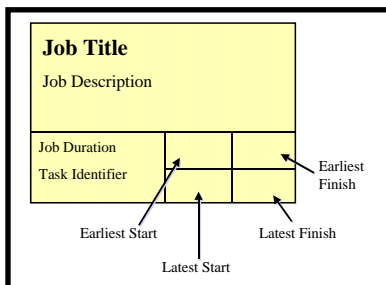


Activity Network Diagram

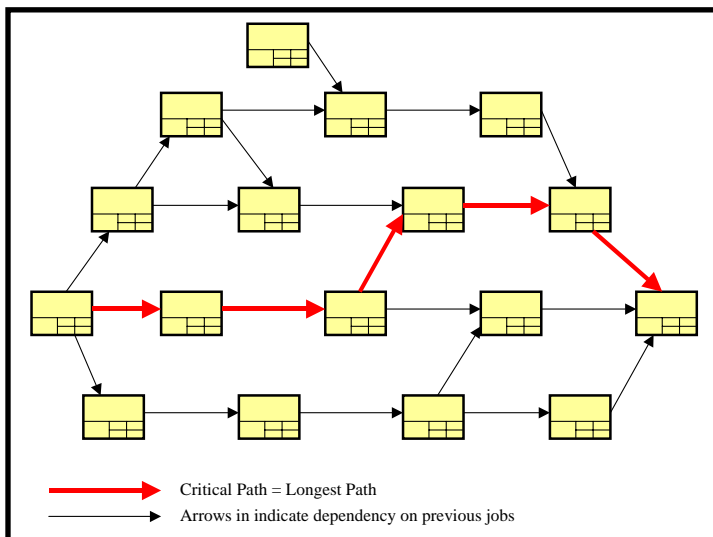
What The Activity Network Diagram (AND), aka Program Evaluation and Review Technique/ Critical Path Method (PERT/CPM), or Arrow Diagram, is a tool used to plan the most appropriate implementation schedule for completing nearly any complex task.

When The AND is used when planning is completed and you're ready to establish the implementation schedule.

- How**
1. **Generate the job cards:** Record the tasks on Post-it notes. Each job card has one task. The task is written on the top with a horizontal line drawn across the center of the card. See the illustration below.
 2. **Align job cards in sequence of completion:** Align for a sequential (One path) and simultaneous (multiple paths) flow or jobs. Add cards if needed.
 3. **Determine duration of each job:** Letter the cards with a task identifier and the duration on the left-side of the bottom half.
 4. **Calculate the shortest path:** Add the duration of each job in a path from the beginning to completion of implementation. The shortest time to complete the complete projection is the longest path, or the critical path.



5. **Calculate earliest start/finish and latest start/finish times:** Draw four boxes in the lower right corner of each job card. **Forward Pass:** To determine the earliest start and finish, (top two boxes). Start on the left with 0 and add the duration following the arrows to the right. The earliest finish is the earliest start for the next cards. Duration is added give the earliest finish. **Back Pass:** To determine the latest start and finish. From the end of the implementation with the Earliest



Finish and subtract the duration for each card. The **Critical Path** numbers for start and finish will be the same on each card in the path.

MORE INFO!

Review and revise the AND regularly to keep it current.

See page 201 of Memory Jogger Plus+

Use post-it Notes or Index Cards for Activity Cards