Project Schedule Fact Sheet

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# Section 1 Rule Chapter 60GG-1, F.A.C. Requirements

## Rule Chapter 60GG-1 Required for R&C Categories 1-2

## The project has a fully developed and maintained schedule that identifies the total scope of work.

* 1. The project schedule has **assigned resources**.
	2. The project schedule has task **start dates**.
	3. The project schedule has task **end dates**.
	4. The project schedule is updated at least bi-weekly to reflect actual progress toward completion of schedule tasks, milestones, and deliverables.
	5. The project evaluates the baselined schedule against current progress by identifying overdue tasks and computing the percentage of late tasks related to the total tasks to date (Number of Overdue Tasks / Number of Total Tasks).
	6. If late task analysis indicates a trend towards a variance, equal or greater than 10%, the project has communicated the variance explanation to the project stakeholders.

**Rule Chapter 60GG-1 Required for R&C Categories 3-4**

* 1. An integrated master project schedule is developed and maintained.
	2. The project schedule identifies the total **scope of work**.
	3. The project schedule includes **milestones**.
	4. The project schedule includes **deliverables**.
	5. The project schedule is **task loaded**.
	6. The project schedule is **resource loaded**.
	7. The project schedule is **cost loaded**.
	8. The project schedule identifies the project’s **critical path**.
	9. The project schedule is **baselined**.
	10. The project schedule is **updated** with project progress.
	11. The project schedule contains the information necessary to support **Schedule Performance Index (SPI)**.
	12. The project schedule contains the information necessary to support **Cost Performance Index (CPI)**.
	13. The project schedule is updated at least weekly to reflect actual progress toward completion of scheduled tasks, milestones, and deliverables.
	14. The project schedule is defined in enough detail to provide SPI to assess schedule variance.
	15. If SPI analysis indicates a trend towards a variance, equal to or greater than 10%, the project has communicated the variance explanation to the project stakeholders.

# Section 2 FDOT Recommendations

## 2.1 Use Microsoft Project.

**2.2** Keep Project Schedules simple.

 **2.2.1** Use descriptive names to be based on deliverables.

 **2.2.2** Do not put checklists into schedule. Use note feature for including details.

**2.2.3** Do not use recurring tasks. Instead, use single task called “Team Member Activities” to track meetings.

**2.3** Do not use project interdependency between schedules.

 **2.3.1** Require project schedules to follow principles of “Dynamic Schedules.”

 **2.3.2** All tasks have dependencies.

 **2.3.3** Estimations are based on work (not durations).

 **2.3.4** Standardize on fixed work.

 **2.3.5** All milestone tasks include “Deadline Dates.”

 **2.3.6** No constraint dates (or minimum use of constraints).

**2.4** At a minimum, manage and update project schedules weekly.

 **2.4.1** Status date set each week.

 **2.4.2** Update work effort on all tasks using either actual work or percent complete.

 **2.4.3** Unfinished work is pushed up to status date.

**2.5** Manage resource workloads by incorporating resource management schedules.

**2.5.1** Create operations schedules or day-to-day schedules to capture resource demand for non-project schedules. These schedules should only be a maximum of 12 months and start on your fiscal calendar.

**2.5.2** Single project schedule that projects shared resources for all the other project schedules and saved on a file share.

**2.5.3** Common resource pool improves reality of resource workloads.

**2.6** You can’t Google experience. Find a project expert with real experience in implementing project management tools.

# Section 3 FDOT Examples of Project Schedule

# Section 4 Recommended Tutorials

Microsoft Project Videos:

<https://support.office.com/en-us/article/project-2013-videos-and-tutorials-af7d1e17-5fa7-421f-a452-9bbe2cd7b082>

# Section 5 Definitions

* **Baseline:** The approved version of a work product that can be changed only through formal change control procedures and is used as a basis for comparison. *[A Guide to the Project Management Body of Knowledge (PMBOK Guide) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Baselined Schedule:** The agency-approved version of the project schedule that can be changed only through formal change control procedures. This document is used as a basis for Earned Value Analysis.
* **Cost-Loaded:** Project schedule has costs assigned to each resource (and/or each task or work package) so that the schedule provides a cash flow forecast that indicates how cash will be spent over time on a project.
* **Cost Performance Index (CPI):** A measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Critical Path:** The sequence of activities that represent the longest path through a project, which determined the shortest possible duration. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Deliverable:** Any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Earned Value:** The measure of work performed expressed in terms of the budget authorized for that work. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Milestone:** A significant point or event in a project, program, or portfolio. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Project Schedule:** A listing of a project’s milestones, activities, and deliverables, with work estimates and start and finish dates. These estimates include budget and resource allocation, as well as task sequencing and dependencies.
* **Project Variance:** A quantifiable or qualitative deviation from an approved baseline or expected value. Florida Digital Services (FLDS) will use Cost Performance Index (CPI) and Schedule Performance Index (SPI) calculations and budget and scope variance analysis to determine the degree of project variance between project baselines and actual project performance.
* **Resource:** Skilled human resources (specific disciplines either individually or in crews or teams), equipment, services, supplies, commodities, material, budgets, or funds. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Schedule Performance Index (SPI):** A measure of schedule efficiency expressed as the ratio of earned value to planned value. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Scope (of work):** The sum of the products, services, and results to be provided as a project. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*
* **Task:** An activity that needs to be accomplished within a defined period of time or by a deadline to work towards work-related goals.
* **Trend:** A series of at least three data points indicating movement upward or downward.
* **Variance:** A calculated value that illustrates how far (positive or negative) a projection has deviated when measured against documented estimates within a project plan as defined in Section 282.0041(27), F.S.
* **Work Package:** The work defined at the lowest level of the work breakdown structure for which cost and duration can be estimated and managed. *[A Guide to the Project Management Body of Knowledge (PMBOK) 5th Edition. Newton Square, PA: Project Management Institute, 2013.]*