ONTARIO POWER GENERATION

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PROJECT SCHEDULE MANAGEMENT

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Revision Summary

Revision Number	Date	Comments
R003	2021-01-15	Revised under section 2.3.4 for PMs on communicating changes requiring management attention into a schedule narrative.
R002	2020-09-10	2.2.19 For project level A, B and C, the Project Manager should request that contractors provide a *Basis of Schedule* document with the submission of the baseline schedule. is revised to only required for project level A and B for execution phase. 2.3.4 is revised for be applied only to project level A and B.
R001	2019-07-31	Revised to cover all projects, including strategic projects and portfolio projects.
R00	2019-03-26	Initial issue.

1.0 DIRECTION

The objective of schedule management is to manage the timely completion of the project. The schedule is critical to properly strategize, plan and prepare for upcoming project work, resource requirements and corrective actions as required. The schedule is a primary component to earned value management.

This document receives direction from the Project Management [R1] standard and is a component of the overall Enterprise Project Management governance framework. This framework is applicable to all Strategic / Portfolio projects planned and executed within OPG.

All projects during gate progression review, need to fulfil the specific schedule requirements for the assigned project level as defined in the Scalable Project Delivery Model [R2]. This includes the use of established Project Management Information Systems [PMIS] tools and software for managing related project work. The primary PMIS scheduling software is Primavera. The project manager is responsible for ensuring that the integrity and confidentiality of schedule information is maintained throughout the life cycle of the project.

The Scalable Project Delivery Model [R2] provides a scaled application of project management principles and processes reflective of a projects complexity and cost. The model provides the minimum requirements for a project by knowledge area. It is expected that Project Managers will apply the intent of the knowledge area and exceed the minimum requirements as appropriate. The Business Unit Execution Line Management and/or Project Management Office may define additional requirements based on the specific project and program / portfolio requirements.

All project information and documentation that does not exist within PMIS should be maintained and stored within SharePoint in a standardized project working folder structure. Related project records and controlled documents should be managed in accordance with the Project Communication and Stakeholder Management manual [R3].

Note: ***Strategic Projects and/or Programs*** may have additional or varied expectations and/or requirements for projects within the program, and for the overall program itself. These should be documented in a project controls plan (or equivalent).

1.1 Overview

Schedule Management includes the processes, tools, roles and responsibilities to plan and manage the work of a project to enable completion within its approved timeline. The time, effort, degree of detail and extent of application of schedule management elements should reflect the complexity, cost and duration of the project.

The schedule is the main planning tool used to understand and communicate the status, interrelationships and dependencies among project activities and deliverables.

Schedule Management includes the following processes:

- Plan Schedule Management (Section 2.1)
- Develop Schedule (Section 2.2)
- Control Schedule (Section 2.3)

The first two processes result in the formation of a *schedule performance measurement baseline*. The schedule management process uses a top-down approach for schedule development and a bottom-up approach for schedule control and change management.

Desktop guides and templates associated with this manual are available on the Enterprise Project Management website.

2.0 SCHEDULE MANAGEMENT PROCESSES

2.1 Plan Schedule Management

Plan Schedule Management is the process of establishing the plan and associated documentation for developing, managing, executing, controlling, and closing the project schedule. The key benefit of this process is that it provides guidance and direction on how the project schedule will be developed and managed throughout the project.

2.1.1 The Schedule Management Plan should be included in the Project Management Plan (PMP) as per the Project Integration Management manual [R4].

2.1.2 The Schedule Management Plan should describe how the planning should be performed in accordance with the requirements within the Scalable Project Delivery Model [R2]. This may include:

- Scheduling methodology and tool including OPG and contractor interface if applicable (i.e. multi-level or multi-layer scheduling).
- Required level of accuracy (e.g. P50, P90, etc.).
- Units of measure (e.g. staff hours, days or weeks for time measures, or meters, liters, tons, cubic meters for quantity measures).
- *Work Breakdown Structure* (WBS) integration.
- Schedule model maintenance (i.e. process for updating and recording progress of the project during the project life cycle).
- Control thresholds (e.g. an agreed amount of variation to be allowed before some corrective action becomes necessary. Thresholds are typically expressed as percentage deviations from the baseline).
- Rule of performance measurement. Refer to Project Schedule Management Guide [R5] for details on Earned Value Management.
- Reporting formats and frequencies.

2.2 Develop Schedule

Schedule development is the process of creating and analyzing the *WBS*, *activities*, activity logic and sequences, durations, resource loading and schedule constraints to create the project schedule. Scheduling provides a detailed plan that represents how and when the project will deliver the products and results defined in the project scope and is as a tool for communication, managing stakeholder expectations, and as a basis for performance reporting.

2.2.1 The project schedule should meet the minimum requirements as per the Scalable Project Delivery Model [R2]:

All project levels

- Standard milestones should be developed and coded to enable consistent program / portfolio reporting. Project milestones should be entered directly into Primavera schedule, or via the Schedule Milestone BI Interface Tool (Project level D only). Refer to the Enterprise Project Management website for standard Project Milestones and Schedule Control Coding desktop guides.

Project level A and B

- A *level 2 resource-loaded schedule* should be developed and maintained by OPG in OPG's instance of Primavera. This *control schedule* should contain the full project scope and life cycle. It should be used for all OPG project performance reporting.
- A *level 3 resource-loaded schedule* should be developed and maintained by the contractor(s) and/or OPG in the contractor(s) and/or OPGs instance of Primavera. This schedule should satisfy the requirements within Project Schedule Management Guide [R5] and should be aligned with the OPG *level 2 control schedule*.
- Earned Value Management should be applied in both OPG and contractors' schedules on the *level 2* work package.

Project level C

- A *level 2* schedule should be developed and maintained by OPG in OPG's instance of Primavera. This *control schedule* should contain the full project scope and life cycle. It should be used for all OPG project performance reporting. Although resource loading is not required, it is recommended.
- A *level 3 schedule* should be developed and maintained by the contractor(s) and/or OPG in the contractor(s) and/or OPG's instance of Primavera or equivalent.

Project level D

- Major milestones should be baselined and performance managed by OPG. Contractors should develop and maintain a working level schedule with an activity list as required in order to manage the work.

Exception to above requirements

For project work requiring integration with a station/plant, the project schedule must satisfy scheduling and work management requirements established by the station/plant. This may result in OPG and the contractor developing and maintaining an integrated Level 3 resource loaded schedule in OPG Primavera. In this case, the schedule should apply the multi-layer model in which OPG manages and controls level 2 activities, while the level 3 activities are managed by the contractor.

2.2.2 The project schedule should be developed utilizing either the multi-**layer** scheduling or multi-**level** scheduling model. Additional guidance on model selection is provided in Appendix A and the Project Schedule Management Guide [R5].

2.2.3 The project schedule should be developed in accordance with the project WBS, established during scope definition as per Project Scope Management [R6] requirements and the standardized WBS. The project schedule should utilize the same numbering nomenclature for WBS path and Work Package IDs to facilitate integration between the PMIS.

2.2.4 The project WBS should be deliverable oriented and based on the project Scope of Work (SOW). The WBS should reflect contract strategies and project implementation strategies so that work scope, budgets and responsibilities can be clearly allocated.

2.2.5 The project schedule should be developed using *rolling wave planning* (e.g. progressive elaboration) in accordance with Project Phase-Gate Management [R7] requirements. Immediate and current phase schedules should contain greater detail (e.g. *level 3* activities) while the schedule for the future phases will have less detail (*level 2* planning packages).

2.2.6 The project WBS may be further refined during schedule development to reflect how the work will be executed and managed. Any changes to the WBS should be managed through Project Integrated Change Control [R8].

2.2.7 The project *level 2 work packages* should be elaborated on by the team that will be responsible for the execution of the work. The characteristics of a well-designed *level 2 work package* and *level 3 activity* include:

(a) The activity is a measurable and discrete element (or block) of work that is a tangible element of project scope.

(b) A single person is responsible for the performance of the activity. This does not preclude the idea that multiple resources may be required to accomplish the activity, but it does require that a single entity is responsible for its performance.

(c) Activities describe the work that needs to be accomplished. As such, the description of each activity starts with a verb and contains a unique, specific object. Each activity description should be unique and leave no room for confusion, that is, it can be identified without ambiguity and it should be independent on the schedule presentation grouping or organization. For example, "pour the east wall foundation from *x* to *y*".

(d) The work represented by an activity, once started, should be capable of proceeding to completion without interruption (except for naturally occurring non-work periods in the calendar). If the work on an activity is suspended or delayed, it is often beneficial for the activity to be split into two or more activities at natural break points.

(e) Typically, an activity's duration should be less than 2 times the update cycle. This allows management to focus on performance and corrective action if needed. Exceptions to this general rule are continuous activities (e.g. summary activities such as boring a 2-mile long tunnel), procurement activities where a single work item can take significantly longer than two update cycles, or a *level-of-effort* (LOE) such as administrative support. The typical update frequency is weekly for *level 3 activities*, and monthly for *level 2 work packages*.

Care needs to be given to LOE activities, because if they are given static durations equal to the length of the entire project, they may end up on or driving critical path. By their very nature of supporting detailed work activities, LOE cannot drive the project duration and cannot be critical. It is a good practice to define LOE activities in such a way that they will take their duration from the detailed activities that they support.

2.2.8 *Task Dependent Activities* and *Milestones* should be connected with logic. Every activity and milestone except the first (with no predecessor) and the last (with no successor) should be connected to at least one predecessor and one successor. This prevents the schedule from containing open-ended activities and will enable proper analysis of the critical path and float.

2.2.9 The project schedule *activities* and schedule logic should consider interfaces between organizations and work groups (both contactor(s) and OPG) and integration with station on-line or outage scheduling.

2.2.10 The duration for each *activity* should be determined by estimating how long it will take to complete the defined work activities. This information may come from estimates, contractor estimates and supporting organizations however, resource availability should be taken into consideration.

2.2.11 Progress measurements to support Earned Value Management (EVM) should be incorporated into the project schedule. Measurements include Labor Hours, work quantities, commodities, and/or weighted activity steps.

2.2.12 The project schedule float values (*total float* and *free float*) should be calculated and assessed by the project team to confirm schedule feasibility and identify areas of risk.

2.2.13 The project team should perform a thorough review of the project schedule and should consider the analyzed project end date, milestone completion dates, critical path(s), total float values and resource requirements (compared to resource availability) to determine the acceptability of the schedule. Schedule reviews should also assess the possibility of conflicts with external project factors such as other projects and operational demands.

2.2.14 The project schedule (both OPG and contractor) should be reviewed prior to baselining for overall quality, and is an input into Project Phase-Gate Management [R7]. Schedule quality checks should be performed periodically to ensure the schedule quality, including minimal use of constraints and level of effort activities, no open-ended activities, minimal use of lags (positive and negative), no negative float, and identification of the critical path, etc.

2.2.15 The project schedule should be reviewed and approved in accordance with the Scalable Project Delivery Model [R2] and Project Phase-Gate Management [R7] requirements prior to baselining.

- Project level A, B and C schedules should be reviewed by the Business Unit PMO, PMO subject matter expert (if required), and approved by OPG project manager.
- Project level D milestones and any supporting contractor schedules or activity lists should be approved by OPG project manager.

2.2.16 The *schedule performance measurement baseline* should be first established at the completion of the Initiation phase and approval of Gate 1, and may be further refined as per *rolling wave planning* and Project Phase-Gate Management [R7] requirements.

2.2.17 The *schedule performance measurement baseline* will provide the benchmark to measure project performance against. All baseline comparisons and management will occur at the milestones and *level 2 work package.* Detailed *level 3 activities* should be monitored and controlled by the project team to ensure work progresses and deliverables are achieved as per the commitments made within the *work package*. This includes calculating and analyzing changes to *level 3 activities* to assess potential impacts to milestones, work packages and/or other projects.

2.2.18 Where *multi-level scheduling* is used (i.e. *level 3* contractor schedule is in a separate schedule than the OPG *level 2 control schedule*) the contractor and OPG *schedule performance measurement baselines* at the *level 2 work package* should be in alignment, or discrepancies understood and documented.

2.2.19 For project level A and B, the Project Manager should request that contractors provide a *Basis of Schedule* document for the project execution phase as minimum requirement, with the submission of the baseline schedule. Other phases of the project lifecycle can be addressed if required. The document should include the following, or reference the document that the information is captured in:

- Summary description of the scope, main deliverables and project implementation strategies

- List of all project/payment milestones and key dates
- WBS structures and integration
- Calendars used by the various activities
- Risks, Assumptions and Constraints relevant to the schedule
- Identification of the Critical Path
- Value Units and Earning Rules of all Work Packages
- Resource histograms with identification of availability
- Schedule Contingency
- Major Interfaces
- Coding structures for generating the various schedules layouts

2.3 Control Schedule

Control Schedule is the process of monitoring the status of the project to update the project schedule and managing changes to the schedule baseline. The key benefits of this process is that the schedule progress is reported and known, and the schedule baseline is maintained throughout the project providing a reliable source for measuring project performance. This process enables the early identification of problems, minimizing their impact on the successful completion of the project.

2.3.1 The OPG *level 2 control schedule* should be updated at a minimum monthly as per the Project Schedule Management Guide [R5]. The update cycle should consider the rate of change in the project, the duration of the project, etc. The OPG and/or contractor *level 3* schedule should be updated at the same frequency, or more frequent than the OPG *level 2 control schedule* as determined by the project manager. For volatile, high risk projects, updates may be required on a weekly basis or for every shift change.

2.3.2 For level D projects, the *milestones* should be updated at a minimum monthly as per the Project Management Month End Process detailed in the Project Integration Management manual [R4].

2.3.3 The project schedule should be updated and progressed according the actuals and remaining work as of the *data date*. This includes updating actual starts and actual finishes achieved; recording the amount of work accomplished and the time needed to complete in progress work; and reflecting any changes in duration for future activities. For *resource-loaded schedules* the remaining labour hours should be updated to enable

> Quality control practices should be in place to identify the entry of actual dates beyond the data date, percent complete values being reported that are not valid in relation to the dates, and activities that are being carried on the data date.

accurate projections of labour requirements and schedule risks. The calculated

schedule progress updates are an input into Earned Value Management and, for level A, B, and C projects, are an input into the cost system.

2.3.4 The project schedules prepared by contractors for Scale A and B should be submitted to the project team at a predetermined frequency (minimum monthly) as defined by the project manager. Project managers should document schedule changes from the previous reporting period, including information requiring management attention into a narrative summary report. Material changes should be formally communicated and approved by OPG before implementation and are documented through the Project Integrated Change Control process [R8].

2.3.5 The project team should monitor and control the project and the project schedule in accordance with Project Integration Management process [R4] and Project Schedule Management Guide [R5]. This includes validating that the percent progress accurately reflects the achieved deliverables, and is in accordance with pre-established rules of credit (or earning rules).

2.3.6 Management of the *schedule performance measurement baseline* should be in accordance with the Project Integrated Change Control [R8] process, and will be supported by the EPO subject matter expert and Primavera system administrator.

2.3.7 Any changes to the *schedule performance measurement baseline* should consider the aggregate impact to the project, including cost. Changes to the schedule baseline should only be made for activities that are new or approved for change, and those activities that are directly linked to them.

2.3.8 The project team (OPG and contractor) should maintain records that explain changes in activity durations or logic as they are being made in the project schedule. This can be achieved though activity log notes or change management notes or codes. Such records and coding can be used to reconstruct changes to project schedules and provide documented justification for alterations.

2.3.9 The project manager should ensure that all project performance discussions and data entry within the PMIS occur as per the month end process to support month end reporting. This includes but is not limited to: progress calculations and schedule updates; and earned value calculations.

2.3.10 The project manager, with support from the business unit PMO, should monitor and analyze work performance information compared to the *schedule performance measurement baseline*. Variances in the work performed against plan should be evaluated at the work package and control account level, and corrective actions implemented.

2.3.11 The project manager should perform project performance reporting in accordance with Project Communication and Stakeholder Management [R3]. For projects using earned value analysis (level A and B projects), the following key performance indicators are documented and included in standardized work performance reports.

At Completion Labor Units	• The expected total Labor Units at Completion.

	• At Completion Labor Units = Actual Labor Units + Remaining Labor Units
Labor Units % Complete	• A measure of the percentage of work volume complete as the ratio of Actual Labor Units to the Labor Units At Completion • Labor Units % Complete = Actual Labor Units / At Completion Labor Units
Schedule Performance Index (SPI)	• A measure of schedule efficiency expressed as the ratio of Earned Value to Planned Value. An SPI higher than 1.0 means the project is ahead of the schedule and that the work actually done is more than what is planned so far. SPI can be calculated by Cost or Labor Units. • SPI = EV / PV
Schedule Variance (SV)	• A measure of schedule performance expressed as the difference between the Earned Value and the Planned Value. A negative SV means the project is behind the schedule. SV can be expressed by Cost or by Labor Units. • SV = EV — PV
Variance BL Project Labor Units	• A projection of the amount of Labor Units deficit or surplus, expressed as the difference between the At Completion Labor Units and the Baseline Labor Units. • Variance BL Project Labor Units = BL Labor Units – Current Schedule At Completion Labor Units

Additional details on Earned Value Management including calculations and definitions are provided in Project Schedule Management Guide [R5].

2.3.12 OPG should request that contractors submit, on regular basis, progress reports along with project schedules updated and further detailed for certain look ahead periods. The project team assessment should focus on variances to the baseline, variances over the period, forecast completion dates and total float.

2.3.13 Project managers should request contractors submit standard reports as per OPG requirements. Refer to Project Communication and Stakeholder Management Manual [R3].

3.0 ROLES AND RESPONSIBILITIES

3.1 Project Manager

(a) Ensures that schedules are planned, prepared, developed, monitored and controlled, including verifying accuracy of schedule information from other internal and external sources, and taking action to mitigate schedule performance issues.

3.2 BU PMO

(a) Assists the project manager with the development and review of schedule baselines.

(b) Maintains project schedules in the PMIS scheduling tool.

(c) Assists the project manager with progress measurement (earned value and schedule progress updates).

(d) Assists the project manager with performing analysis of baseline schedule to actual schedule (progress).

3.3 Enterprise PMO

(a) Acts as single point of contact and subject matter expert for schedule management methodologies, processes, and associated tools and templates.

(b) Reviews schedules as required.

(c) Manages the operation of the PMIS scheduling tool (Primavera).

4.0 DEFINITIONS AND ACRONYMS

4.1 Definitions

Activity	A distinct, scheduled portion of work performed during the course of a project.
Baseline Maintenance	The process of changing part of the existing project baseline as per the approved Change Control.
Control Account (CA)	Control Account is a management control level where scope, budget, actual cost and schedule are integrated and used to compare to earned value for performance management. Changes up to Control Account shall go through the Change Control process. In OPG Project Management, a Control Account is a group of related Work Packages that can be done by a unique organization, in a continuous time period and in the same location, and within one financial releasing gate. A standard numbering nomenclature is applied to all Control Accounts.
Critical Path	The sequence of activities that represents the longest path through a project, which determines the shortest duration.
Critical Path Method (CPM)	A method used to estimate the minimum project duration and determine the amount of scheduling flexibility on the logical network of paths within the scheduled model.

Data Date A point of time when the status of the project is determined and recorded, and future activities are revised and calculated.

Earned Value The value of completed work expressed in terms of the approved budget assigned to that work for a schedule activity or WBS component.

Free Float Is calculated by subtracting the early finish date of the activity from the early start of the earliest of its successors. Free float is never a negative value.

Level 2 Schedule The OPG Control Schedule, is the planning and scheduling document for project integration, coordination and control. In Level 2 Schedule, each Control Account is broken down to several Work Packages, such as Engineering Packages, Procurement Packages, and Construction Packages. Audiences of this schedule level include, but are not limited to project managers, and the owner's project team.

Level 3 Schedule The Project Detailed Production Schedule, is prepared by the organizational unit executing the work, mainly suppliers and contractors; however, in some cases where OPG is self-performing the project work, OPG will develop the detailed Level 3 Schedule. The Level 3 Schedule includes detailed Level 3 Activities for the full released scope, covering all project phases in the SoW.

Milestone Refers to a significant event or target date that marks achievement or progress of the program or project. Milestones will have zero duration, no resources assigned, will be used as benchmarks to measure progress, and may also reflect the start and finish points for various project events.

Planned Value Planned Value (PV) is the authorized budget assigned to work to be accomplished for an activity or WBS component.

Rolling Wave Planning A detailed decomposition of the high-level activities is performed only for the activities in the "near-term" or current project phase/release. The detailed planning for the next interval needs to be completed well in advance of the start of the next wave's execution. For periods beyond the detailed planning wave, activities are listed as "planning packages" with much less detail. These planning activities may contain resource information which becomes fixed in the baseline duration and cost. When

	detailed planning takes place, it replaces the planning packages with additional details.
Total Float	Is calculated by subtracting the early finish date from the late finish date (or the early start from the late start). Negative total float means dates are not achievable without changing the plan.
Work Package (WP)	Work Package is the work defined at the lowest level of Work Breakdown Structure for which cost and duration can be estimated and managed.

4.2 Abbreviations and Acronyms

CA	Control Account
CBS	Cost Breakdown Structure
CCF	Change Control Form
CPM	Critical Path Method
EVM	Earned Value Management
LOE	Level of Effort
MPL	Master Project List
PMIS	Project Management Information Systems
PMO	Project Management Office
PMP	Project Management Plan
PV	Planned Value
RMO	Risk Management and Oversight Tool
SoW	Scope of Work
SPI	Schedule Performance Index
SV	Schedule Variance
WBS	Work Breakdown Structure
WP	Work Package

5.0 REFERENCES

5.1 References

5.1.1 Performance References

Ref #	Document Number	Document title
R1	OPG-STD-0148	Project Management Standard

R2	OPG-MAN-00120-0010	Project Integration Management – Appendix A: Scalable Project Delivery Model
R3	OPG-MAN-00120-0017	Project Communication and Stakeholder Management
R4	OPG-MAN-00120-0010	Project Integration Management
R5	OPG-GUID-00120-0001	Project Schedule Management Guide
R6	OPG-MAN-00120-0011	Project Scope Management
R7	OPG-MAN-00120-0019	Project Phase-Gate Management
R8	OPG-MAN-00120-0016	Project Integrated Change Control

5.1.2 Developmental References

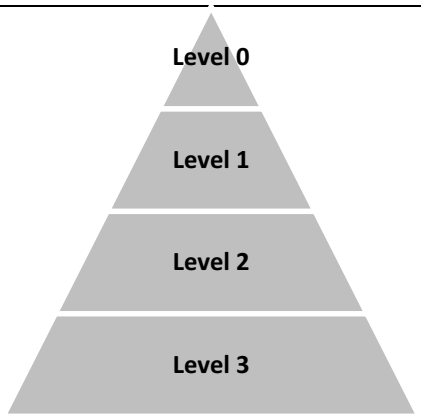
PMBOK Guide – Project Management Body of Knowledge

Appendix A: Scheduling Models

A. MULTI-LAYER SCHEDULING

Multi-Layer scheduling refers to the process in which a single schedule file contains activities of different levels, and high level activities are summaries of their lower level activities.

Figure 1 - Multi-Layer Scheduling Frame

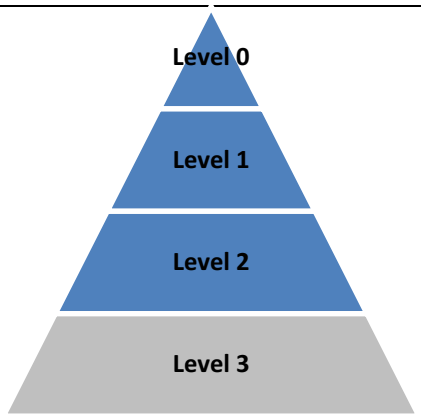


	Level 0 Activity: Milestones and Key Dates
	Level 1 Activity: Control Account WBS Summary for grouping Work Packages and alignment with Cost at this level
	Level 2 Activity: Work Package WBS Summary that groups Level 3 Activities
	Level 3 Activity: Task Dependant or level of effort to support work coordination

B. MULTI-LEVEL SCHEDULING

Multi-Level scheduling refers to the process in which a program or a complex project utilizes multiple schedule files with different level of details to suit different audiences and purposes. Schedules may be prepared at up to three or four levels of detail; level 0 contains the lowest level of detail whereas level 3 contains much more detail. Multi-Level scheduling is used in programs and complex projects where the work is awarded to multiple contractors.

Figure 2 – Multi-Level Scheduling Frame



	OPG Control Schedule Level 0 Activity: Milestones and Key dates Level 1 Activity: Control Account WBS Summary that groups Work Packages and alignment with Cost at this level Level 2 Activity: Work Package that groups Level 3 Activities
	Contractors Level 3 Schedule Level 3 Activity: Project Detailed Production Schedules (PDPS), controlled at the project level, by contractors or OPG (for OPG executed projects). A Level 3 Schedule also contains Level 0, Level 1 and Level 2 Activities.