

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

- Managing
 - Decisive and authoritative where necessary
 - Encourages team members use their initiative
 - People focussed
 - Comfortable with ambiguity
- Managing
 - 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

- Leading
 - Confident in his/her ability
 - Has a vision of the future and inspires people
 - A team player - does not pull rank unnecessarily
- Leading
 - 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

- Problem solving
 - Drives to overcome resistance and achieve results
 - Aware of the 'big picture'
- Negotiating
 - Great negotiator

- Problem solving
 - Listens to team members and stakeholders to build results
 - Pays attention to the detail that matters
- Negotiating
 - Great negotiator


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The Differences

Project Managers -v- Schedulers

- Planning
 - Integrator and decider
 - Top down
 - Sees what can be improved
- Delegating
 - Great delegator

- Planning
 - Builder and creator
 - Bottom up & Top down
 - Can start with a blank page and see 'what if'
- Delegating
 - 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 Projects* 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

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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

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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

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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
 - Statusing progress
 - Updating the schedule for relevance and accuracy
 - Assessing the effect of delays & disruptions

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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:*

<https://mosaicprojects.com.au/PMKI-SCH-010.php#Process1>

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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:*

<https://mosaicprojects.com.au/PMKI-SCH-010.php#Process1>

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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:*

<https://mosaicprojects.com.au/PMKI-SCH-010.php#Process1>

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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
Projects



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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

<https://mosaicprojects.com.au/PMKI-SCH.php>

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