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the online community for IT project managers

# Project HEADWAY Webinar

**Scheduling: What Comes First?**

**Mark Mullaly, PMP**

**We will be starting at 3:00 PM EST**



Mark Mullaly is the host for today's webinar. Mark is a management consultant with more than 25 years of project management experience. He brings a wealth of experience in managing projects in a broad array of sectors and industries.

## Webinar Objectives

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- **Define Expectations For Effective Schedules**
- **Explore Common Scheduling Challenges**
- **Propose An Approach For Scheduling Success**
- **Answer Your Questions**

# Webinar Process – Things to Know

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## ➤ DimDim Presentation

- PowerPoint
- Computer-based audio stream

## ➤ Problems or Help?

- Heather - heather@ganttthead.com

## ➤ Questions?

- Select 'gantthead' on the participant list at top left, and send a 'Private Message'
- Questions will be answered during the Q&A session
- We may not be able to answer all questions

## ➤ This Presentation Will Be Recorded for Future Reference

## ➤ PDUs

# Agenda

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- **Introduction**
- **Defining Our Terms**
- **Defining Scheduling Expectations**
- **Common Challenges In Project Scheduling**
- **An Approach For Scheduling Success**
- **Question & Answer Session**



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## Defining Our Terms

## Schedule

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- **A Simple Concept, Often Misunderstood**
- **According To The PMBOK:**
  - The planned dates for performing schedule activities and the planned dates for meeting schedule milestones.
- **Implications**
  - Reflects activities and milestones
  - Defines planned dates for activities

## **Some Additional Terms** [project.headway]

### ➤ **Work Breakdown Structure**

- Logical structure decomposing the work to be done

### ➤ **Dependency**

- A relationship between two activities in a project

### ➤ **Network**

- The overall schedule dependencies that make up the overall project



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## **Defining Scheduling Expectations**



## Criteria For Effective Schedules

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- **Reflects How The Work Will Be Done**
- **Communicates Meaningful Information**
  - Work
  - Sequence
  - Dates
  - Responsible Resources
- **Reflective Of The Project Structure**
  - Who is working on it
  - What work is being done
  - Costs associated with the work

## Defining Expectations

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- **Who Is The Schedule For?**
- **What Will It Be Used For?**
- **What Is The Expected Level Of Detail?**
- **What Standards Exist?**
  - **Processes and methodologies**
  - **Scheduling standards**



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## **Common Challenges In Project Scheduling**

# Common Scheduling Issues

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- **Structure To Be Used**
- **Level Of Detail**
- **Supporting Data**
  - Resources
  - Costs
  - Other dimensions
- **Methodology**
  - Degree of influence on scheduling
  - Reflection of how work gets done
  - Adaptation of iterative approaches to linear schedules

## **Purposes Of Schedules** [project.headway]

### ➤ **Work Co-ordination**

- Owners' representative

### ➤ **Work Management**

- Leads/supervisors/managers responsible for work

### ➤ **Controls**

- Can be separate Project Controls role

### ➤ **Reporting**

- Executives
- Other stakeholders

## **Purpose Of Schedules (continued)**

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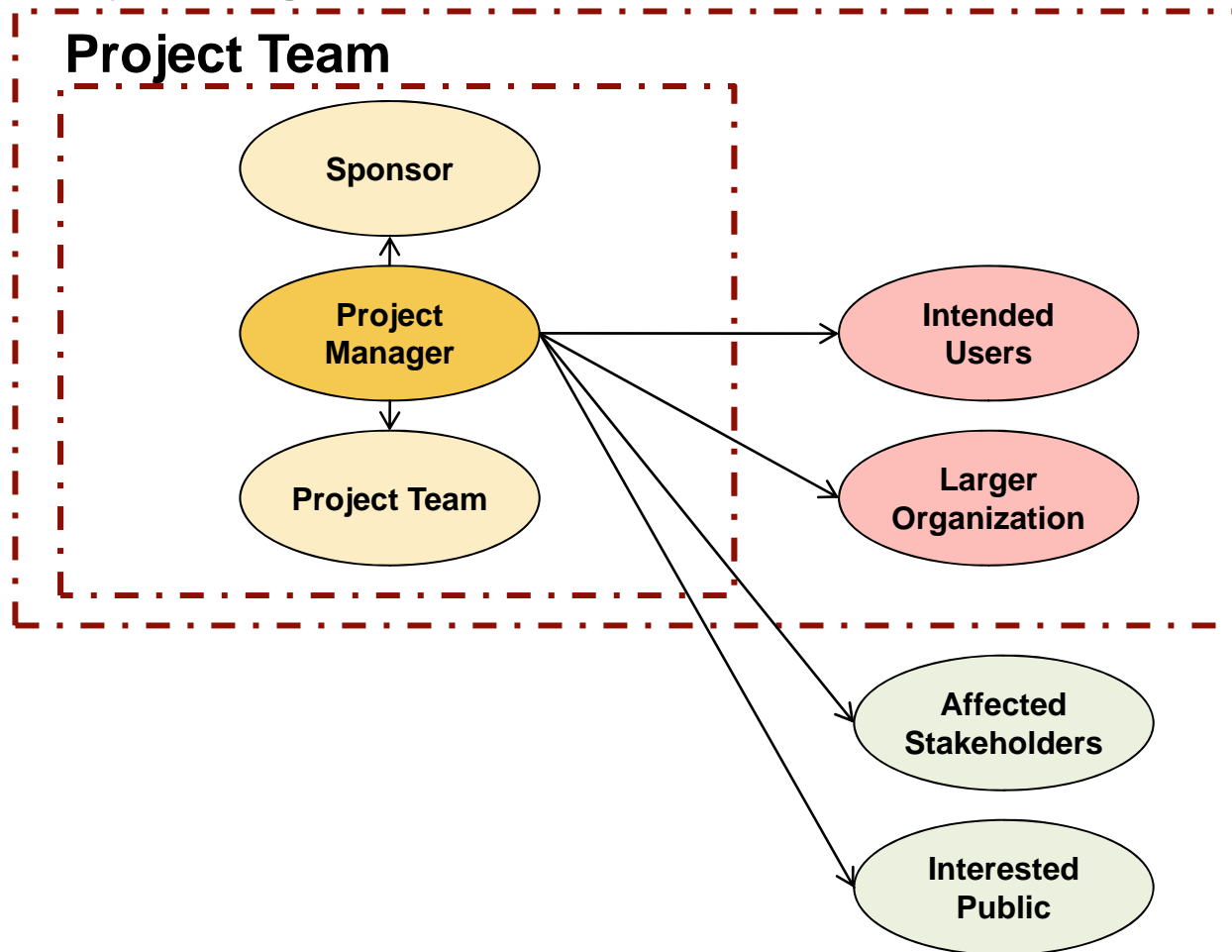
### **➤ Organization & Management Of Information**

- **Earned Value metrics**
- **Cash-flow projection**
- **Workload/resource/capacity metrics**
- **Contractual compliance**
- **PMO reporting**
- **Asset tracking**

# Reach Of Schedules

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## Project Organization



# **Influence Of Methodology** [project.headway]

## **- Theoretical**

### ➤ **Theoretically, Methodology Should Define**

- **Structure**
- **Phases**
- **Deliverables**
- **Milestones**
- **Activities**

### ➤ **Taken To The Extreme, Schedules Become Completely Generic And Interchangeable**

- **No reflection of scope/strategy**
- **Change the estimates to define the work**



# **Influence Of Methodology** [project.headway]

## **- Practical**

### ➤ **Practically, Applying Methodologies To Schedule Requires Interpretation**

- Adaptations to approach
- Deviations from standard process
- Relevance of methodology to the project
- Additional processes/methodologies within scope
- Reporting expectations
- Need for reflection of scope/strategy of how the project is being done

### ➤ **Successful Scheduling Means Getting Consciously Devising An Approach That Makes Sense**



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## **An Approach For Scheduling Success**

# Process For Developing Schedules

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## ➤ Define Scope/Strategy

- What are you building?
- How are you going to go about doing it?

## ➤ Develop Work Plan

- Work breakdown structure
- Estimates of:
  - Effort
  - Time
  - Cost
- Dependencies

## **In Between Strategy And Work Plan**

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### **➤ Consider WHAT The Work Plan Needs To Reflect**

- **Scheduling standards and their role on the project**
- **Expectations/requirements for standards adherence**
- **Processes/methodologies to be used**
  - What are they
  - How relevant and applicable are they
  - To what degree will they be adhered to
- **Purpose of the schedule**
- **Intended audience**
- **Process of on-going tracking**

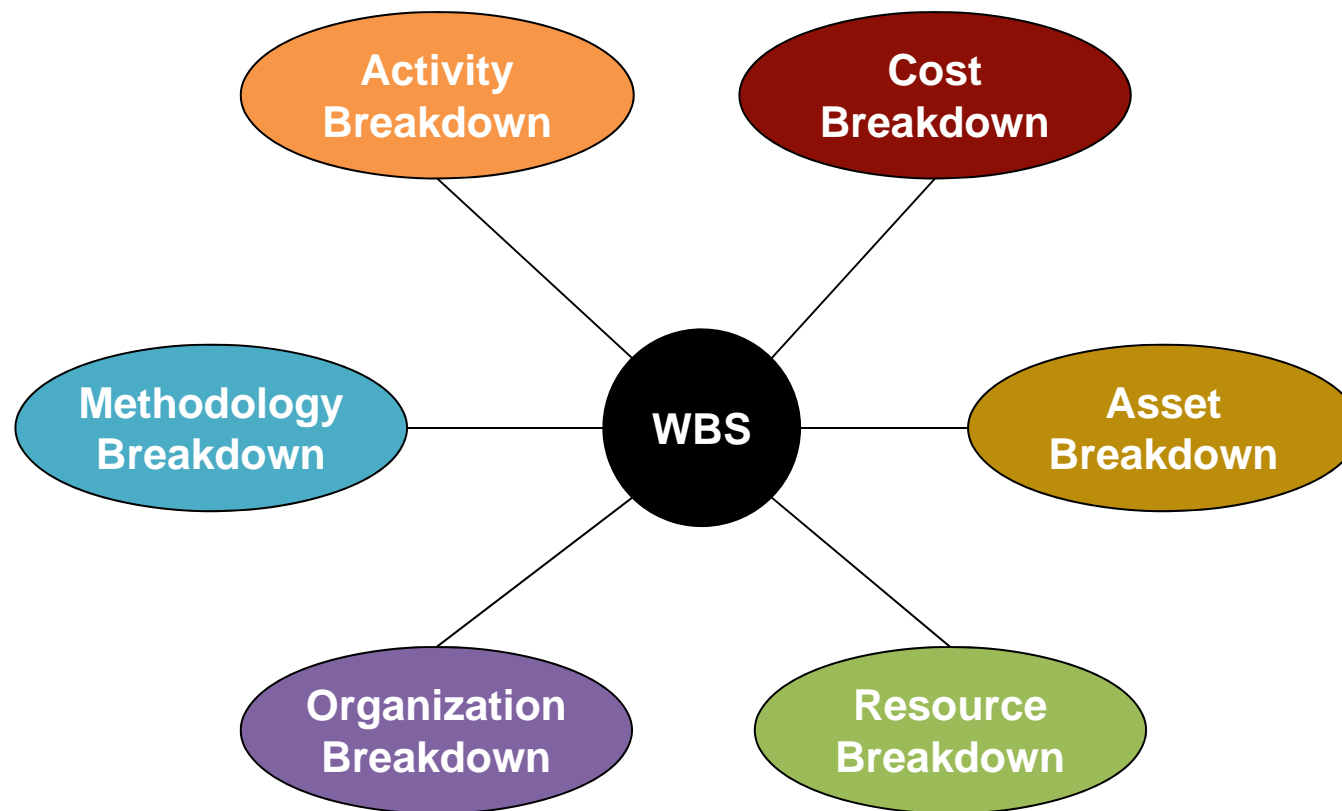
## Considering Multiple Schedules

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- **'Two Sets Of Books' Is Typically Viewed Negatively**
- **Multiple Schedules Might Be Required**
  - **Is A Single Schedule Possible? Are Multiple Schedules Necessary?**
    - Reflect different purposes
    - Require different structures
    - Feed different level of details
  - **Where Multiple Schedules Are Required**
    - How will integration be managed

## Being Clear About Structures

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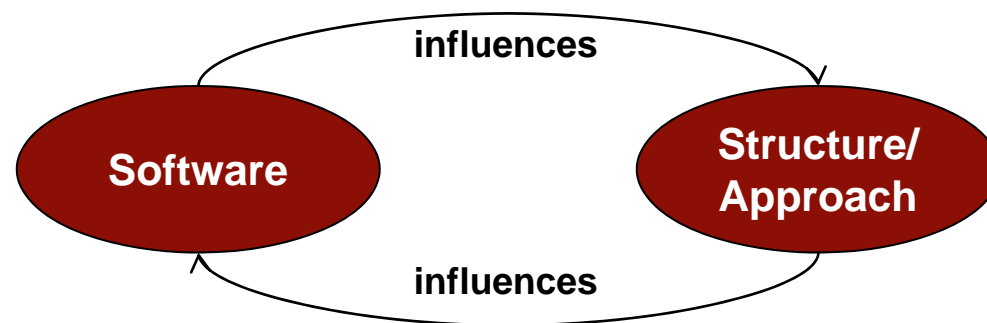


# Thinking About Software [project.headway]

## ➤ Often A Chicken/Egg Problem

## ➤ May Not Have A Choice

- What software to use
- How to use it
- Codes and structure to be used



## Summary

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- **Schedule Structure Drives Many Aspects Of Project Management**
- **We Need To Be Clear About Schedule Expectations Before Building The Schedule**
  - Standards
  - Processes
  - Purpose
  - Audiences
  - Tools
- **One Of The Most Significant Choices Is Structure**
- **Multiple Structures May Demand Multiple Schedules**





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**Q&A**

**Scheduling: What Comes First?**

## Questions?

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- **Quick Review: Process to Pose a Question**
- **Questions?**



**Mark Mullaly**

## What Is project HEADWAY?

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➤ ganttthead.com's Process For Project Management

➤ Designed to Provide

- Organizations
- Project managers
- Project teams

With the Processes to Manage Projects and Programs  
Within a project Framework

➤ Simple and Straight-forward

➤ Open to “*Premium Plus*” and “*Corporate*” Members

## PMI PDU Information

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### ➤ To Claim Your PDU For This Webinar

- Go to “My Account” on the gantthead website
- Click on “PDU’s Awarded” link
- View the PDU award certificate
- It will contain all the corresponding information you require to claim your PDU on the PMI website

### ➤ Problems: [heather@gantthead.com](mailto:heather@gantthead.com)

## Webinar Survey

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### ➤ Feedback Survey

- A feedback survey will be forwarded to you by email
- Please input your feedback and give us an idea of what you think
- It takes about 3 min to complete

**Mark Your Calendars!**

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## **Project HEADWAY**

**Owning Other Peoples' Choices:  
Prioritization And Selection of Projects**

**19 July 2011  
@ 3:00 PM EST**

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# The End

Questions for the Presenter?

Mark Mullaly

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Interested in project HEADWAY?

Gina Jones

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