

Project Scheduling

Practical “Lessons Learned” for Improved
Project Scheduling

Presented by

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Tonight's Topics

- ✓ Introduction to the Speaker
- ✓ Now on with the presentation!

- Tips for creating a reasonable project schedule
- The importance of dependencies
- Adding Notes to capture basis used for estimating
- Reflecting alternate team member work schedules and impacts to scheduling
- Building tasks into your project to capture external risks that could impact schedule
- Capturing impacts of a Change Request

Critical First Step

Tips for Creating a 'Reasonable'
Project schedule

- o Know the nature of the Project
- o Define the Work Products (Deliverables) upfront
 - o Acceptance Criteria
 - o Review cycles & durations
- o Estimate the work
 - o Team/PERT Estimates
 - o Add time for coordination & transitions
 - o Remember QA efforts
 - o Factor in formal review & acceptance cycles

Setting the Critical Path

The Importance of Dependencies

- o Understand the task interactions
- o Factor 'risk' plays in dependencies
 - o Can you safely move ahead prior to formal approval?
- o Document your assumptions
- o Be realistic regarding Lag times between tasks

Document your Tasks

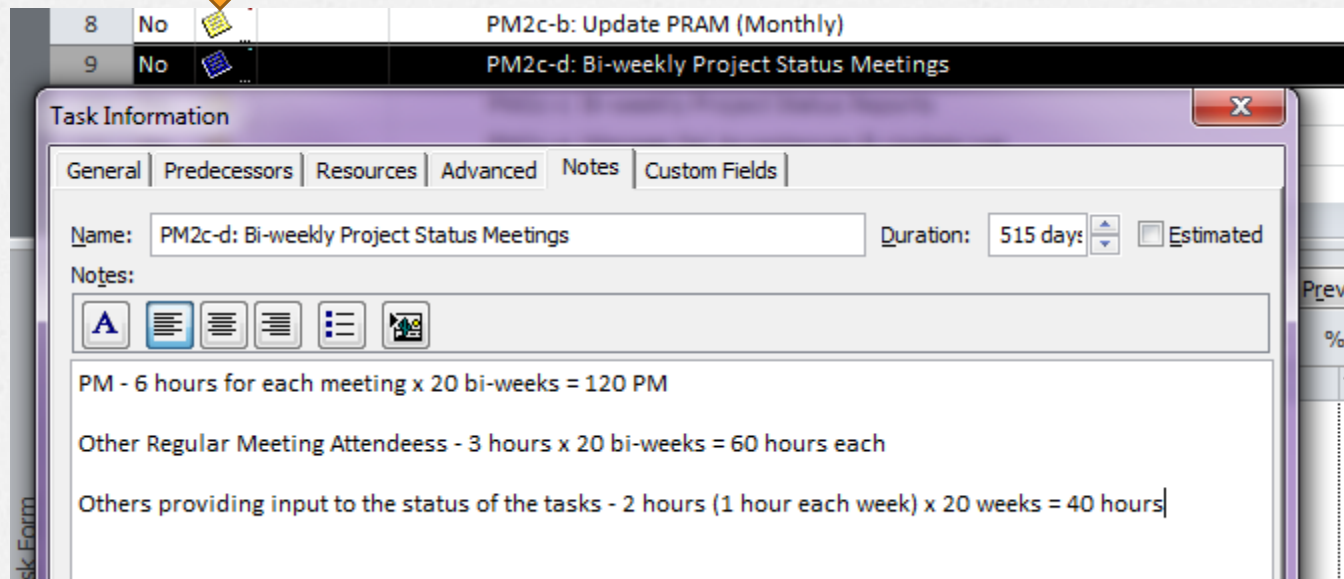
Adding Notes to capture basis
used for estimating

Notes can be a big help during
Change Requests!!

- o Create 'bucket' tasks
 - o E.g. Meetings
 - o Identify resources
 - o Estimate event per resource
- o Tasks estimated based on # of objects/occurrences
- o Insert 'Notes' or 'Indicators' column to your schedule

Task Notes

Helpful for explaining bucket task efforts




The screenshot shows a project management software interface. At the top, there is a task list with two entries:

8	No		PM2c-b: Update PRAM (Monthly)
9	No		PM2c-d: Bi-weekly Project Status Meetings

Below the task list, a 'Task Information' dialog box is open, showing details for the selected task 'PM2c-d: Bi-weekly Project Status Meetings'. The dialog box has several tabs: 'General', 'Predecessors', 'Resources', 'Advanced', 'Notes', and 'Custom Fields'. The 'Notes' tab is selected, and the following information is displayed:

Name: PM2c-d: Bi-weekly Project Status Meetings Duration: 515 day: Estimated

Notes:



PM - 6 hours for each meeting x 20 bi-weeks = 120 PM

Other Regular Meeting Attendees - 3 hours x 20 bi-weeks = 60 hours each

Others providing input to the status of the tasks - 2 hours (1 hour each week) x 20 weeks = 40 hours

Importance of Calendars

Reflecting alternate team member work schedules and impacts to scheduling

Watch this!!

- o Know when it is important
 - o Key team member has alternate work schedule
- o Ask for vacations at the time you create your project
- o Include usual leave dates, if known

Impact of key resource Approved 4 day work schedule

Original Project Schedule

PMI_Presentation_Analysis_Design_TM_Model.mpp

	% Co	Task Name	Estimated Work	Start	Finish	Duration
0	0%	<input type="checkbox"/> Analysis & Design	9,356.28 hrs	Thu 3/29/12	Thu 12/19/13	443.1 days?
1	0%	<input type="checkbox"/> PROJECT MANAGEMENT PHASE	3,481.62 hrs	Thu 3/29/12	Fri 11/15/13	421.5 days?
2	0%	Agency Set up Email Account	8 hrs			8 hrs
3	0%	Agency Set up office environment for team	16 hrs	Thu 3/29/12	Tue 4/3/12	4 days?
4	0%	<input type="checkbox"/> PM-1: Finalize Project Management Plan (FP)	87 hrs	Fri 3/30/12	Tue 9/18/12	122.5 days?
21	0%	<input type="checkbox"/> PM-2: PM On-going Tasks (T&M)	3,370.62 hrs	Thu 3/29/12	Fri 11/15/13	421.5 days
63	0%	<input type="checkbox"/> ANALYSIS PHASE	3,713.17 hrs	Thu 3/29/12	Wed 7/3/13	327.5 days?
64	0%	<input type="checkbox"/> Deliverable 1.1: Analysis & Requirements Sessions (T&M)	406.05 hrs	Thu 3/29/12	Mon 9/10/12	117.25 days?
132	0%	<input type="checkbox"/> Deliverable 1.2: Document Current Processes (T&M)	1,503.5 hrs	Thu 5/3/12	Fri 11/30/12	154 days?
298	0%	<input type="checkbox"/> Deliverable 1.3: Requirements Map (T&M)	164 hrs	Wed 10/24/12	Mon 2/18/13	80.9 days
310	0%	<input type="checkbox"/> Deliverable 1.4: Data Requirements (T&M)	920.97 hrs	Thu 6/21/12	Fri 2/8/13	164.38 days
423	0%	<input type="checkbox"/> Deliverable 1.5: High-Level Design Products (T&M)	718.65 hrs	Fri 11/9/12	Wed 7/3/13	165 days
444	0%	<input type="checkbox"/> SYSTEM DESIGN PHASE	2,082.5 hrs	Fri 11/16/12	Tue 12/3/13	263.85 days
445	0%	<input type="checkbox"/> Deliverable 2.1: Logical Data Model (Entity Relationship Diagram) and Data Dictionary (FP)	462 hrs	Fri 11/16/12	Tue 12/3/13	263.85 days
470	0%	<input type="checkbox"/> Deliverable 2.2: Detailed Design Package & Solution Recommendation (T&M)	1,517.5 hrs	Mon 2/11/13	Thu 10/31/13	186.91 days
504	0%	<input type="checkbox"/> Deliverable 2.3: Executive Presentation on Solution Recommendation (FP)	103 hrs	Mon 10/21/13	Tue 11/12/13	15 days
515	0%	<input type="checkbox"/> PROJECT CLOSURE PHASE	79 hrs	Fri 11/22/13	Thu 12/19/13	16.75 days?
516	0%	<input type="checkbox"/> PM-3: Draft Closing Report and Final Documents (FP)	79 hrs	Fri 11/22/13	Thu 12/19/13	16.75 days?
528	0%	PROJECT CLOSED	0 hrs	Thu 12/19/13	Thu 12/19/13	0 days

Impact of key resource Approved 4 day work schedule

o Impact to Project Schedule

Yikes! A 69 day increase

PMI_Presentation_Analysis_Design_TM_Model_IndCal.mpp

	% Co	Task Name	Estimated Work	Start	Finish	
0	0%	[-] Analysis & Design	9,360.58 hrs	Thu 3/29/12	Tue 3/25/14	512 days?
1	0%	[-] PROJECT MANAGEMENT PHASE	3,485.9 hrs	Thu 3/29/12	Tue 3/25/14	512 days?
2	0%	Agency Set up Email Account	8 hrs			8 hrs
3	0%	Agency Set up office environment for team	16 hrs	Thu 3/29/12	Tue 4/3/12	4 days?
4	0%	[+] PM-1: Finalize Project Management Plan (FP)	87 hrs	Fri 3/30/12	Fri 9/21/12	125.5 days?
21	0%	[+] PM-2: PM On-going Tasks (T&M)	3,374.9 hrs	Thu 3/29/12	Tue 3/25/14	512 days
63	0%	[-] ANALYSIS PHASE	3,713.17 hrs	Thu 3/29/12	Fri 7/26/13	344 days?
64	0%	[+] Deliverable 1.1: Analysis & Requirements Sessions (T&M)	406.05 hrs	Thu 3/29/12	Wed 9/12/12	119.31 days?
132	0%	[+] Deliverable 1.2: Document Current Processes (T&M)	1,503.5 hrs	Thu 5/3/12	Mon 12/3/12	155 days?
298	0%	[+] Deliverable 1.3: Requirements Map (T&M)	164 hrs	Fri 11/2/12	Tue 3/5/13	84.8 days
310	0%	[+] Deliverable 1.4: Data Requirements (T&M)	920.97 hrs	Thu 6/21/12	Wed 2/20/13	172.38 days
423	0%	[+] Deliverable 1.5: High-Level Design Products (T&M)	718.65 hrs	Tue 11/20/12	Fri 7/26/13	173.63 days
444	0%	[-] SYSTEM DESIGN PHASE	2,082.5 hrs	Tue 11/27/12	Thu 12/19/13	267.85 days
445	0%	[+] Deliverable 2.1: Logical Data Model (Entity Relationship Diagram) and Data Dictionary (FP)	462 hrs	Tue 11/27/12	Thu 12/19/13	267.85 days
470	0%	[+] Deliverable 2.2: Detailed Design Package & Solution Recommendation (T&M)	1,517.5 hrs	Mon 2/25/13	Tue 11/26/13	193.34 days
504	0%	[+] Deliverable 2.3: Executive Presentation on Solution Recommendation (FP)	103 hrs	Tue 11/12/13	Mon 12/9/13	16.88 days
515	0%	[-] PROJECT CLOSURE PHASE	79 hrs	Thu 12/12/13	Tue 1/7/14	18.75 days?
516	0%	[+] PM-3: Draft Closing Report and Final Documents (FP)	79 hrs	Thu 12/12/13	Tue 1/7/14	18.75 days?
528	0%	PROJECT CLOSED	0 hrs	Tue 1/7/14	Tue 1/7/14	0 days

Outside Impacts to your Project Schedule

Building tasks into your project to capture external risks that could impact schedule

- o Critical Approvals
- o Hardware/Software
- o Infrastructure Upgrades
- o Critical Requests

- o Others you have experienced?

Example Tasks

- External Tasks on which your project depends

443	0%	SYSTEM DESIGN PHASE	2,082.5 hrs	Fri 11/16/12	Tue 12/3/13	263.85 days
444	0%	Deliverable 2.1: Logical Data Model (Entity Relationship Diagram) and Data Dictionary (FP)	462 hrs	Fri 11/16/12	Tue 12/3/13	263.85 days
445	0%	Deliverable 2.1: Set Up Designer Software on Agency Provided machine	4 hrs	Fri 11/16/12	Fri 3/1/13	72 days
446	0%	Deliverable 2.1: Create new schema in Oracle Designer.	1 hr	Fri 3/22/13	Tue 3/26/13	2 days
447	0%	Deliverable 2.1: Create Entities.	40 hrs	Tue 3/26/13	Wed 7/17/13	80 days

Change

It Happens!

Capturing impacts of a Change Request

- o Factoring in change
- o Enter a Task to capture the event
- o Change your dependencies if a work stoppage must occur until the change is approved
- o Don't forget to re-baseline!

Example Tasks

o Capture Change!

% Co ▾	Task Name	Estimated Work ▾	Start ▾	Finish ▾	Duration ▾
0%	<input type="checkbox"/> Deliverable 2.2a: Detailed Design Package (T&M)	1,390 hrs	Thu 2/14/13	Thu 7/18/13	109.84 days
0%	Change Request #9	0 hrs	Thu 2/14/13	Wed 3/13/13	20 days
0%	Deliverable 2.2a: Continue of Detail Design Package	272 hrs	Tue 3/12/13	Mon 4/8/13	20 days

In Summary

- Tips for creating a reasonable project schedule
- The importance of dependencies
- Adding Notes to capture basis used for estimating
- Reflecting alternate team member work schedules and impacts to scheduling
- Building tasks into your project to capture external risks that could impact schedule
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Questions?

