



# 2020 Census Program Management Review

**WBS 1.107 - Schedule Management**  
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# Schedule Development Review

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- Schedule activity templates were given to teams back in May of 2012 to get the ball rolling (recall team scope was finalized in May as well)
- In July an earnest effort began to mature the activities and relationships between activities
- Considerable progress continued through end of August, when we baselined the schedule
- Issued a “Shortcomings of the baselined schedule” memo



# The Plan

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- **Purpose of schedule:** To help the program and project teams meet their goals in an organized way
- As part of the push to get to baseline we used the following logic for a tiered approach:
  - Tier 1 Strategic Program Milestones
  - Tier 2 Project Summary Milestones
  - Tier 3 Summary Work Breakdown Structure Schedules
  - Tier 4 Detailed Project Schedules
- The Tier 4 detailed project schedules are based on the R&T phase of the 2020 Census 13-year life cycle
- Primavera will be used for the R&T phase. Primavera and MS Project will be assessed in the FY13 timeframe.
- Monthly statussing cycle



# The Tool

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- Successfully used Primavera in 2010 for integrated schedule
- Enterprise push to use Microsoft Project Server
- Document the key challenges and opportunities for MS Project Server (Bake-off)
  - 120 Requirements
  - 72 Key Requirements
  - MS Project – support
  - Complete this summer
  - Decision for tool to take us through 2023
- Primavera and MS Project Server – both have significant pluses and minuses



# Recent Accomplishments

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- Schedules completed for Teams that continued to evolve:
  - 8.102 Ad Rec Fitness-for-use, 8.107 Ad Rec Modeling, and Field Tests have made significant changes over the past 4 months
  - New FY13 Teams kicked off and are starting to create schedules
  - SE&I scope definition
- Field Tests were delayed (completed schedule rework)
- Just completed upgrade of Primavera software (to 8.2)
  - Improves team interface – team statussing and report generation
  - Changes to processes
- Rebaselined the schedule



# Processes

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- Goal is to document these processes and then perform process improvement
  - Baselining process
  - Change Request process
  - Statusing process
  - Report generation process
- Longer term goal is to automate the processes via SharePoint





# Reports

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- Balanced Scorecard
- Monthly Status Reviews (MSR)
- Dashboard metrics
- Program Manager reports
- Team Critical Path reports
- Key Activity Reports
- The Integrated Master Schedule (pdf) – twice a week
- Teams can now create their own reports



# Risks

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- Identified project risks including:
  - IF the 2020 Census program does not move toward implementing EVM in the Decennial Schedule, THEN essential integrated cost and schedule intelligence will not be available to the projects or the program and project management skills/functionality will not continue to evolve.
  - IF schedule process rigor around re-scoping of 20R&T activities does not increase, THEN the program will not achieve schedule stability, such as content of activities, dependencies, and logic that impact team and program critical paths and reporting.



# Near Term Focus

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- Update the project risk register
- Document our 4 processes
- Mature schedule around 2013 Site Test
- Train new staff
- Provide the tool assessment results to management
- Incorporate ongoing change requests

