

Project *Schedule*

Lists the activities, links, durations, dates, and owners that deliver the WBS, and shows the critical path and float so the team knows which slips matter.

USE WHEN After the WBS (T22) and schedule plan (T27); baselined before execution	OWNER Project manager with workstream leads · sponsor approves the baseline	APPROACH PREDICTIVE / HYBRID	TIER Standard
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HOW TO USE THIS TEMPLATE 1. Turn each T22 work package into one or more activities (verbs). 2. Link them, estimate durations, and let the dates follow the links. 3. Record calendars and imposed dates on the attributes page. 4. Shade the weekly grid; it is the one-page view for meetings. 5. Delete guidance text (<i>italic</i>) before sharing.	Project name
	WBS (T22) · plan (T27) versions
	Prepared by
	Version · data date
	Baseline approved by · date

TERM	MEANING	TERM	MEANING
FS finish-to-start	B starts after A finishes. The default; use it unless another type is true	Lead · lag	A lead lets B start early (FS -2); a lag adds a wait (FS +2), in working days
SS start-to-start	B can start once A has started (often with a lag)	Duration	Working days on the project calendar (T27). Milestones have zero duration
FF finish-to-finish	B can finish only once A has finished	Float	Days an activity can slip without moving the project finish
SF start-to-finish	B can finish only once A starts. Rare; check before using	Critical (Y/N)	Y = on the critical path (float 0); any slip moves the end date
Activity ID	4 digits; first digit = WBS level 1, 0 = milestones; gaps of 10 (practice)	Adaptive work	One summary row per sprint or release; detail stays in the release plan (T26)

Dependency types, leads and lags, float, and critical path are PMBOK® Guide 6th Ed. terms. Activity ID format is common practice.

1 Schedule

One row per activity or milestone, named as a verb ("Run trial migration"). Every activity except the first has a predecessor and every activity except the last has a successor; no open ends. Start and finish follow from links and durations, not wishes. Test: the critical path runs unbroken from start to finish.

[illegible]

2 Activity attributes

Record only activities that differ from the default: a different calendar (vendor, weekend cutover, a person's availability), an imposed date, an assumption that could move the dates, or a location. Constraint types used by most scheduling tools (practice): start no earlier than, finish no later than, must start on, must finish on. Use them sparingly; each one overrides the logic.

[illegible]

3 Weekly view

A one-page picture of the schedule for meetings and status reports. Write the Monday date of each week in the first row. In each activity row, type X in the weeks it runs and M in the week of a milestone. Group rows by workstream and put critical activities first. Test: someone new can find this week's critical work in ten seconds.

[illegible]

SCHEDULE CHECK ☐ No open ends (every activity linked) ☐ Milestones have zero duration ☐ No milestone on a non-working day ☐ Every activity has one owner

☐ Critical path reviewed with workstream leads

COMPLETED EXAMPLE · ILLUSTRATIVE

Client Onboarding Portal · Northfield Creative Group (fictional marketing and design agency)

Schedule baseline v1.0 · data date February 17, 2027 · prepared by Amy Price with Priya Shah, Elena Torres, and Marcus Reyes · approved by Dana Whitfield, CEO, with PM plan v1.1 on February 17, 2027. Selected rows.

ACTIVITY ID	WBS ID	ACTIVITY	PREDECESSOR	DEP. TYPE	LEAD OR LAG	DURATION (DAYS)	START	FINISH	RESOURCE	FLOAT	CRITICAL
0030	1.2	Vendor contract signed (M03)	None			0	Feb 16	Feb 16	Dana Whitfield	0	Y
1010	1.3.1	Write CRM sync specification	0030	FS		10	Feb 17	Mar 2	Priya Shah	22	N
1020	1.3	Build and test CRM integration	1010	FS		8	Mar 3	Mar 12	Priya Shah, Clearpath	22	N
1030	1.1.2	Complete retention schedule	0030	FS		15	Feb 17	Mar 9	Elena Torres	30	N
1040	1.5	Run privacy pre-check	1020, 1030	FS	+5 on 1020	5	Mar 22	Mar 26	Elena Torres	22	N
1050	1.5	Complete security review	1040	FS		10	Mar 29	Apr 9	Priya Shah	22	N
0040	1.5	Security review passed (M04)	1050	FF		0	Apr 9	Apr 9	Priya Shah	22	N
1060	1.4.1	Map migration fields	1010	SS	+5	8	Feb 24	Mar 5	Priya Shah	49	N
1070	1.4.2	Run trial migration	1060, 0040	FS		9	Apr 12	Apr 22	Priya Shah	25	N
2010	2	Build Release 1, Sprints 1 to 6 (T26)	0030	FS		60	Feb 17	May 11	Marcus Reyes, Clearpath	0	Y
2020	2	Run user acceptance testing	2010, 0040	FS		8	May 12	May 21	Marcus Reyes	0	Y
3020	3.2.1	Train coordinators	2020	FS		4	May 24	May 27	Amy Price	1	N
4010	4.1	Hold go/no-go and cutover rehearsal	2020	FS		4	May 24	May 27	Amy Price	0	Y
1080	1.4.3	Cut over to the live portal	4010, 1070	FS		1	May 28	May 28	Priya Shah	0	Y
0050	None	Go-live (M05)	1080, 3020	FS		0	Jun 1	Jun 1	Amy Price	0	Y

Reading the example: the critical path is the portal: six sprints, UAT, go/no-go, cutover, go-live. Workstream A has 22 days of float, which is why the security review (M04) can be At risk without threatening June 1, and why CRM retests in March and April are survivable but must be watched. Go-live sits on Tuesday, June 1 because Monday, May 31 is a holiday. Hypercare (3.4) and closure (4.3) follow to July 9 and are not shown.

COMPLETED EXAMPLE · WEEKLY VIEW AND ATTRIBUTES

ID	ACTIVITY	1/11	1/18	1/25	2/1	2/8	2/15	2/22	3/1	3/8	3/15	3/22	3/29	4/5	4/12	4/19	4/26	5/3	5/10	5/17	5/24	5/31	6/7	6/14	6/21	6/28	7/5
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3020	Train coordinators																										

Navy = critical path · gold = has float · M = milestone. Weeks start on Mondays from January 11, 2027.

ACTIVITY ID	CALENDAR	CONSTRAINT TYPE	CONSTRAINT DATE	ASSUMPTIONS	LOCATION
1040	Standard	None		Clearpath's security report arrives by March 19; the 5-day lag after 1020 allows for fixes	Remote
2010	Sprint calendar, Wednesday to Tuesday	Finish no later than	May 11	Velocity holds to the release plan (T26)	Clearpath remote, studio
3020	Coordinator calendars (T34)	None		All 6 coordinators free May 24 to 27	Main studio training room
1080	Cutover calendar (adds Saturday, May 29 for support)	Must finish on	May 28	Clearpath support on call through May 29	IT room, Clearpath remote