

#	Question	Answer
1	When would you suggest a Risk Assessment/Risk Quantification should take place on a Project?	As early as possible for the initial. Really no right answer but as soon as there is a schedule, it is possible to run through the exercise. Also, a good idea is to perform assessments periodically so the information is kept current in the ever-changing project environment.
2	Do you see poorly built schedules being the result of inexperience, the contractor or the owners fault?	Yes to all. Inexperience definitely has a component. Many times that new user has had no mentoring to help in the process and is using the tool maybe even the first time after the training class. Contractor has an influence also. In the current environment, there are several different capabilities melted into any contractor organization, some with lots of experience and some with none. With that, many have worked in several organizations where they all have a slightly different expectation of schedulers. Sometimes owners have done a poor job of spelling out expectations because of assumptions from their last project working with a different contractor. Owners need to be very prescriptive in expectations, procedures, guidelines, etc.
3	You had mentioned different tool sets to help improve analyzing a schedule, i.e. Acumen, PRA, Schedule Check, etc. In your opinion, what is the go to tool to help analyze a schedule?	My go to tool is Acumen Fuse. With the Acumen suite, I can bring in an XER file and stay there to run my checks, clean the file, run forensics to check for changes from the last submission and can also run the risk analysis from the same file. I can also export out that new schedule as an XER for reimporting into P6 for baseline comparison.
3	Do companies use DCMA or other guidelines for their internal use?	Yes, some companies use those at face value, directly. Other companies create specific ones for their company but include much of the language of the procedures.
4	How best to incorporate schedule logic into the plan?	Best if there is team buy-in. Ultimately, the logic has to be followed so the better the attempt as a group, the more likely it will be followed by the team. Generally it is best to work as a group going through the set of activities impacted. A byproduct, besides schedule logic being established, is that it does a good job of building on team focus and appreciation for the other team member's discipline and importance.
5	Remote tools- are they efficient?	Yes and no, depends on the person in the field inputting the progress info. If the person in the field has some general knowledge of scheduling, logic etc., it will go much better. They understand the mechanics of applying a start/finish to an activity and what impact on subsequent activities that has. Without basic scheduling knowledge, the ability to relate status to other future activities is misunderstood.
6	Of the problem areas, which are the most important?	If I had to choose a couple that cause the most issues, especially as I think of a risk model, those would be logic (missing predecessors/successors) and lags. Missing logic contributes to the most potential errors in the deterministic schedule being accurate. Constraints, especially hard constraints, are a close follow-up as they potentially alter the critical path to something irrelevant.