

Professionalising Planning and Scheduling

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For the supporting paper see:
http://www.mosaicprojects.com.au/Resources_Papers_071.html

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Agenda

- Scheduling Standards
- Scheduling Issues
- The PMI-SP Credential
- Planning Planet – PPAS
- CIOB Time Management Certification
- Conclusions

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Scheduling Standards

- Project Management is evolving into a profession (slowly)
- There are a range of standards published
- There are a range of credentials offered
- Most PM job applicants now require a 'qualification' to be accepted for interview (*but not for scheduling jobs*)

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Scheduling Standards

- Practice Standard for Scheduling
 - Describes an effective scheduling methodology
 - Provides a quantifiable means for assessing the maturity of a schedule model
 - Available from PMI Melbourne for \$71.50
 - 2nd Edition in development

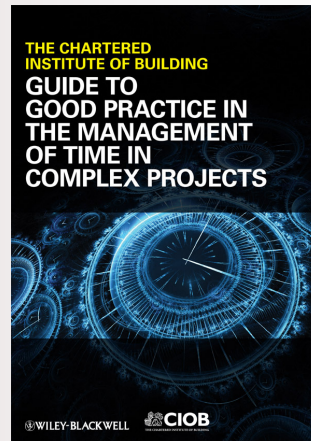


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Scheduling Standards

- **Guide to Good Practice in the Management of Time in Complex Projects**
- Publication – January 2011: Wiley Blackwell
- Developed by CIOB UK



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Scheduling Issues

- Scheduling is NOT WORKING
 - Anyone can be a scheduler
 - Focus on tools not project outcomes
 - Focus on control rather than prevention
- 60% to 80% of projects run late!
- Incompetent tools dominate the market
 - MSP's default is to NOT move incomplete work after 'Time Now' / Data Date

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Scheduling Issues

- The real issue is people
 - Training schedulers virtually stopped from the 1980s through to the late 2000's*
 - What training there was focused on tools
 - Assumption: 'Anyone can schedule'
- The situation is changing
 - PMI Practice Standard & SEI
(Scheduling Excellence Initiative)
 - Certification

*See: A Brief History of Scheduling - Back to the Future
www.mosaicprojects.com.au/Resources_Papers_042.html

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AACE PSP™

- AACE's 'Planning & Scheduling Professional Certification'¹⁰
 - 7 Hr examination
 - 8 Years scheduling experience
 - Construction industry focus
- Approx. 650 Certifications awarded
- Credentials available for 6 years

10. See: <http://www.aacei.org/certification/certExplained.shtml>

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The PMI-SP Credential

- Difficult 170 question exam:
- Eligibility requirements:
 - Three to five years of project scheduling experience, and
 - A minimum of 5,000 (3,500 with a Degree) hours of project scheduling experience, and
 - 40 contact hours of formal education.
- For additional information see <http://www.mosaicprojects.com.au/Training-Planning.html>

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The PMI-SP Credential

- No industry bias
- No tool bias
- Only 360 awarded in three years

WHY PROJECT SCHEDULING? WHO'S MANAGING YOUR PROJECT SCHEDULE? PROJECT SCHEDULING RESOURCES TALKING TO COLLEAGUES ON PROJECT SCHEDULING

PMI
Project Management Institute

PMI Scheduling Professional

Looking for the best way to impress the boss and advance your career? Here it is: the new PMI Scheduling Professional (PMI-SP)[®] credential, the first credential to validate your experience and expertise as a serious scheduling professional. By achieving this credential, you will show your employer and the world that you possess the skills and knowledge to contribute directly to their crucial projects, and that you have expertise in project scheduling. Start impressing your boss the smart way: with the PMI Scheduling Professional credential. You're going to love the recognition.

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The PMI-SP Credential

- Focus of the exam: Understanding and 'using' schedule information, scheduling +
 - Communications & Stakeholders
 - Risk and variability
 - Scope, WBS and Earned Value
 - Organisation structures
- Aimed at scheduling and PMO managers
 - & senior schedulers moving to management

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Credential Update!

- What we have:
 - **AACE** = Senior Construction/Engineering Scheduler
 - **PMI-SP** = Senior Scheduling Manager
- What we still need:
 - Entry level scheduling certification focused on scheduling skills (based on the Practice Standard)

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Planning Planet

- www.planningplanet.com
- Developing the: PPAS
Planning Planet Accreditation Scheme
- 20 Accreditation editors appointed from around the globe
- Support from corporations

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Planning Planet

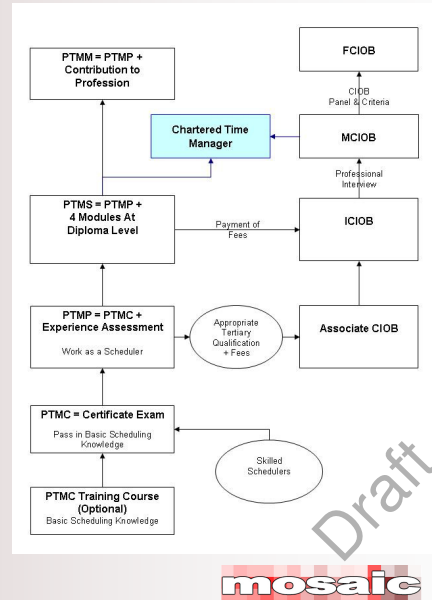
- PPAS –Standard Documents
 - SD 0 Why Plan ?
 - SD 1 Planning, Scheduling and Project Control Methods
 - SD 2 Designing the Schedule
 - SD 3 Creating and Building the schedule
 - SD 4 Maintaining the Schedule
 - SD 5 Using the schedule or Specialism's

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CIOB TM Framework

- Time Management
- Independent of CIOB qualifications
- 2 Examined levels
- 2 Assessed levels
- PTMC and PTMP launched 2011
- PTMS 2012



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CIOB TM Framework

- Examination specifications under development
- International team (including me)
- CIOB has 190 years of experience as a professional association
- Australasian Region and office

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What Mosaic is doing:

- We are developing a free resource at www.mosaicprojects.com.au/Planning.html

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home training stakeholder management tools & techniques resources & papers consulting & ADR services company profile breaking news

Project Planning & Scheduling

"Someone's sitting in the shade today because someone planted a tree a long time ago."
Warren Buffett.

Index

- Core papers:
 - [The attitudes of a Scheduler](#)
 - [A Guide to Good Scheduling Practice](#)
 - [Dynamic Scheduling](#)
 - [Links, Links & Leaders](#)
 - [Schedule Float](#)
 - [Schedule Levels](#)
- [The need for good scheduling practice](#)
- [Schedule Performance Scoring](#)
- [Scheduling Training and Certifications](#)
- [Scheduling Consultancy Services](#)
- [Planning and Scheduling resources](#)
 - [Published Papers](#)
 - [Resources, Organisations, Books & Standards](#)
 - [Scheduling Tools](#)

It's just one dam project after another!
[\[See our latest list \]](#)

Scheduling Workshop

Bookings are now open for Mosaic's new Scheduling workshop based on the PMI Practice Standard for Scheduling. Next courses:

- TopLink - Kuala Lumpur 8th Sept - [\[Download Brochure \]](#)
- Tonkin (2 day) - Brisbane 8 & 9 Nov - [\[Download Brochure \]](#)
- Tonkin (2 day) - Sydney 15 & 16 Nov - [\[Download Brochure \]](#)

[\[See more on our Scheduling Training \]](#)

[Visit the Mosaicproject's Blog for scheduling news and views](#)

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Conclusions

- We need a management re-education program
 - SOX, etc mandate the need for predictive process like scheduling
 - So why do so many projects have time 'set in stone' before anyone looks at a realistic schedule?
 - Senior managers need to understand the value of skilled schedulers

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Conclusions

- Solve the 'chicken and egg' conundrum
 - Well trained schedulers can help project managers and advise senior managers
 - But no one is training senior schedulers
 - Therefore very few people experience the benefits of working with skilled schedulers
 - Consequently they don't know what they are missing
 - And don't invest in training.....

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Conclusions

- International credentials will help
 - Focused on new planners and schedulers
 - Planning Planet & CIOB are in discussion to normalise or coordinate
- **The Guide** and PMI's Practice Standard provide the framework
- We have the opportunity to reinvigorate the role of planning and scheduling

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Questions Please



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Download this paper from the '**Resources**' section of the Mosaic site

The '**Papers & Resources**' section of the Mosaic site has:

- Direct links to all of the project management associations
- A large number of free PM papers and useful scheduling references

The '**Planning**' section of the Mosaic site has the latest information on the PMI Standards, SEI and the proposed Scheduling Credential

Mosaic's Scheduling home Page

www.mosaicprojects.com.au/Planning.html

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