



CART PROJECT PLANNING STANDARDS AND GUIDELINES

1.1. Purpose

To provide comprehensive and consistent project plans across the CART Program Capital and Risk Transformation (“CART”) program.

1.2. Description

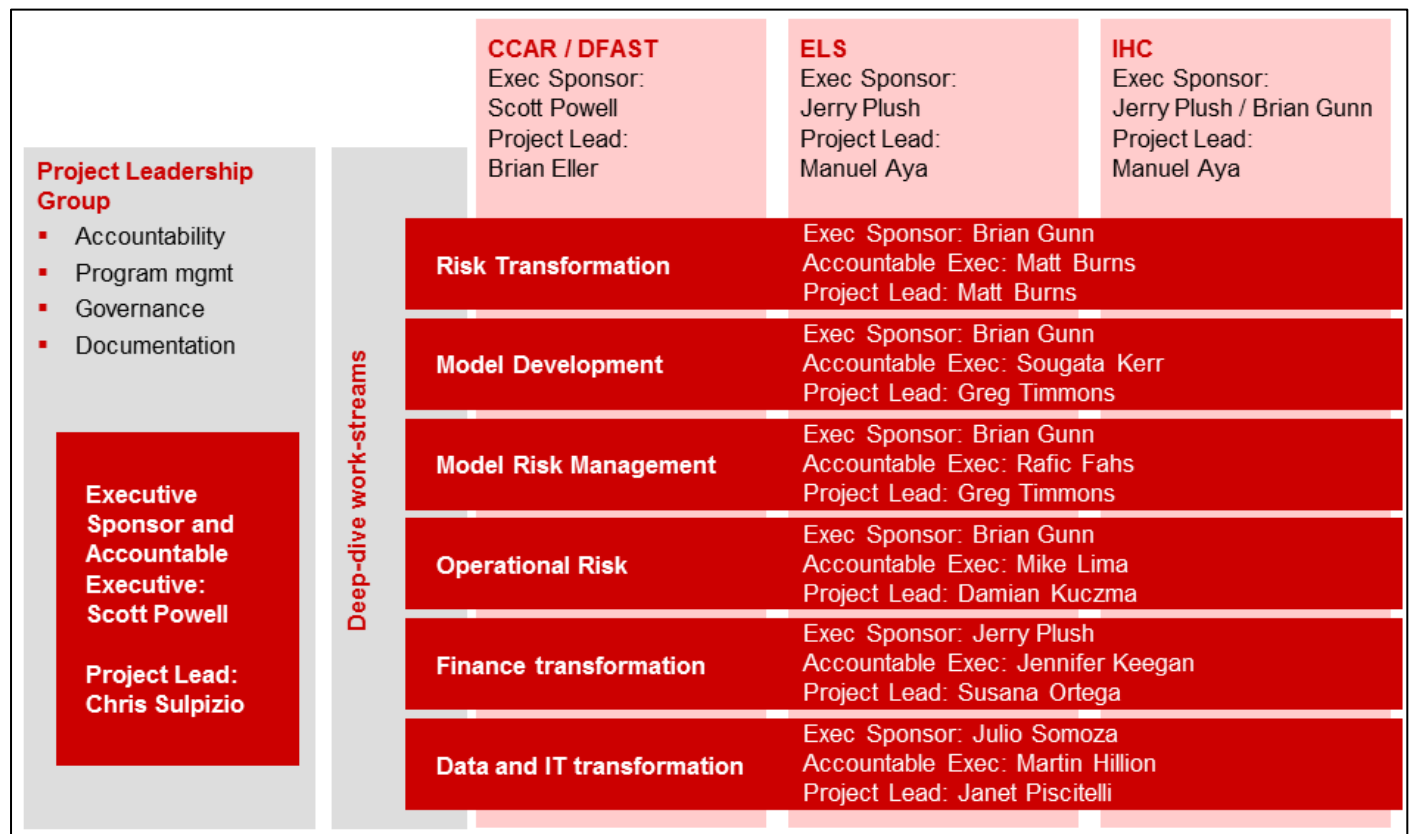
The CART Project Planning process outlines the programmatic requirements for developing and maintaining project plans to depict up to date performance status while supporting enterprise project reporting in Microsoft Project Server. The CART Central Team PMO maintains all enterprise fields (enterprise = Project Server) for consistent reporting. Please see to Microsoft Project custom fields. ([link](#)).

1.3. Content

Project plans developed for the CART portfolio of programs must comply with the following scheduling standards to support transparency and visibility for reporting.

1.4. CART Project Plan Structure

CART is organized into nine Work-streams; three vertical (Regulatory) work-streams and six horizontal (Functional) work-streams, all of which are further broken down into sub-work-streams.



Project plans, in some instances, contain an entire work-stream scope; in other instances project plans are broken out by sub work-stream. Project plans will always be hierarchically organized by sub-work-streams, under which are indented Deliverables, under which are indented Milestones. The indented Milestone summary level is the lowest level dictated by CART PMO, all else under the Milestone is either a Task or a Dependency and is up to the discretion of the PM team responsible for the content. The hierarchical structure of the plans defines the Element Type and Deliverable IDs (defined below), and provides basis for project reporting.



1.5. Baseline Management

When project plans are built they must be reviewed and accepted by CART leadership prior to executing. Once approved, the plans will be baselined; meaning, the start and finish dates for tasks and milestones will be stored within the project plan using **Baseline Start** and **Baseline Finish** fields. See Change Management section below

1.6. Dependencies

The CART program manages dependencies directly in the Project Server. For each dependency in a plan (incoming or outgoing) there must be a dependency milestone which will act as a link between interdependent project plans. The dependency milestones must be clearly named such that they can stand on their own.

- If the dependency is incoming (a milestone in the current plan cannot complete without a milestone being completed in the other project plan) then the dependency milestone will be created with the Element Type set to "DI".
- If the dependency is outgoing (a milestone in another plan cannot complete without a milestone being completed in the current project plan) then the dependency milestone will be created with the Element Type set to "DO".

1.7. Owner and Resource Data

Tasks Owner and Resource data is captured using flat fields in Microsoft Project server called "Task Owner" and "Task Resource".

NOTE: Microsoft Project's resource loading capabilities will not be used for the resource management on the CART program.

1.8. CART Cadence

All approved project plan updates must be published by the Senior PM in the Project Server every Tuesday at 5 p.m. See 1.12 for instructions for Publishing.

1.9. Change Management

The CART program has a formal Change Management process ([link](#)) to allow for the documentation, review and approval / disapproval of changes to project plans. At the end of August 2015 all of the CART project plans were shared with the Federal Reserve Board ("FRB"). As a result **any changes** to Deliverables or Milestones must follow the CART Change Management process. This includes dates, scope, resources and/or cost.

1.10. Project Reporting

Project plans are coded using a combination of standard and Enterprise fields to support the reporting on MRAs and MRIA, Written Agreement commitments, and weekly internal reporting and management.

1.11. Field Usage

Below is a list and brief description of the custom fields used by the CART Central Team

Field Name	Definition	User-Entry Requirements	
% Complete	Represents the work % complete as defined by the task owners.	Mandatory	User-defined
Actual Finish	Populate this field with the Actual Finish Date of non-summary Task. This should be populated for all tasks that have are 100 % Complete.	Project Field	User-selected
Actual Start	Populate this field with the Actual Start Date of a non-Summary Task. This should be populated for all tasks that have a % Complete greater than Zero.	Project Field	User-selected

Field Name	Definition		User-Entry Requirements
Baseline Finish	Used to capture the Finish Date and keep a historical record. Useful for validating data after changes made to the project plan	Mandatory	User-defined
Baseline Start	Used to capture the Start Date and keep a historical record. Useful for validating data after changes made to the project plan	Mandatory	User-defined
CART Deliverable Finish Date (Enterprise Field)	References the finish date as defined by the Deliverable ID assignment and the agreed-to Finish Date as submitted as the baseline finish date for each Fed Deliverable.		User-defined
CART Deliverable Name (Enterprise Field)	References the Exact Name of the Deliverable that the Task or Milestone supports. Executive Summary MPP File. This coincides with the Deliverable ID selected. Generated by copying the Deliverable name then pasting and dragging down the Deliverable name to all of the milestones and tasks (summary and non-summary) that apply to that Deliverable	Mandatory	User-defined
CART Entity	Select the other entity performing the work activity. Must be present for all line items owned by the selected entity.	Mandatory	User-selected from drop-down
CART Milestone Finish Date (Enterprise Field)	References the finish date as defined by the Deliverable ID assignment and the agreed-to Finish Date as submitted as the baseline finish date for each Fed Milestone.		User-defined
CART Milestone Name (Enterprise Field)	References the Exact Name of the Milestone that the Task supports. Generated by copying the Milestone name then pasting and dragging down the Milestone name to all of the tasks (summary and non-summary) that apply to that Milestone	Mandatory	User-defined
CART Tracking Status	Automatically classifies tasks into their metrics categories	N/A	Calculated
Change Control ID	For tasks, deliverables, and milestones that are affected by a Change Control, enter the Change Control ID	Where Applicable	User-defined
Deliverable ID (Enterprise Field)	Based on the Work Breakdown Structure for CART [Workstream, Sub Workstream, Deliverables, and Milestones). All non-summary tasks should be assigned to a Deliverable ID	Mandatory	User-selected from a drop-down
Element Type (Enterprise Field)	All activities and line items will have a designated "element type": D: Deliverable Summary Roll Up M: Milestone Summary Roll Up DI: Incoming Dependency Milestone 0-day duration DO: Outgoing Dependency Milestone 0-day duration T: All other tasks, including summary tasks and 0-day duration milestones that aren't dependency milestones	Mandatory	User-selected from a drop-down

Field Name	Definition		User-Entry Requirements
Finish	Reflects the plan finish date of an activity. Changes made should be approved through change control and are always made at the non-summary level.	Mandatory	User-defined
Finish Variance	Difference between Baseline Finish and Finish	Calculated	Calculated
MRA MRIA (Enterprise Field)	Used for Coding the MRA/MRIA codes associated with the Fed Deliverables & Fed Milestones. This field should only be populated for Fed Deliverables & Fed Milestones (Element Type D, M).	Where Applicable	User-selected from a drop-down that allows multi-select
Program Name	Set at 'Line ID 0', populated entire plan with the name of the Santander program	Mandatory	Drop-down
RAG (Status) (Enterprise Field)	User-defined based on status of the task: <ul style="list-style-type: none"> • Blue - Complete • Red - Will Miss or Has Missed Deadline • Amber - At Risk of Missing Deadlines • Green - On Target • NS - Not Started 	Mandatory for all non-Summary Activities – including Deliverable & Milestones	User-selected from a drop-down
Start	Reflects the plan start date of an activity. Changes made should be approved through change control and are always made at the non-summary level.	Mandatory	User-defined
Start Variance	MSP auto-calculation between Baseline Start and Start	Calculated	Calculated
Sub Workstream (Enterprise Field)	Code tasks (both summary and non-summary) with the Workstream the tasks support. The Workstream / Sub-workstream – align with the Deliverable ID. Validation required.	Mandatory	User-selected from a drop-down
Task Name	Description documented for all line-items within the project plan. Terms shall be defined based on type of task. All line items will be defined under the Element Type Field. User “Deliverable” and “Milestone” in task description where applicable.	Mandatory	User-defined
Task Owner	Code tasks (both summary and non-summary) with the name of the Accountable Task Owner responsible for providing status on the task.	Mandatory	User-defined
Task Resource	Code tasks (both summary and non-summary) with the name of the individual or individuals who are working on the task.	Mandatory	User-defined
Tracking Complete	If the task is complete, field returns value of 1, if not then 0. Formula: If([% Complete] = 100, 1, 0)	Calculated	Calculated
Tracking Delinquent	For Tasks with a Late Start: where start date is in the past, finish date in the future, and a percent complete = 0. Formula: If([Start] < [Status Date] And [Finish] > [Status Date] And [% Complete] = 0, 1, 0)	Calculated	Calculated

Field Name	Definition		User-Entry Requirements
Tracking Future Tasks	start greater than status date and % complete = 0. Formula: If([Start] > [Status Date] And [% Complete] = 0, 1, 0)	Calculated	Calculated
Tracking In Progress	start less than status date, finish greater than status date, % complete less than 100, % complete greater than 0%.	Calculated	Calculated
Tracking Late	For Tasks with a Late Finish: If the % Complete is less than a 100 and the finish date is less than the status date. Formula: If([% Complete] < 100 And [Finish] < [Status Date], 1, 0)	Calculated	Calculated
Tracking Total	Automatically creates a count of activities below any summary. Provides a task count – 1 (per non-summary task)	Calculated	Calculated
Unique Activity Code (Enterprise Field)	Created by the Unique File Code & Activity Code and is allocated for every activity (line item) within a Project Plan. This code is created with every new line added. If a line is deleted – the code will be deleted permanently.	Calculated	Calculated
Unique File Code	Allocated at the Project Plan Level. Unique Code assigned to every Project Plan in Server	N/A	Admin / Automated
Workstream (Enterprise Field)	Code tasks (both summary and non-summary) with the Workstream the tasks support. The Workstream / Sub-workstream – align with the Deliverable ID. Validation required.	Mandatory	User-selected from a drop-down
Written Agreement Code (Enterprise Field)	Enterprise Field – used for Coding the Deliverables and Milestones that address written agreement commitments. The multi-select values applied at the deliverable level must be dragged down to all the milestones and tasks within that deliverable	Where Applicable	User-selected from a drop-down that allows multi-select



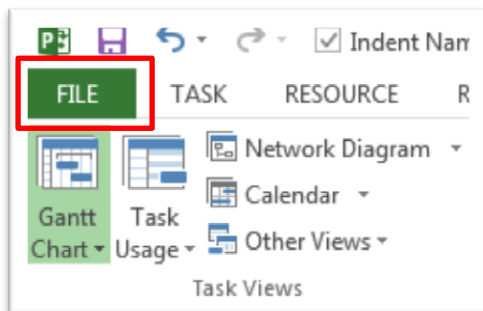
VERSION CONTROL

1.12. Appendix

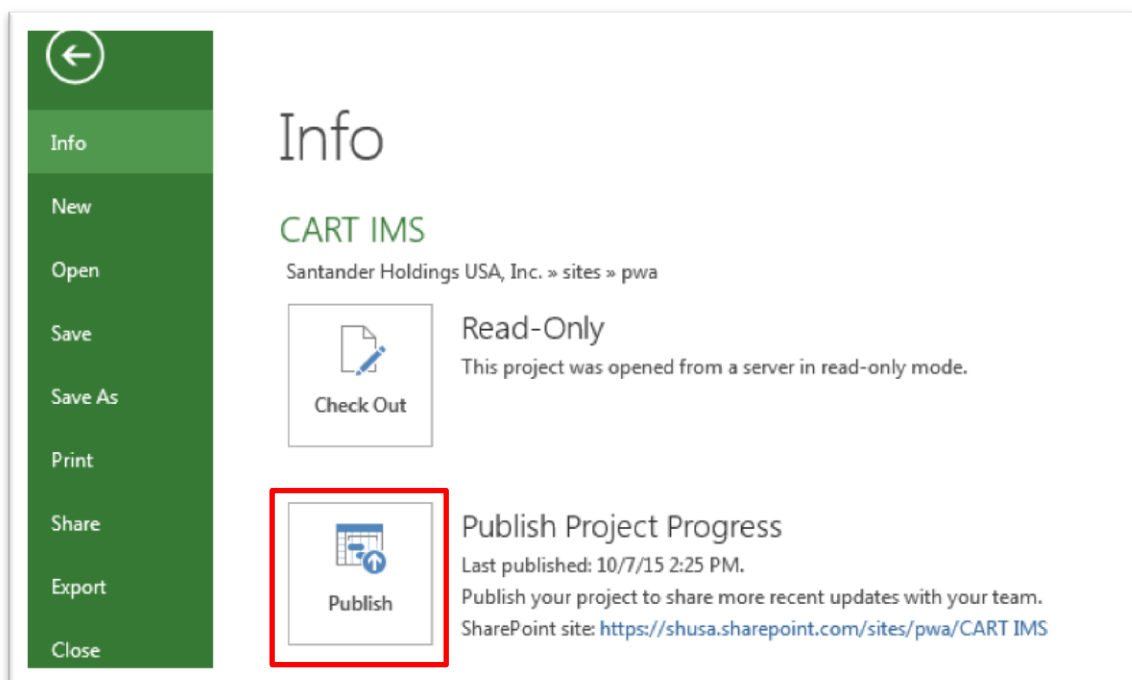
Publish Microsoft Project

As per CART reporting cadence, project plans are updated and saved to reflect status through Tuesday 5pm of that week. Senior PMs must "Publish" the saved data to the project server to populate reports with up to date status. Follow these steps:

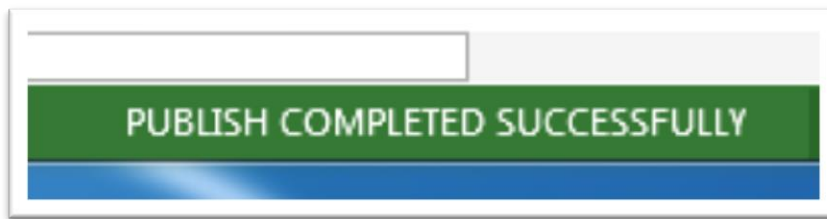
Step 1, Open the Project Plan and go to the "File" menu to access backstage



Step 2, Hit the "Publish" button



Step 3. Wait until Microsoft Project displays a message stating that the publish is complete:



1.13. Version History

Date of Issue	Version No.	Details of Change
13-Oct-15	1.0	Original Version

1.14. Distribution and Sign-Off List

This document has been issued to the following people for sign off (SO), review (R) or information (I).

Name	Job Description	Action Required

1.15. Sign-Off

Name	Job Description	Signature	Date

1.16. Supporting Documentation

Document	Master Location