| Topic | Item | Y/N | Comment |
|---|---|---|---|
| **Logic** | Does each activity have a predecessor/successor (Note: Exclude Milestones)? | | |
| | How many constraints are contained in the schedule? | Qty | |
| | - Do they contain a Notebook explanation? | | |
| | Are any constraints *Mandatory Start/Finish* or *Start/Finish On*? | | |
| | How many lags are contained in the schedule? | Qty | |
| | - Do they contain a Notebook explanation? | | |
| | - Should they be eliminated via better logic or added activity detail? | | |
| | Are there any leads (negative lags) in the schedule? | | |
| | Are there too many sequence links on an activity or duplicate logical relationships? | | |
| | How much convergence is there (several parallel activities converging into one major event)? | Qty | |
| | Are all activities in series? | | |
| | If not, are activities in parallel reasonable? | | |
| | Without reviewing every activity, did you see any sequencing issues (e.g., documenting results before test complete)? | | |
| **Activity Type** | Are Task Dependent activities properly identified? | | |
| | Is Level of Effort activity type only used for only activities without definable deliverables? | | |
| **Relationship** | Any combined SS and FF logic type on activity? | | |
| | Check Schedule Log to see if any relationships should be checked (e.g., Invalid Relationships) | | |
| **Total Float** | Is there negative float? | | |
| | - If so, is it explained? | | |
| | Are there activities (excluding milestones) with high float (i.e., > 200 days)? | | |
| **Critical Path** | Is the critical path clear? | | |
| | Does the Project Manager concur that the critical path is correct? | | |
| | Is there appropriate schedule contingency (duration) for WBS elements on or near the critical path? | | |
| | Will a delay on the critical path have a visible effect on project completion (factoring DOE-directed TF)? | | |
| | Was consideration given to staggering delivery to reflect what items are essential and what can be delivered later? | | |
| | Does the critical path include LOE activities? | | |
| | Is the critical path driven by activities of unusually long duration? | | |
| | For important project milestones, are the critical paths to them identified, continuous, and free of constraints? | | |
| **Duration** | Are durations =/< 2 months on all activities (excluding planning packages--PMT "K")? | | |
| | If > two months' duration, have Steps been established to track progress? | | |
| | If Steps, are they sequenced? | | |
| | If Steps, are they weighted? Is the weighting documented in the Notebook? | | |
| | If > 2 months' duration & no Steps, has quantifiable back-up for progress measurement been created? | | |
| | Does the quantifiable back-up align with the activity? | | |
| | Does the quantifiable back-up clearly identify the basis for progress measurement? | | |
| | Is duration type properly identified? | | |
| | Does the schedule include elapsed time for deliverable review and turnaround? | | |
| | Was consideration given to shortening front-end activities before shortening back-end activities? Is there a balance between early activities vs. later activities, as far as duration? | | |
| | Were durations estimated by the person responsible for the work and/or SME? | | |
| | Do activities have non-duration coding for Duration Type i.e. Fixed units or Fixed Units/Time? Note: when these are used Cobra will have issues adjusting resources and will most likely bring them forward, which will affect resource time-phasing. | | |
| **Resources** | Do all activities coded with a CTC have a resource assigned (excluding Milestones and DOE activities)? Note: The CTC code is a key field in P6 & Cobra. We should not bring into Cobra activities without resources. | | |

**Fermilab**

| Topic | Item | Y/N | Comment |
|---|---|---|---|
| | Do the resource values for "to go" work align with the BoE? | | |
| | Does the resource profile reflect leveling? | | |
| | Are there peaks and valleys in the resource profile that need to be leveled? | | |
| | Are critical/key resources identified? | | |
| | Is the potential impact of the key resource factored into the schedule? | | |
| | Resource report can be generated to enable departments to plan for resources to support the project? | | |
| | The schedule aligns with projected resource availability? | | |
| | Are significant material and equipment resources captured? | | |
| **Required Codes** | Have all required codes been populated? | | |
| **Horizontal Trace** | Do all Start/Finish dates align with Cobra, at the control account level? | | |
| | Do all Start/Finish dates align with Cobra, at the CTC (Work Package) level? | | |
| | Do subproject schedules map to each other and key management milestones? | | |
| **Vertical Trace** | Do all activities align to a specific CTC and WBS element? | | |
| | Do the CTCs align to the correct Control Account? | | |
| **WBS** | Have the correct control accounts been identified in the WBS Dictionary? | | |
| | Have Scope Descriptions been provided for all WBS elements? | | |
| | Do the activities define how the deliverables will be produced? | | |
| | Does the WBS View align with the latest WBS? | | |
| | Does the WBS enable tracking of key deliverables? | | |
| | Are control account/CTC/activity names unique and descriptive? | | |
| **Milestones** | Do all Milestones have a dictionary? | | |
| | Do the Milestone Dictionaries identify what constitutes completion? | | |
| | Do milestones have logic ties, which provide a summary picture of the project logic? | | |
| | Is activity type properly identified? | | |
| | Does the schedule identify KPPs and support customer strategy/schedule requirements? | | |
| | Are there too many milestones in relation to detail activities? | | |
| **Planning Packages** | Are all planning packages (PMT "K") scheduled to start at least six months from the current date? | | |
| | If not, are the planning packages an allowed exception (see 12.PM-004, 4.2, Step 3)? | | |
| **Contingency** | Is there any contingency on activities in prior fiscal years? | | |
| | Do the estimate uncertainty values align with the BoE? | | |
| **Obligations** (sometimes called Commitments) | Is there an Obligation activity for each procurement? Note: Not every procurement needs an obligation. Applied to purchase order procurements only, which are coded Cost Class 1 "MC". The Obligation's resource value needs to align with the corresponding MC resource values | | |
| | Are there notes or UDF containing Procurement #? Should have a Procurement Type activity code for the purchase order items and should populate the Procurement # field. | | |
| | Is the duration one day? | | |
| | Is "(Obligation)" contained in the activity name? | | |
| **Responsibility** | Does every activity have an assigned responsible party? | | |
| | Are responsible givers/receivers identified? | | |
| **Interdependency** | Are inter-project ties or milestones in place for scope provided by external project/source? | | |
| | Are major hand-offs/deliverables easily identified? | | |
| **Subcontract integration** | Are subcontract schedules fully integrated into the Project schedule? | | |
| | If not, is there horizontal and vertical traceability for subcontracted work? | | |
| | Do progress payment activities/milestones align with the FFP contract? | | |
| | Is essential subcontracted or other external work distinguishable from internal work? | | |

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|---|---|---|---|
| Calendar | Has the correct calendar been applied (i.e., *Standard 5 Day Workweek w/Basic Holidays* )? | | |
| Procurements | How many procurement activities? | QTY | |
| | Has the correct procurement duration been used, based on templates? | | |
| Level of Effort | Do the project management/support activities reflect duration type *Fixed Units/Time* ? | | |
| | Will the final PM/support activity extend/shorten in accordance with associated discrete work? | | |
| | Have activities been divided at fiscal years? | | |
| | Is control account predominantly LOE?  If so, what percent? | | |
| | - If predominantly discrete, is there any LOE? If so, what percent? | | |
| | Note: The acceptable amount of LOE verses Discrete PMT throughout industry is 10% to 15%. Therefore, the FNAL policy directs that LOE verses Discrete PMT ratio must be less than 15%. Meeting this guidance may be challenging but achievable. | | |
| Management Tool | Is schedule easy to read: simple, straightforward and uncluttered, producing clarity rather than confusion? | | |
| | Schedule is a size, level, and complexity such that it enables timely decision making? | | |
| | Do the CAMs own their section of the schedule and use it to manage work scope? | | |
| | Is there a consistent and manageable level of detail within each WBS element? | | |
| | Can the schedule be used by the project team to manage? | | |
| | Can the schedule be kept up to date? | | |
| Risk Mitigation | Have Risk Mitigation Plans been incorporated?  How can you tell? | | |
| | Was duplicate work used to mitigate risk (e.g., alternate approaches being worked in parallel)? | | |
| Percent Complete Type | Has the correct percent complete type been selected? (e.g., *Physical* except LOE which may be *Duration)* | | |
| | Note: Cobra only uses Physical % complete or LOE. If other % complete type is used ensure Physical % complete is also statused. | | |
| Opportunity | Incorporated? | | |
| Baseline | Any Peer Review expected on process to establish the baseline? | | |
| Change Control | Any review expected after baselined? | | |
| Status | Any review expected after baselined? | | |