

Project Management - VS - Project Scheduling

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Planners v Managers



Agenda

- The differences between
 - successful schedulers and
 - successful project managers
- The roles of a project scheduler
- The key attributes of a good scheduler
- The emerging certification frameworks
- How to maximise the value contributed by skilled schedulers

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The Differences

Project Managers -v- Schedulers


<ul style="list-style-type: none">• Managing<ul style="list-style-type: none">– Decisive and authoritative where necessary– Encourages team members use their initiative– People focussed– Comfortable with ambiguity	<ul style="list-style-type: none">• Managing<ul style="list-style-type: none">– Focused on managing time– Supportive and informative– Process and people focussed– Will do the hard work– Likes to resolve ambiguities
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The Differences

Project Managers -v- Schedulers


<ul style="list-style-type: none">• Leading<ul style="list-style-type: none">– Confident in his/her ability– Has a vision of the future and inspires people– A team player - does not pull rank unnecessarily	<ul style="list-style-type: none">• Leading<ul style="list-style-type: none">– A true servant leader– A team player– Manages the nuts and bolts of implementing the schedule for the PM– Will 'advise upwards' fearlessly
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The Differences

Project Managers -v- Schedulers


<ul style="list-style-type: none">• Problem solving<ul style="list-style-type: none">– Drives to overcome resistance and achieve results– Aware of the 'big picture'• Negotiating<ul style="list-style-type: none">– Great negotiator	<ul style="list-style-type: none">• Problem solving<ul style="list-style-type: none">– Listens to team members and stakeholders to build results– Pays attention to the detail that matters• Negotiating<ul style="list-style-type: none">– Great negotiator
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The Differences

Project Managers -v- Schedulers

<ul style="list-style-type: none">• Planning<ul style="list-style-type: none">– Integrator and decider– Top down– Sees what can be improved• Delegating<ul style="list-style-type: none">– Great delegator	<ul style="list-style-type: none">• Planning<ul style="list-style-type: none">– Builder and creator– Bottom up & Top down– Can start with a blank page and see 'what if'• Delegating<ul style="list-style-type: none">– Good delegator
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The Differences

Project Managers -v- Schedulers

- Stakeholders
 - Client and customer focus
 - Great communicator
 - Enjoys using information to motivate and lead
- Stakeholders
 - PM and team focus
 - Great communicator
 - Enjoys using tools to build information to help others

Adapted from Tom Peter' eight paradoxes of project management

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The 2 roles of a scheduler

- Project Planning
 - To creating the overall implementation strategy
 - A team operation involving the full PM team and project planner
 - Requires vision and experience

Adapted from a *Guide to Good Practice in the Management of Time in Complex Construction Projects (Draft)* CIOB UK

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The 2 roles of a scheduler

- Project Planning involves:
 - Developing the overall strategy
 - Determining phases / work areas & control
 - Selecting processes and methods
 - Interfaces (internal and external)
 - Optimising time and cost outcomes
 - Managing threats and opportunities

Adapted from a *Guide to Good Practice in the Management of Time in Complex Construction Projects (Draft)* CIOB UK

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The 2 roles of a scheduler

- Project Scheduling
 - Interpreting of the results of project planning to create the schedule
 - A mixture of art and science
 - Skilled use of scheduling software
 - Agreeing results with key team members
 - Maintaining the schedule through the life of the project

Adapted from a *Guide to Good Practice in the Management of Time in Complex Construction Projects (Draft)* CIOB UK

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The 2 roles of a scheduler

- Project Scheduling involves determining:
 - The duration of the activities
 - The party who will perform the activities
 - The resources to be applied to the activities
 - The sequencing of activities

Adapted from a *Guide to Good Practice in the Management of Time in Complex Construction Projects (Draft)* CIOB UK

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The 2 roles of a scheduler

- Project Scheduling involves:
 - Agreeing and baselining the schedule
 - Issuing schedule reports and information
 - Maintaining the schedule
 - Stating progress
 - Updating the schedule for relevance and accuracy
 - Assessing the effect of delays & disruptions

Adapted from a *Guide to Good Practice in the Management of Time in Complex Construction Projects (Draft)* CIOB UK

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Key attributes of a good scheduler

- Schedulers need to be:
 - Pro-active and constructively inquisitive
 - Seeking to understand, clarify and explain
 - Capable of leading when information is scarce to 'paint a time picture'
 - Prepared to defer to others when they develop understanding and knowledge

For more see: *Attributes of a Scheduler:*

<http://www.mosaicprojects.com.au/Planning.html#Roles>

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Key attributes of a good scheduler

- Schedulers need to be:
 - Great listeners - to hear what meant
 - Great questioners - to help others develop their opinions
 - Great communicators
- Their primary role is communicating to influence others

For more see: *Attributes of a Scheduler:*

<http://www.mosaicprojects.com.au/Planning.html#Roles>

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Key attributes of a good scheduler

- They also need to be:
 - Good with data
 - Concise and accurate in their work
 - Capable of learning how to use a scheduling software tool
 - Competent in the development of CPM schedules and aware of their limitations
 - Capable analysts and forecasters

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Key attributes of a good scheduler



Schedulers are definitely not
Project managers....



For more see: *Attributes of a Scheduler:*

<http://www.mosaicprojects.com.au/Planning.html#Roles>

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Certification frameworks

- Project Management
 - PMI: CAPM, PMP, PgMP
 - OGC: PRINCE2, MSP
 - AIPM: RegPM framework
- Scheduling
 - PMI: PMI-SP
 - AACE: PSP – Planning & Scheduling Professional

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Scheduling Standards

- PMI –
Practice Standard for
Scheduling
- CIOB –
Guide to Good Practice in the
Management of Time in Complex
Construction Projects (Draft)



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Using schedulers effectively

- Schedulers are a very scarce resource
- Find the right personality
- Develop a career path
 - Updating and reporting
 - Scheduling
 - Planning
- Use PMOs rather than individuals alone on-site

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Conclusions

- Project managers make bad schedulers
- Some schedulers move from planning to PM (& many come back)
- Personality is key
 - Big picture creative plus
 - Detailed and careful

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Conclusions

- Finding the right people is difficult
 - Schedulers do not need to be industry experts
- When you have found someone
 - Training is critical
 - Career development is critical
 - Mentoring and coaching is critical

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Questions Please



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Mosaic's Scheduling home Page
www.mosaicprojects.com.au/Planning.html

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