

## APPENDIX C

### Additional Examples for Project Management

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#### Introduction

This appendix presents some additional examples based on the job aids presented in *Appendix A* and the suggested worksheets and templates presented in *Appendix B*.

There is not a one-to-one relationship since not all jobs need a standard way of capturing the associated data. However, there is at least one completed example for each suggested standard template for Project Management.

#### Table of Contents

The following items are included in this appendix:

Example Number	Example Title
<a href="#">EX – C.1</a>	Project Planning (POAM) Example
<a href="#">EX – C.2.A</a>	Project Schedule (ET-A Sample)
<a href="#">EX – C.2.B</a>	Project Schedule (ET-A Detailed Sample)
<a href="#">EX – C.3.A</a>	Gantt Chart “Box” Schedule
<a href="#">EX – C.3.B</a>	Simple Data Gantt Chart
<a href="#">EX – C.3.C</a>	Traditional Data Gantt Chart
<a href="#">EX – C.4.A</a>	Managing the Project – Status Collections, Communications and Updating (Example 1)
<a href="#">EX – C.4.B</a>	Managing the Project – Status Collections, Communications and Updating (Example 2)
<a href="#">EX – C.4.C</a>	Managing the Project – Status Collections, Communications and Updating (Example 3)
<a href="#">EX – C.4.D</a>	Managing the Project – Status Collections, Communications and Updating (Example 4)

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## EX – C.1: Project Planning (POAM) Example



### Information System Technician (IT) A-School Plan of Action and Milestones (POAM) Executive Summary 28 July 2009

#### 1. Summary of EPQs:

The new IT-A course will cover a total of 24 EPQs; 5 of the EPQs are new, 4 EPQs were changed, and 15 EPQs remain unchanged from the previous quals.

#### 2. Project Plan and Timelines:

As per the following POAM, below is an explanation of the major milestones of the project with an estimated project completion date (ready for validation) of September 2011.

- **Course Design** – Estimated completion date: **JUN 2010**  
This includes complete review or re-engineering of course design (content mapping)
- **Development** – Estimated completion date: **OCT 2010**  
This includes an update and development of course materials, including any new EPQs
- **Implementation** – Estimated completion date: **FEB 2011\***  
\*Dependent upon scheduling of implementation plan for roll-out of new IT-A course; for scheduled roll-out through FY 2011 will need coordination with TQC

#### 3. Anticipated capability and resource constraints:

Multiple developer resources are assigned to this project, but even so will require expanded timelines to fully re-engineer and implement the new EPQ's throughout this process.

## EX – C.1: Project Planning (POAM) Example, Continued



### Project: IT-A School

**Project Objective Statement:** To re-engineer the IT-A School course, to provide training on tasks aligned with 2009 EPQ's, in a way that leverages innovative learning methods and technology as appropriate.

#### Project Scope:

Deliverable	Success Criteria
2009 EPQs translated into POs with PTs	<ul style="list-style-type: none"> <li>TPOs approved by <i>Name</i> and School (<i>Name</i>)</li> <li>Instructor Guide and PT booklet</li> <li>Student Guide and PT booklet</li> <li>By June 2009</li> </ul>
Job Aids and Related course support materials per PO	<ul style="list-style-type: none"> <li>Job Aid booklet or integration into Student Guide per design preference</li> <li>Job Aid approval by <i>Name</i> and School (<i>Name</i>)</li> </ul>
Revised Core IT curriculum (mapped to 2009 EPQs)	<ul style="list-style-type: none"> <li>Electronic prereq. skills translated into EO's and approved by <i>Name</i> and School (<i>Name</i>)</li> <li>ET Course materials customized and streamlined</li> </ul>
Course materials per PO / learning activity support	<ul style="list-style-type: none"> <li>Instructor and Student Guides</li> <li>If design appropriate: Alternative Learning Technologies (eLearning)</li> <li>Design drafts by Dec. 2010 (not production –ready)</li> </ul>

What is included	What is not included
<ul style="list-style-type: none"> <li>2009 EPQ alignment</li> <li>Redesign of ET curriculum for IT-A School per analysis results</li> </ul>	<ul style="list-style-type: none"> <li>New EPQs that emerge after project launch</li> <li>Certification in technical areas</li> </ul>

## EX – C.1: Project Planning (POAM) Example, Continued

Project Schedule (sample)

Task	Start Date (Actual)	End Date (Actual)	Status	POC (Point of Contact)	Comments
<b>ANALYSIS – MILESTONE JUNE 30, 2010</b>					
Tasks Defined per EPQs	2 JUL 2009 (8/13/09 Kick Off Meeting)	18 NOV 2009 (11/1/09)	DONE	XXXX	Ahead of Schedule
<b>DESIGN – MILESTONE OCT. 2010</b>					
Task Analysis, Paradigms & Procedures Defined	18 NOV 2009 (11/1/09)	APR 2010	IN PROGRESS	XXXX	New AXXXX added; 1 Resource lost in April;
TPOS Approved	APR 2010	JUN 2010	IN PROGRESS		1 Resource added in May; 1 resource regained; New Certification requirement added (ASFSF+)
<b>DEVELOPMENT - MILESTONE DEC. 30, 2010</b>					
Curriculum Outline DRAFT	JUN 2010	AUG 2010		XXXX Design Team	
Performance Tests Created	JUN 30	OCT 2010			
Lessons (IG) Created/Revised	JUN 2010	OCT 2010		XXXX Design Team	
Job Aids Created/Revised	JUN 2010	OCT 2010			
<b>IMPLEMENTATION - MILESTONE FEB. 25, 2011</b>					
Curriculum Outline Complete	FEB. 2011	TBD		XXXX Design Team	

## EX – C.1: Project Planning (POAM) Example, Continued

### Roles and Responsibilities:

**Project Manager:** \*Name, GS  
**Project Lead:** \* Name, GS  
**Project Team Members (Developers):** \* Name (s)

Key Stakeholders	
(Name	Position
*CDR Name (TO)	Executive Sponsor
*LCDR Name	Branch Chief
*ITCM Name	School Chief
*ITCS Name	Asst School Chief
* Name	Quality Assurance
*ITC Name	Primary CG POC
LT Name	Supervisor, IST
Name	Contractor Supervisor

### Resource Requirements:

**People** – Minimum 3 full time designers, 1 project leader, 1 project manager, 1 Quality Assurance, and required SMS and AP availability and expertise

Project Deliverable	Skills Required to Produce Deliverable	Individual(s) with Ideal Skill Set	Estimated Duration	Estimated Date
Revised ASD school – EPQs translated into tasks	DESIGNER: <ul style="list-style-type: none"> <li>ADDIE /ABCD – Analysis</li> <li>MS Live Meeting</li> </ul>		3 Months	Fall 2009 – Winter 2010
TPOs and PEs	DESIGNER: <ul style="list-style-type: none"> <li>ADDIE /ABCD – Analysis/Design</li> <li>MS Live Meeting</li> </ul>		4 Months	Winter 2009 – Summer 2010
Curriculum Design	DESIGNER: <ul style="list-style-type: none"> <li>ADDIE /ABCD – Design/Development</li> <li>MS Live Meeting</li> </ul>		3 Months	Summer 2010 – Fall 2010

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## EX – C.1: Project Planning (POAM) Example, Continued

Project Deliverable	Skills Required to Produce Deliverable	Individual(s) with Ideal Skill Set	Estimated Duration	Estimated Date
Development	DESIGNER: • ADDIE /ABCD – Design/Development		4 Months	Fall 2010 – Winter 2010
	GRAPHIC DESIGNER: Formatting, Graphics, TOC	TBD	1 Months	

**Budget** – Actual costs will not be known until the curriculum design is in place and it is clarified how certain skills will need to be taught, given which tools.

*Additional Comments:*

- XXXX is being phased out and XXXX just bought XXXX. The XXXX lab equipment at the school will need to be removed or replaced. Costs will be factored once learning strategy design requirements are clear.
- Some of the new EPQs could require new equipment for skill building. Costs will be factored once learning strategy design requirements are clear.
- Budget cost estimates will be presented to the Steering Committee for consideration during review of the draft curriculum design

**Project Assumptions:**

The following assumptions were presented and approved at the 13 AUG 2009 kick-off meeting:

- EPQs are final and approved and won't change
- Appropriate resources will be dedicated throughout project as determined by Project Management
- Project Manager – in consultation with Product Leader – has final sign-off for any changes that impact decision matrix
- No incremental changes will be made to the existing course prior to this re-engineering project completion
- This project will not execute short-term incremental course revisions
- Following the ABCD Design phase, existing course modules and/or module content will be leveraged for the new course curriculum (as appropriate)

## EX – C.1: Project Planning (POAM) Example, Continued

### Project Constraints:

Area	Priority		
	Most Constrained	Somewhat Constrained	Least Constrained
Schedule		X	
Scope	X		
Resources			X

- **Scope** is *most constrained* because we must meet the EPQ standards.
- **Schedule** is *somewhat constrained* because we do not want this project to drag on too long, however, if scope changes then the schedule will be negatively impacted. Scope still takes precedent over Schedule.
- **Resources** are *least constrained* and will be kept flexible, because this project is a top priority for Asdf School. Therefore, Accomplished Performers, Subject Matter Specialists, and other required resources will be provided upon request.

### Risk Assessment / Contingency Plan:

Identified Risk	Potential Impact	Likelihood of Occurrence	Difficulty of Timely Detection	Overall Risk*
EPQ s Change	Minimal to High, depending on EPQ	Moderate	Moderate	Moderate
Resources Compromised	High	Minimal	Low	Low
Certification Required	High	High	Moderate	High

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## EX – C.1: Project Planning (POAM) Example, Continued

Identified Risk	Preventive Action	Contingency Action	Trigger	Owner
EPQ s Change	Course Chief maintains communications with Rating Force Master Chief	Course Chief escalates to Project Leader for Schedule impact	First discussion / rumor	<i>Name</i>
Resources Compromised	Strong team communications to monitor progress and "scope creep" by other projects	Seek additional resources if we lose a resource or partial resource	New project; resource is pulled away	<i>Name</i>
Certification Required	Course Chief maintains communications with Rating Force Master Chief	Course Chief escalates to Project Leader for Schedule impact; additional resources sought as appropriate	First discussion / rumor	<i>Name</i>

### Quality Assurance:

Quality Assurance Strategy	Responsible
POAM Criteria Tracking	Project Leader ( <i>Name</i> )
Deliverables Evaluation	<i>Name</i>
Technical Accuracy Evaluation	Course Chief <i>Name</i> , SMS Sign-Off
Formative Evaluation	Design Team (Category Leads) with Peer Review and SMS Sign-Off
Summative Evaluation	Validation Process with Design Team

## EX – C.1: Project Planning (POAM) Example, Continued

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### Change Management:

#### **Change Order Process**

- Escalation (Chain of Command) for Change Requests should be followed.
- Every change request must be documented for communication to project sponsors using the following parameters:
  - Date of Change:
  - Description of Change:
  - Expected Impact of Change:
  - Rationale for Assessed Impact:
  - Recommendations to Mitigate Change:
  - Decision-Makers Regarding Change Approval:
  - Agreed upon Adaptive Action, if Any:
  - Change form must be approved by project manager and project leader
- Every Change Form will be stored in the Project Management folder for audit history.

#### **Version Control Process**

- Every file will be saved with the most recent date (mo day 10) in the shared folder per naming conventions.
- If content changes after final sign-off, the original document must be revised and saved in the folder "Revised Sign Off" next to the folder "Approved."
- Every month the design team will walk through an audit of version control for quality assurance.

#### **Project Documentation Process**

- Designers will adhere to design template protocols.
- Designers will compare templates one week into development for each new phase, to confirm interpretation of project documentation.

#### ***Additional Information – Communications Plan:***

##### **Status Updates**

- Schedule revisited monthly and updated by Project Leader, with communication to Project Manager and Stakeholders
- Weekly status updates to Project mgr. and course Chief per progress
- Project Manager debriefs Exec. Sponsor on developments and progress verbally at staff meetings

##### **Meetings**

- Steering Committee Meetings Quarterly (or sooner if warranted)
- Design Team meetings held by Project Leader weekly
- Project Leader / School Communications Meetings quarterly (or sooner if warranted)

## EX – C.1: Project Planning (POAM) Example, Continued

- Project Leader/Course Chief Updates Bi-Weekly (or sooner if warranted)

### Reports

- Team members to send weekly status reports to project leader.
- Project Leader to send weekly status report to Project Manager and School Chief.
- Status Reports to be sent via email, in simple bullet format.

### Web Files

- Shared file for design team
- Version Control defined by Project Leader
- Back up provided by designer xxxx

### Escalation

- Design Team to escalate to Project Leader (Pxxxx) ASAP
- Project Leader to escalate to Project Manager (Rxxxx) ASAP

### Responsibility Matrix (RACI):

**RACI Matrix** – Who is responsible, accountable, consulted and informed?

Responsible:	Accountable:	Consulted:	Informed:
xxxx(Project Leader) xxxx (Designer) xxxx (Designer)	xxxx (Quality) xxxx (Project Mgr.)	CDR Sxxxx ITC Jxxxx (Course Chief)	LCDR Lxxxx ITCM Wxxxx ITCS Dxxxx

### POAM SIGNATURE (APPROVAL) AND DATE

Title	Signature	Date
Training Officer		
Project Manager		
Project Leader		
School Chief		
School Sponsor		
Project Sponsor		

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## EX – C.2.A: Project Schedule (ET-A Sample)

**Applicability** Higher level project schedule for meeting project milestones.

Updated: 30 Sept 2010

<b>ET Resident Course Production</b>						
<b>Plan of Action and Milestones (POAM)</b>						
<b>Development Team &amp; Primary POC's</b>		Beth Wikle, L3- project lead Rich Payne, GS, course developer ET1 Solari, Curriculum Improvement Team ET1 Smith, Curriculum Improvement Team ET2 Chang, Curriculum Improvement Team ETC Casey, CIT Supervisor				
<b>Project / Course Type:</b> (A-School or C-School)		A-School				
<b>Target Completion Date</b>		New Scope: September 2011 (for pilot course delivery, pending TQC coordination)				
<b>1.0</b>	<b>EPQ Alignment</b>					
		<b>Total # EPQ's</b>	<b># NEW</b>	<b># Changed</b>	<b># Unchanged</b>	<b>Comments</b>
<i>From 1.2</i>	EPQ's (if applicable)	35	12	2	21	<i>See constraints concerning immediate implementation of all EPQ's.</i>
<b>Task No.</b>	<b>Task Description</b>	<b>Start Date</b>	<b>Target Completion (Due Date)</b>	<b>Completion Status / Tracking</b>	<b>Milestone Actually Completed</b>	<b>Comments</b>
1.1	New/Revised EPQ's signed & received				06/2009	
1.2	Determine EPQ Changes	01Jul09	01Aug09	100%	26Jul09	
1.3	EPQ's reviewed against current References	01Jul09	30Aug09	100%	15Jun10	<i>Completed curriculum-wide (for all EPQ's)</i>
1.4	Developer / Resource assigned to implement changes	N/A	01Aug09	100%	08Jul09	<i>Additional ISD resource added to project with scope change (May10)</i>
<b>2.0</b>	<b>Tasking Memo</b>					
2.1	Tasking Letter received from FC-51				02Jul09	
2.2	POAM & Cover Memo to TO for response to FC-51	15 Jul 09	01 Aug 09	100%	10Sep09	
<b>3.0</b>	<b>TPO / EO Development</b>					
3.1	Task List created from EPQ's (and approved)	26Jul09	Aug 2009	100%	22Jun10	<i>Submitted with this update for FC-51 approval.</i>

## EX – C.2.A: Project Schedule (ET-A Sample), Continued

Updated: 30 Sept 2010

<b>ET Resident Course Production</b>						
<b>Plan of Action and Milestones (POAM)</b>						
3.2	TPO's Written or Revised	30Aug09 Phase III: Sep10	15Sep09 Phase III: Oct10	100%	29 Sept 10	
3.3	EO's Written or Revised	30Aug09 Phase III: Sep10	15Sep09 Phase III: Oct10	100%	29 Sept 10	
<b>4.0</b>	<b>Curriculum Outline Developed / Updated</b>					
Task No.	Task Description	Start Date	Target Completion (Due Date)	Completion Status / Tracking	Milestone Actually Completed	Comments
4.1	Curriculum Outline Drafted	15Sep09	Dec 2010	40%		<i>Draft TPO's submitted with this update for review.</i>
4.2	Completion of Curriculum Outline	31Dec10	Dec 2011			<i>*Will not be completed / routed until all Phases of this development effort are complete.</i>
4.3	Curriculum Outline Routed	Jan 2012	Mar 2012			
4.4	Curriculum Outline sent to FC-51	Mar 2012	April 2012			
4.5	Curriculum Outline signed by FC-51					<i>Date we received copy of signed CO</i>
<b>5.0</b>	<b>Instructional Materials Updated/Revised</b>					
5.0	Performance Tests Created or Updated	15 Sep 09	Dec 2010	50%		
5.1	Lessons (IG's) Created or Revised	15Sep 09	Dec 2010	31%		<i>Phase I&amp; II complete</i>
5.2	<i>Task 5.2: N/A for Resident Development</i>					
5.3	Job Aids Created or Revised	15 Sep 09	Feb 2011	80%		<i>Drafts completed, validation underway</i>
5.4	Materials to AP's for review	15 Sep 09	June 2011	40%		<i>Ongoing</i>
5.5	Student Materials (SG's) created or revised	15 Sep 09	June 2011	31%		<i>Phase &amp; III complete</i>
5.6	Other:					

## EX – C.2.A: Project Schedule (ET-A Sample), Continued

Updated: 30 Sept 2010

<u>ET Resident Course Production</u> <u>Plan of Action and Milestones (POAM)</u>						
11.0	Implementation of Resident Courses <i>(Note: Tasks 6.0 – 10.0 apply to Non-Resident Development)</i>					
Task No.	Task Description	Start Date	Target Completion (Due Date)	Completion Status / Tracking	Milestone Actually Completed	Comments
11.1	Validation of Course	Nov 2009	August 2011			<i>Phase I &amp; II validated-6/2010</i>
11.2	Course Materials Updated as a result of Validation	Dec 2009	September 2011			
11.3	Hand-off of new Course Materials to School for Implementation	Nov 2009	October 2011			<i>Phase I &amp; II (new EPQ's) is handed off to school and incorporated into current curriculum – 6/2010</i>
11.4	Scheduled delivery of new course	Dec 2010	December 2011			

*End*

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## EX – C.2.B: Project Schedule (ET-A Detailed Sample)

**Applicability** Use of a more detailed project schedule, maintained by project lead assists in tracking of project details (partial sample shown below).

Project:	<b>ET A Resident Course - Update</b>
Developer(s):	B. Wikle, R. Payne, ET1 Solari, ET1 Smith, ET2 Chang
Target Completion Date:	September 2011 (for pilot / validation, pending TQC coordination)

■	Behind schedule
■	At risk
■	On schedule
■	Completed

M (Milestone) or Task No.	Task Description	Owner	Start Date	Target Completion Date	Status	Milestone Actual Completion Date	Comments
<b>Phase I - Alignment</b>							
	Assign Developer / Resource(s) to implement changes (per Tasking Letter)	TO/CG	5/1/2010	5/1/2010		5/1/2010	Done Richard Payne added to team
	Prepare for Project Alignment meeting	MD/BW	5/4/2010	5/4/2010		5/4/2010	and M. Dahms; followed up with LCDR
	Develop preliminary list of; deliverables, resources, project constraints, assumptions, and any other issues that may need to be clarified or aligned with client.	BW	5/4/2010	5/4/2010		5/4/2010	See Alignment Reports.
	Send meeting agenda to attendees	BW	5/4/2010	5/4/2010		5/4/2010	Completed
	Conduct Re-Alignment Meeting	MD/BW	5/4/2010	5/4/2010		5/4/2010	Completed
	Document results of meeting / Alignment Report	BW	5/5/2010	5/14/2010		5/10/2010	Sent to M. Dahms for review.
<b>M</b>	<b>Project Alignment and Initial Project Plan signed off and approved</b>	<b>MD</b>	<b>5/14/2010</b>	<b>5/20/2010</b>		<b>5/12/2010</b>	<b>APPROVED.</b>
	Project schedule drafted	BW	5/3/2010	6/30/2010		7/3/2010	Ongoing with completion date of 12/31/2010.
	Draft POAM in response to Tasking Letter	MD	6/1/2010	6/30/2010		6/20/2010	Primary Responsibility: CG Management
	Submit POAM & Cover Memo to TO for response to FC-51	PM/CG	6/30/2010	7/15/2010		8/1/2010	Primary Responsibility: CG Management
<b>M</b>	<b>Approval of POAM</b>	<b>CG</b>	<b>7/15/2010</b>	<b>8/30/2010</b>		<b>8/27/2010</b>	Approved by FC-51, LCDR Pearson (and RFMC), via email confirmation

<b>Phase II - Task Analysis (Major Accomplishments)</b>							
	Determine EPQ Changes (new, changed, deleted, no change) - Complete Curriculum Review	IST/CIT	5/3/2010	5/7/2010		5/7/2010	ETCS Roquemore, ETC Casey, ET1 Solari, ET1 Mason, ET1 Smith, R. Payne, and B. Wikle met and finalized the list.
	Interview AP's/SMS's for MA's	ISD/CIT Team	5/3/2010	5/7/2010		5/7/2010	Interviews have been completed for all new tasks.
	Draft MA's	ISD/CIT Team	5/3/2010	5/7/2010		5/7/2010	Completed and documented on the SS1.
	Obtain list of accomplished performers (AP) and/or Subject Matter Experts (SME) from client if not already provided.	ISD/CIT Team	5/3/2010	ongoing			Ongoing. We will be validating all of the tasks with additional Aps/SMS in the field.
	Validate MA's with AP / stakeholders	ISD/CIT Team	5/7/2010	5/14/2010		5/10/2010	All stakeholders have reviewed.
	Revise MA's - Draft NPP Summary Sheets (for ABCD design process)	ISD/CIT Team	5/7/2010	5/10/2010		5/10/2010	
	Submit NPP SS#1 - MA's for approval	ISD/CIT Team	5/10/2010	5/21/2010		5/18/2010	Sent to M. Dahms for review.
	Re-submitted NPP SS#1 for approval	ISD/CIT Team	5/21/2010	5/28/2010		5/18/2010	Sent to M. Dahms for review.
<b>M</b>	<b>Approval of Major Accomplishments</b>	<b>CG</b>	<b>5/21/2010</b>	<b>5/28/2010</b>		<b>6/7/2010</b>	<b>Approved by M. Dahms</b>

<b>Phase II - Task Analysis, (Task List)</b>							
	Confirm AP's for Task Analysis	ISD/CIT Team	5/3/2010	5/14/2010		5/14/2010	Documented on the Draft Task List.
	Draft task list from EPQ's and grouped under MA's	ISD/CIT Team	5/10/2010	5/14/2010		5/14/2010	Finalizing draft list of tasks from EPQs with CIT team. B. Wikle will send to L-3 for review.

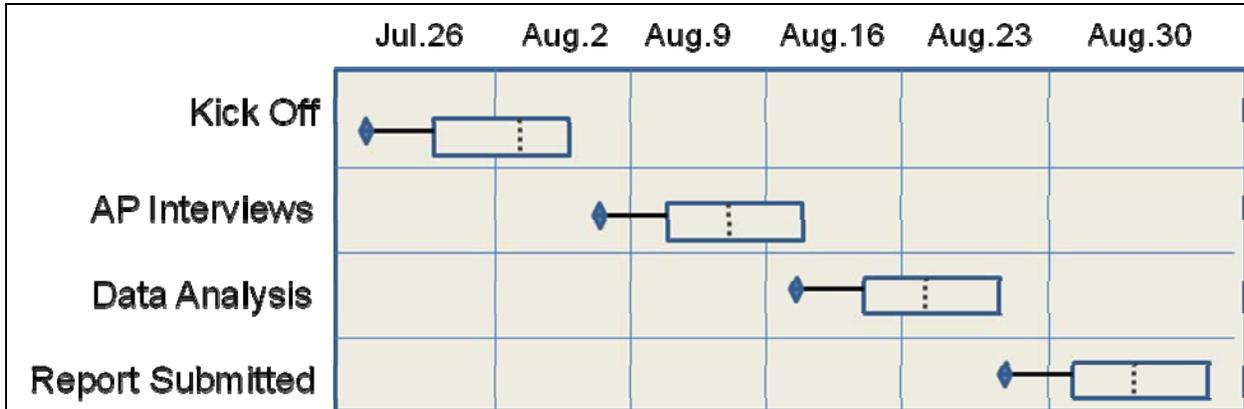
## EX – C.2.B: Project Schedule (ET-A Detailed Sample), Continued

	Interview AP's/SMS's: Determine tasks	ISD/CIT Team	4/25/2010	5/14/2010	5/14/2010	Interviews for entire team have started. Interviews to continue through 5/14/2010.
	Validate draft Task list with AP / stakeholders	ISD/CIT Team	5/3/2010	5/14/2010	5/14/2010	<i>ETCS and Chief have reviewed this work.</i>
	Draft NPP SS#3	ISD/CIT Team	5/14/2010	5/28/2010	5/27/2010	Completed and handed into K. Jensen on 5/21/2010.
	Finalize Task List from EPQ's and submit	ISD/CIT Team	5/21/2010	5/28/2010	5/28/2010	<i>Handed to M. Dahms 5/27/2010</i>
M	Approval of Task List	M. Dahms	6/7/2010	6/7/2010	6/7/2010	<i>M. Dahms approved task list</i>
M	NPP SS#3 Approved	CG	6/7/2010	6/7/2010	6/7/2010	Sign-off of NPP SS#3
	Stakeholder meeting	MD/BW	5/27/2010	5/27/2010	5/27/2010	
	Assign ET Instructors to Project	Chief Casey	5/27/2010			One instructor for each unit (10 or 11)
	Schedule JAWS workshop for instructors and location	Chief Casey	5/27/2010			Scheduled for 6/30-7/1/2010. P. Robbins and M. Dahms
	EPQ reference changes	Chief Casey	5/27/2010	6/15/2010		ETCM Jackson announced references changing at TO meeting.
	Develop plan for collecting the detailed task data SS4s	ISD/CIT Team	5/10/2010	6/30/2010		233 Tasks as of 6/14/2010; R. Payne/SINS/AIS; ET1 Smith CRYPTO/CCTV; ET1 Solari HF Transceiver/Antenna; B. Wikle A-D and VHF Transceiver/Antenna
	Begin AP interviews for collecting task data for SS4s	ISD/CIT Team	5/20/2010	7/1/2010		Ongoing
	Draft NPP SS#4's from interviews	ISD/CIT Team	5/20/2010	7/2/2010		Ongoing
	Validate task data with AP's / SMS's	ISD/CIT Team	5/21/2010	7/3/2010		Ongoing
	Review NPP SS#4 and submit for approval - Packet A	BW	5/22/2010	7/4/2010		6/15/2010: SS4s for SINS/AIS, Test Equipment, Connectors, VHF Transceiver, VHF Antenna, and Direction Finder. Approximately 60% of the tasks.
	Review NPP SS#4 and submit for approval - Packet B	ISD/CIT Team	5/22/2010	7/4/2010		SS4s for Safe environment, HF Transceiver, HF Antenna, Documentation, Cryptographic, and CCTV. Approximately 40% of the tasks.
	Review NPP SS#5 and submit for approval	ISD/CIT Team				n/a
	NPP SS#4 Approved	CG				

Pre-Design (Task Step Data)						
	Gather step-level description from interviews with AP's / SMS's	ISD/CIT Team	6/28/2010			
	Pre-Design WS1 drafted for all tasks	ISD/CIT Team				
M	Pre-Design WS#1 Approved					IAW QMIM
	Draft TPO's using Task Data collected	ISD/CIT Team				One per TPO
	Review all TPOs and submit for approval	ISD/CIT Team				
M	TPO's Approved					IAW QMIM
	Drafts Performance Tests	ISD/CIT Team				
	Edits to Performance Tests, as needed	ISD/CIT Team				
	PT's printed for school (sent to print shop)	ISD/CIT Team				
M	Performance Tests Approved	CG				IAW QMIM
	Draft Job Aids (as needed)	ISD/CIT Team				
	Edits to Job Aids, as needed	ISD/CIT Team				
	Job Aids printed for school (sent to print shop)	ISD/CIT Team				
M	Certification of technical accuracy of Job Aids	School/AP				

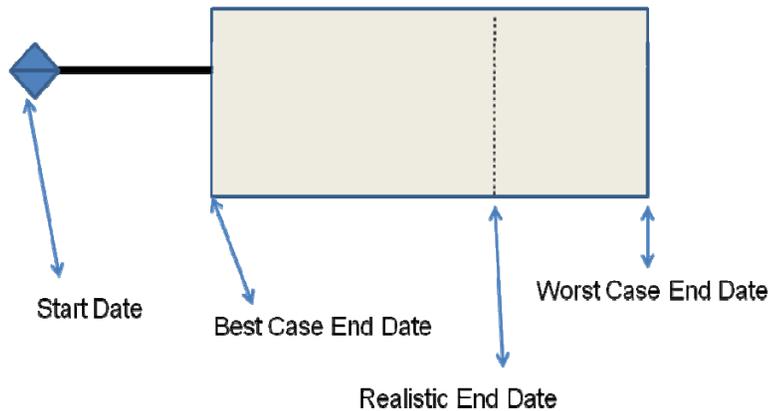
## EX – C.3.A: Gantt Chart “Box” Schedule

**Applicability** The “box” schedule below displays a bar timeline with high-level start/completion dates.



Source: <http://chandoo.org/wp/2010/07/09/gantt-box-chart-proposal/>

The image below describes the boxes displayed in the Gantt chart example above.

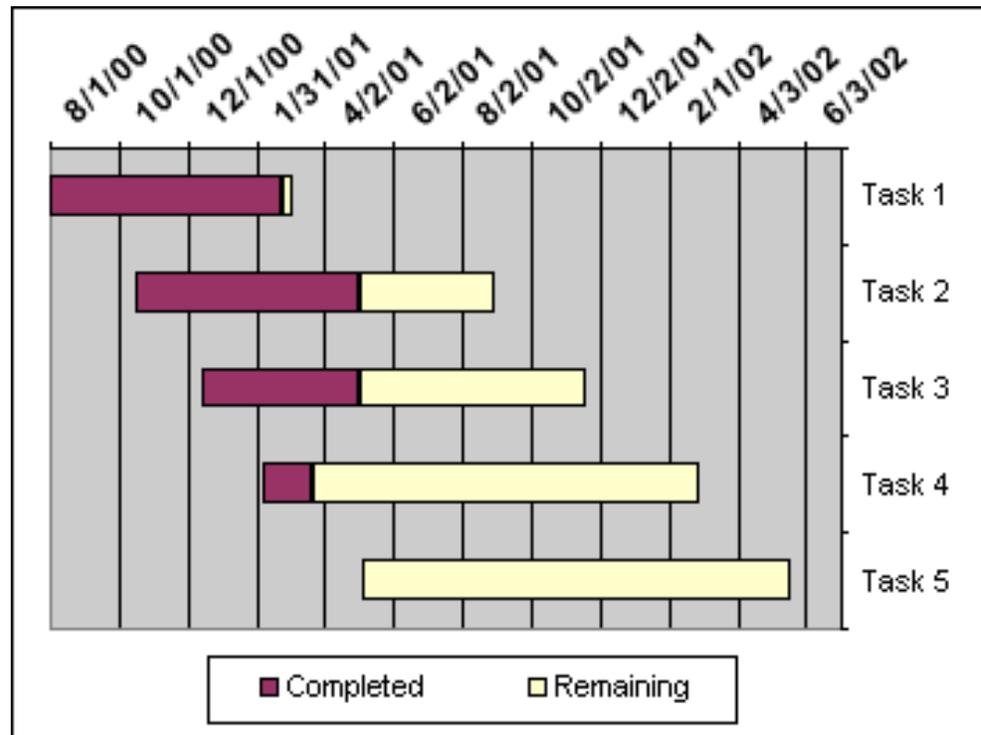


## EX – C.3.B: Simple Data Gantt Chart

### Applicability

The sample Gantt Chart below shows the timeline along the top of the chart, the tasks listed on the far right, and color-coded bars depicting completion and in-progress status per task.

*TOOLS: Gantt Charts can be created in many software applications, including Visio, Excel, MS Project, to name a few.*



Source: <http://office.microsoft.com/en-us/visio-help/communicate-schedule-details-with-a-visio-gantt-chart-HA010147271.aspx>

## EX – C.3.C: Traditional Data Gantt Chart

### Applicability

The sample Gantt Chart below shows the timeline in two columns – START DATE and FINISH DATE as well as displays the timeline in bar format. The tasks are listed in the far left column, in sequence. Duration per task is also captured in a separate column, and there is a column to track percentage of completion. In some instances, projects cannot be tracked using percentages as it is difficult to quantify and assess the percentage of the project completed.

**Note:** Sometimes people choose to highlight only the table (task/start and finish columns) and omit the bar chart on the far right. You can use whatever approach works best for your skills, your audience, and your project.

ID	Task Name	Start	Finish	Duration	% Complete	2000		
						Aug	Sep	Oct
1	Find New Offices	8/1/2000	8/14/2000	10d	100%			
2	negotiate lease	8/14/2000	8/16/2000	3d	100%			
3	architect plan	8/22/2000	8/22/2000	0d	0%			
4	<b>begin buildout</b>	<b>8/24/2000</b>	<b>10/2/2000</b>	<b>28d</b>	<b>0%</b>			
5	structural	8/24/2000	9/21/2000	21d	0%			
6	interior design	9/22/2000	10/2/2000	7d	0%			
7	move furnishings	10/5/2000	10/11/2000	5d	0%			
8	install IT equip.	10/12/2000	10/20/2000	7d	0%			
9	move in	10/23/2000	10/23/2000	0d	0%			

Source: <http://office.microsoft.com/en-us/visio-help/communicate-schedule-details-with-a-visio-gantt-chart-HA010147271.aspx>

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## EX – C.4.A: *Managing the Project – Status Collections, Communications, and Updating (Example 1)*

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### Applicability

One example of a project manager's strategy for collecting, communicating, and updating project status was provided within Chapter 2, the following are some additional examples.

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Expectation	Owner	Description
Schedule should be updated weekly and re-distributed after each milestone	Project Leader	Email attachment to Project Management / Key Stakeholders / Project Team
Steering Committee should meet once a month	Project Manager	Face-to-Face meeting in Conference Room for decision-making and updates
Project Team should meet once a week to ensure change management, project tracking	Project Leader (With All Team Members)	Face-to-Face meeting on base for discussion of any change management issues, successes, challenges, etc.
Unexpected Surprises requiring Urgent Action	Project Leader	Escalate all matters to Project Leader, who will implement change management process as defined.

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## **EX – C.4.B: *Managing the Project – Status Collections, Communications, and Updating (Example 2)***

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### **Status Updates**

- Schedule revisited monthly and updated by Project Leader, with communication to Project Manager and Stakeholders
- Weekly status updates to Project manager and Course Chief per progress
- Project Manager debriefs Executive Sponsor on developments and progress verbally at staff meetings

### **Meetings**

- Steering Committee Meetings Quarterly (or sooner if warranted)
- Design Team meetings held by Project Leader weekly
- Project Leader/School Communications Meetings quarterly (or sooner if warranted)
- Project Leader/Course Chief Updates bi-weekly (or sooner if warranted)

### **Reports**

- What type of reports will we create, who will create them, and who will receive them?
- What content and level of communication is appropriate for whom?
- How detailed should reports be and in what format?

### **Escalation**

- Design Team to escalate to Project Leader ASAP
-

## **EX – C.4.C: *Managing the Project* – Status Collections, Communications, and Updating (Example 3)**

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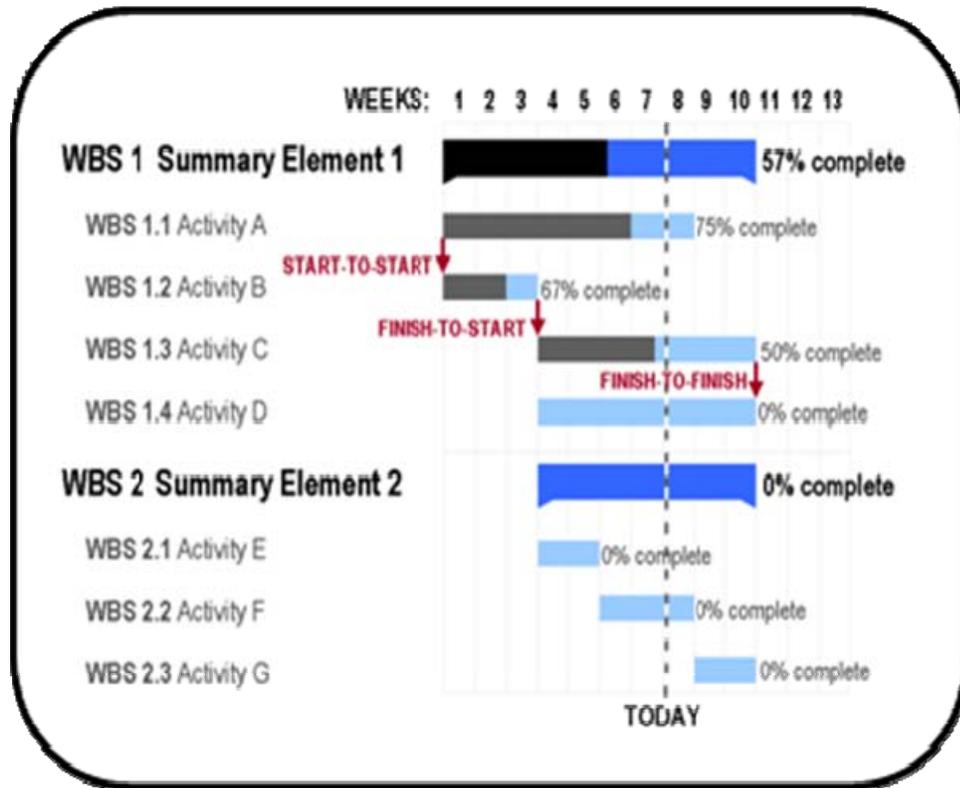
Information similar to the below are often the details used in tracking the project on your project schedule.

<b>Task</b>	<b>Est. Duration</b>	<b>Target Start Date</b>	<b>Actual Start Date</b>	<b>Target Finish Date</b>	<b>Calculated New Finish Date</b>	<b>Actual Finish Date</b>
Create XYZ job aid	15 days	10 APR	13 APR	28 APR	2 MAY	1 MAY
Design logo	2 days	12 APR	15 APR	15 APR	18 APR	22 APR

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## EX – C.4.D: *Managing the Project – Status Collections, Communications, and Updating (Example 4)*

This example of a Gantt chart schedule is another way to present the information discussed in *Part 1: Planning the Project: Project Schedule* section of Chapter 2. It is presented here, because schedules will need to be updated in detail during status collection and updating.



Source: <http://en.wikipedia.org/wiki/File:GanttChartAnatomy.png>