

Scheduling

Does the CAM agree that the control account schedules are realistic and complete (reflects the total work)?

- n Look for consistency between the Tier I, II, and III milestones. The lower level schedules should support higher level milestones.
- n What schedule does the CAM use to manage with? Does he use other schedules?
- n Look for a logical sequence for the activities in the control account. What are the activities that must be done before the activities in the control account can be started (predecessor activities)? What are the following activities that depend on the control account activities being completed (successor activities)?
- n Assess the realism of the schedules:
 - i concurrency with other elements
 - i dependence on other high risk elements
 - i amount of concurrency within the control account
 - i amount of double shifts, overtime, or work around plans
 - i shorter spans for activities than what history shows for similar events
 - i amount of float
 - i duration of the activity
 - i dependence on a "bottleneck" resource (e.g., factory machines or key personnel)
- n Describe the overall risk and point out any high risk tasks. Are any of your tasks on the critical path?
- n Has the CAM reforecasted any dates since the baseline was put in place?
- n How does the CAM receive schedule updates from major subcontractors?

Potential areas for concern on Scheduling:

- n Critical path issues
- n Incomplete scope of work (required activities not included in schedule).
- n Unrealistic activity durations (durations not sufficient to complete the required work)
- n Unreasonable logic among activities:
 - n required logic not reflected in the schedule
 - n artificial constraints
 - n schedules not synchronized--horizontally & vertically
 - n resources 'over-booked' among concurrent activities
- n Unknown precedent and dependent tasks (CAM)
- n schedule changes communicated horizontally?
Vertically?