkpoints
0%	0 Number of applicable checkpoints = OK
0%	0 Number of checkpoints = Remediate / Monitor
0%	0 Number of checkpoints = Exception
100%	56 Remaining unanswered questions

#	Schedule QC Checkpoints	Results	Dev	Schedule State	Comments
<b>SCHEDULE STRUCTURE</b>					
1	The right Microsoft Project schedule template is being used based upon the CMS Project Category.		Required		
2	For CMS Category 2 projects, the schedule shows the following tasks. <ul style="list-style-type: none"> <li>Create Centralized Repository (SharePoint)</li> <li>Address Project Spending Plan (Charter)</li> <li>Create Operations and Maintenance Plan (Execution Phase)</li> </ul>		Required		
3	The correct project calendar is defined and assigned to the project schedule. <i>Go to File (backstage) → Project Information → Project Calendar (dropdown list). SEAS: Make sure the project calendar is set to "AHCA (based on standard)".</i>		Required		
4	The project schedule has a defined Start and End Date (e.g., there is no undefined work or extended periods of "Operations & Maintenance" appended to the end of the schedule).		Required		
<b>SCHEDULE FORMAT</b>					
5	The schedule has the approved SDLC and Project Phase Names. <i>Initiation, Planning, Execution, and Closing</i>		Required		
6	The schedule has the following columns in the order presented in the defined Default View: <b>Indicators, Unique ID, Task Name, % Complete, Duration, Work, Baseline Start, Baseline Finish, Start, Finish, Predecessor, Successor, Resource Names, BCWS, SPI, and CPI</b> <i>SEAS: Go to the View dropdown menu → select "SEAS-DEFAULT" view.</i>		Required		
7	All subtask names follow the standard naming convention: <i>Action Verb, Object</i> [Subject is 'You Understood']. <i>For example, "Perform User Acceptance Testing".</i>		Required		
8	The schedule print view shows headers and footers that match the template example. <i>Reference the SEAS MS Project Schedule Checklist Reference document (attached).</i>		Required		
9	All Milestones are identified with Blue font per the schedule formatting standard. <i>Go to Gantt Chart Tools ribbon → Format → Text Styles → Item to Change dropdown menu (select Milestones) → Color dropdown menu (blue).</i>		Required		
10	All Critical Path tasks are identified with Red font per the schedule formatting standard. <i>Go to Gantt Chart Tools ribbon → Format → Text Styles → Item to Change dropdown menu (select Critical Tasks) → Color dropdown menu (red).</i>		Required		
11	There are no spelling errors in any of the Task Name cells. <i>Go to Gantt Chart Tools ribbon → Project → Proofing → Spelling.</i>		Required		
<b>SCHEDULE MECHANICS</b>					
12	The Execution section is completely populated such that it includes all of the deliverables and work products identified in the project scope of work.		Required		
13	Rolling wave planning activities are clearly identified and represent discrete work packages. <i>Reference the Schedule Management Guidelines (attached) for more information.</i>		Required		
14	Summary tasks appear logical (appropriate) for the subtasks listed underneath them, and their summarized values for Start and Finish dates and Duration are aligned with the same values for the subtasks listed in its corresponding task group.		Required		
15	The summarized total for Work (hours) in the highest level Summary Task (WBS 0) equal to the sum of Work values shown in the next-level Summary Tasks.		Required		
16	The schedule produces a Gantt Chart that accurately models the project timeline.		Required		
17	All tasks have Fixed Duration as the default Task Type. <i>Go to Task Sheet, and insert the "Type" column to check or change the default Task Type (can also be checked / changed in the Task Form details pane).</i>		Required		
18	All subtasks are effort driven, including Fixed Duration tasks. <i>Does not apply to Level of Effort tasks, e.g., "Manage Project".</i>		Required		
19	There are no Manual tasks in the schedule. <i>Go to Task Sheet, and insert the "Task Mode" column to check for Manual tasks.</i>		Required		
20	There are no subtasks flagged as Milestones. <i>Go to the Task Information dialog box to check if any subtasks are flagged as milestones. (See References section below.)</i>		Required		
21	The schedule makes use of recurring tasks for Weekly and Monthly Status Reports, or for any other task that occurs on a weekly basis as part of the project management process.		Required		
22	Recurring tasks run from the start to the end of project (i.e., do not extend past the overall start and finish dates identified in the Project Charter and/or Project Management Plan).		Required		
23	The project schedule includes a "Manage Project" level-of-effort subtask.		Required		
24	The "Manage Project" level-of-effort subtask is assigned to the Project Manager.		Required		
<b>SCHEDULE RESOURCES</b>					
25	The project Resource Sheet is populated with all resources identified for the project.		Required		
26	All project resources have correct cost allocations (standard rates) applied.		Required		
27	The schedule uses authorized resources from the program's shared resource pool.		Required		
28	All human resources are set to the "Work" resource type. <i>Go to Resource Sheet, and insert the "Type" column to check if resources are set to "Work."</i>		Required		
29	All subtasks have resource assignments.		Required		
30	All subtasks are cost-loaded (i.e., have resource costs associated with them).		Required		



31	There are no resources assigned to Milestones.		Required		
32	There are no resources assigned to Summary Tasks.		Required		
33	All resources are "leveled" such that there are no overallocated resources.		Required		
34	There are no duplicate resources listed on the Resource Sheet.		Required		
35	The resource data values listed in the schedule match the data values listed in the master shared resource pool.		Required		
36	The correct project base calendar is defined and assigned to all project resources. <i>Go to Resource Sheet, and insert the "Base Calendar" column to check or change the base calendar for each listed Resource. (SEAS: Make sure the base calendar is set to "AHCA (based on standard)".)</i>		Required		
37	Each resource listed in the schedule Resource Sheet include values for the following columns: <b>Group, Formal Resource Name [Text 1], Domain [Text 2], and Long Resource Name [Text 20]</b>		Required		
<b>SUBTASK DURATIONS</b>					
38	There are no subtasks with planned or baseline duration less than 1 day or greater than 10 days.		Required		
39	All Milestones have zero duration (cf. checklist item #19).		Required		
40	There are no baselined subtasks with estimated durations (e.g., "1 day?").		Required		
<b>SCHEDULE LOGIC</b>					
41	There are no Summary tasks with predecessor and/or successor relationships.		Required		
42	The amount of tasks with soft (one-way) constraints is less than 90% of all subtasks and milestones. <i>Soft constraints include Start No Earlier Than, Start No Later Than, Finish No Earlier Than, Finish No Later Than. Go to Task Sheet, and insert the "Constraint Type" column to check or change the constraint type (can also be checked in the Task Form details pane).</i>		Required		
43	There are no schedule summary tasks, subtasks, or milestones with hard (two-way) constraints. <i>Hard constraints include Must Start On and Must Finish On. Go to Task Sheet, and insert the "Constraint Type" column to check or change the constraint type (can also be checked in the Task Form details pane).</i>		Required		
44	All subtasks and milestones have predecessor relationships (except the first subtask / milestone).		Required		
45	All subtasks and milestones have successor relationships (except the last milestone).		Required		
46	There are no subtasks or milestones with positive lag relationships > 10 days (e.g., FS+10 days).		Required		
47	There are no subtasks or milestones with lead (negative lag) relationships > 10 days (e.g., FS-10 days).		Required		
48	There are no subtasks or milestones with Start-to-Finish (SF) relationships.		Required		
<b>CRITICAL PATH</b>					
49	The schedule passes the Critical Path test. <i>See References section below for instructions.</i>		Required		
50	There are no critical path subtasks or milestones with positive lag relationships.		Required		
51	There are no level of effort (administrative) subtasks (e.g., "Manage Project") on the Critical Path.		Required		
52	The Total Slack (Total Float) column contains only positive (or zero) values (i.e., no negative values). <i>Go to Task Sheet, and insert the "Total Slack" column to check for negative values.</i>		Required		
53	There are no subtasks or milestones with Free Slack (Free Float) values > 40 days. <i>Go to Task Sheet, and insert the "Free Slack" column to check for values &gt; 40 days.</i>		Required		
<b>SCHEDULE MAINTENANCE</b>					
54	The schedule resides in the designated repository location (in SharePoint).		Required		
55	The current version of the schedule is kept in the designated folder in the repository.		Required		
56	Previous versions of the schedule are kept in the designated archive folder in the repository.		Required		
57	There are no unexpected changes to planned dates when duration, hours, or work values are updated.		Required		
<b>SCHEDULE BASELINE</b>					
58	The schedule is appropriately baselined per the Program Schedule Management Plan.				
59	The schedule is being rebaselined after the conclusion of each SDLC Phase.				
60	The BCWS column accurately produces the estimated total cost of work for the end of the project. <i>Move the Status Date to the overall project Finish Date; BCWS should equal the total project cost.</i>				
61	When the status date is moved to the overall Finish Date, all subtasks have an associated BCWS cost value.				
<b># Checkpoint Exception References</b>					
1	This schedule was developed before the schedule templates.				Comments
2	The schedule is not baselined at this time.				
3	This is the initial submission and review for the schedule. The Execution Block has not been completely populated at this time.				
4	Referenced task(s) is a generic work package rolling wave placeholder at this time. Future elaboration of detail is pending.				
5	This schedule is not for a CMS Category 2 project.				
6	This schedule has no recurring tasks.				
7	This schedule has no rolling wave activities.				

**References**

**Critical Path Test:** Tests the integrity of the overall network logic and, in particular, the critical path by introducing "intentional slip" by adding a significant number of days (e.g., 300 days) to a leading critical path subtask (nearest the overall project Start Date). The project's Early Finish date should slip by the exact number of days added in the intentional slip test.

**Schedule Baseline:** Ideally, the entire schedule should be baselined so that Earned Value metrics can be obtained from all schedule subtasks. If the schedule is only partially baselined due to progressive elaboration or rolling wave planning, then at a minimum, all schedule activities within 6 months of the current schedule status date should be baselined (or as specified by the Program Schedule Management Plan).

Earned value method: % Complete

Mark task as milestone

This box should be unchecked for any subtask (where Duration is > 0 days).

Help OK Cancel

**SCHEDULE ACTIVITIES & RESOURCES IDENTIFIED IN QC CHECK**

**Subtasks & Milestones Missing Successor Relationships**

**Summary Tasks with Predecessor or Successor Relationships**

**Milestones with Resource Assignments**

**Subtasks Missing Resource Assignments (and Cost Allocation)**

**Assigned Resources Missing Standard Rates**

**Overallocated Resources**

**Subtasks that are not Effort-Driven**

**Subtasks & Milestones that have Exceeded their Planned Start Date [Start Date > Status Date AND % Complete = 0%]**

**Subtasks & Milestones that have Exceeded their Planned Finish Date [Finish Date > Status Date AND % Complete = 0%]**

[Add lists as needed.]

## DCMA 14-Point Check for Project Schedules

- (1) Logic:** Identifies incomplete tasks with missing logic links. DCMA threshold = 5%  
Missing Logic % =  $[\# \text{ of incomplete tasks missing logic} / \# \text{ of incomplete tasks}] \times 100$
- (2) Leads:** Identifies the number of logic links with a lead (negative lag) in predecessor relationship.  
Leads % =  $[\# \text{ of logic links with leads} / \# \text{ of logic links}] \times 100$
- (3) Lags:** Identifies the number of lags in predecessor logic relationships for incomplete tasks. DCMA threshold = 5%  
Lags % =  $[\# \text{ of logic links with lags} / \# \text{ of logic links}] \times 100$
- (4) Relationship Types:** Identifies the number of incomplete tasks with FS relationships. DCMA threshold = 5%  
% of FS Relationship Types =  $[\# \text{ of FS logic links} / \# \text{ of logic links}] \times 100$
- (5) Hard Constraints (2-Way Constraints):** Identifies the number of incomplete tasks with hard constraints: Must-Start-On (MSO), Start-No-Later-Than (SNLT), & Finish-No-Later-Than (FNLT). Soft constraints (SNET), and Finish-No-Earlier-Than (FNET) enable the schedule to be logic-driven. DCMA threshold = 5%  
Hard Constraint % =  $[\text{total} \# \text{ of incomplete tasks with hard constraints} / \text{total} \# \text{ of incomplete tasks}] \times 100$
- (6) High Float:** Identifies the number of incomplete tasks with Total Float greater than 2 months (4 weeks with other metrics and schedule requirements). DCMA threshold = 5%  
High Float % =  $[\text{total} \# \text{ of incomplete tasks with high float} / \text{total} \# \text{ of incomplete tasks}] \times 100$
- (7) Negative Float:** Identifies the number of incomplete tasks with Total Float less than 0 working days of one or more milestones. DCMA threshold = 0%  
Negative Float % =  $[\text{total} \# \text{ of incomplete tasks with negative float} / \text{total} \# \text{ of incomplete tasks}] \times 100$
- (8) High Duration:** Identifies the number of incomplete tasks with a baseline duration greater than 4 weeks (20 business days) for consistency with other metrics and schedule requirements.  
High Duration % =  $[\text{total} \# \text{ of incomplete tasks with high duration} / \text{total} \# \text{ of incomplete tasks}] \times 100$
- (9) Invalid Dates:** Identifies the number of incomplete tasks that have a forecasted Start or Finish Date beyond the Status Date. DCMA threshold = 0%  
Invalid Date % =  $[\text{total} \# \text{ of incomplete tasks with invalid dates} / \text{total} \# \text{ of incomplete tasks}] \times 100$
- (10) Resources:** Identifies the number of incomplete tasks that are missing resources. [No DCMA threshold]  
Missing Resources % =  $[\text{total} \# \text{ of incomplete tasks with missing resources} / \text{total} \# \text{ of incomplete tasks}] \times 100$
- (11) Missed Tasks:** Identifies the number of tasks with Finish Variance > 0 on or before the Status Date.  
Missed Tasks % =  $[\# \text{ of tasks with positive FV} / \text{total} \# \text{ of completed tasks with FV} \leq 0] \times 100$
- (12) Critical Path Test:** Tests the integrity of the overall network logic and, in particular, the critical path length. The project's Early Finish date should be within the project's duration.  
Critical Path Test % =  $[\# \text{ of critical path tasks} / \text{total} \# \text{ of critical path tasks}] \times 100$
- (13) Critical Path Length Index (CPLI):** A measure of the efficiency required to complete a milestone on or before the project's Early Finish date. CPLI > 1.00 means it will finish early.  
CPLI =  $[\text{Critical Path Length} + \text{Total Float}] / \text{Critical Path Length}$
- (14) Baseline Execution Index (BEI):** Calculates the efficiency with which tasks have been accomplished.

(17) **BASIS Execution Index (BEI)**. Calculates the efficiency with which tasks have been accomplished. A BEI of 0.95 should be considered a flag.

BEI (cumulative) = total # of completed tasks / [total # of tasks completed before the Status

Small, K. (2012). Earned Value Management System (EVMS) Program Analysis Pamphlet (PAP), DCM Agency. Retrieved November 29, 2018 from United States Department of Defense website, <https://>

s for incomplete tasks. DCMA threshold = 0%

IA threshold = 5%

get  $\geq 90\%$

straints. Hard constraints include Must-Finish-On (MFO),  
such as As-Soon-As-Possible (ASAP), Start-No-Earlier-Than  
= 5%  
te tasks] x 100

4 days) [can use 4 weeks (20 business days) for consistency

00

days. Helps to identify tasks that are delaying the completion

asks] x 100

2 months (44 days) [could also be used to check planned  
requirements]. DCMA threshold = 5%  
sks] x 100

Date prior to the schedule's Status Date, or that have actual

] x 100

threshold specified].

omplete tasks] x 100

Date.

path. Introduce "intentional slip" by adding a significant  
slip by the exact number of days added in the intentional slip

ie on-time. CPLI < 1.00 means that the project is going to

shed when measured against the baseline tasks. BFI less than

ended when measured against the baseline tasks. DEFENSE CONTRACT

Baseline Finish Date + total # of tasks that exceed their Baseline Finish Date]

1A-EA PAM 200.1. Defense Contract Management  
[/www.dcm.mil/Portals/31/Documents/Policy/DCMA-PAM-](http://www.dcm.mil/Portals/31/Documents/Policy/DCMA-PAM-)