Should you certify your schedulers?

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Outline

- An overview of credentials
- Scheduling Standards
- Scheduling Issues
- Existing scheduling credentials
  - AACEi - PSP & PMI-SP
- Emerging scheduling credentials
  - CIOB Time Management
  - International Guild of Project Controls **(GPC)**
- Conclusions on the need for certification

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The case for credentials

- Require demonstrated knowledge
  - Shows a commitment to have done the work to earned the credential
- Usually requires a measured amount of time doing the job (eg, PMI-SP = 5 years)
- May attempt to measure competence* (eg, RegPM)

* https://mosaicprojects.com.au/WhitePapers/WP1056_Competency.pdf

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The problems…..

- Knowledge was at a point in time
  - It may be forgotten
- Time served is not a measure of quality or contribution – how good is the person?
- Competency is measured in a context
  - It may not be transferable to another location

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The challenges

- There can be an over reliance on credentials
  - Used as filters (excluding good people)
  - Misplaced expectations
      PMP ≒ good project manager

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The challenges

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      PMP ≒ good project manager

- **But no credential means no benchmark**

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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

- PMI's Contributions
  - *PMBOK® Guide* 4th Edition
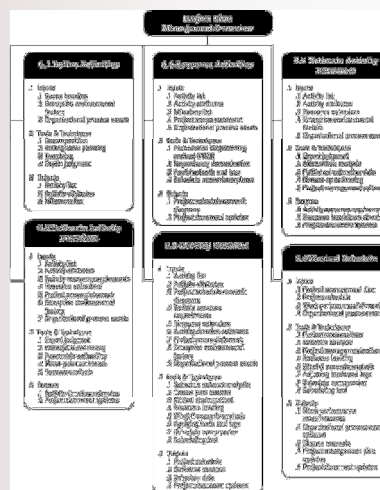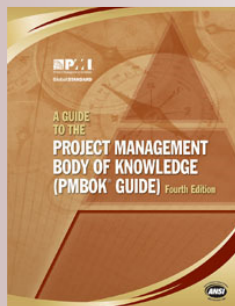
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Scheduling Standards

- Practice Standard for Scheduling 2nd Ed.
  - Describes an effective scheduling methodology
  - Provides a quantifiable means for assessing the maturity of a schedule model
    Supported by tools such as Acumen Fuse
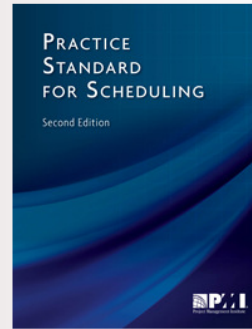
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Scheduling Standards

- **Guide to Good Practice in the Management of Time in Complex Projects**
- 2011: Wiley Blackwell
- Developed by CIOB UK
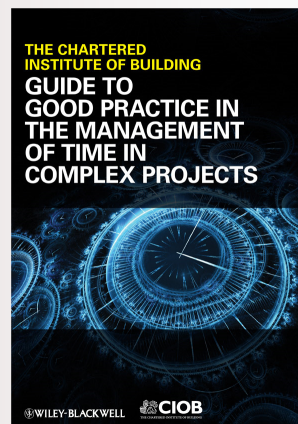
* See: http://www.wiley.com/WileyCDA/WileyTitle/productCd-144433493X.html

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Scheduling Standards

- **Standards of Practice (SoP) from the International Guild of Project Controls (GPC)**
- March 2012 onwards
- Global relevance, for all industries
- Developed by working project controllers, supported by major global employers

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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

- There is no benchmark training in the core skills of planning and scheduling
  - People employ schedulers based on tools

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Scheduling Issues

- Consequently:

Organisations do not use effective time management and most projects run late!

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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
  - **The Guide** + PMI Practice Standard & PMI-SP
  - International Guild of Project Controls (GPC)

*See: A Brief History of Scheduling - Back to the Future
https://mosaicprojects.com.au/PDF_Papers/P042_History_of_Scheduing.pdf

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Scheduling Credentials

- World-wide effort to develop effective scheduling credentials
  - Blending knowledge and demonstrated capability / competency
- But are we too late to change the current bad situation?

And does it matter?

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Credential Update!

- What we have:
  - **AACEi PSP** = Senior Construction/ Engineering Scheduler
  - **PMI-SP** = Senior Scheduling Manager
- What we still need:
  - Entry level scheduling certification focused on scheduling skills
    In development NOW!

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AACE PSP™

- AACEi's 'Planning & Scheduling Professional Certification' (PSP)*
  - 7 Hr examination
  - 8 Years scheduling experience
  - Construction industry focus
- Approx. 700 Certifications awarded
- Credentials available for 7+ years

* See: http://www.aacei.org/certification/certExplained.shtml

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The PMI-SP Credential

- PMI's Scheduling Professional 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.

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The PMI-SP Credential

- No industry bias
- No tool bias
- Only 600 awarded in first five years

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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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Existing Credentials

- Focus on certifying senior schedulers
- Qualify 'experts' for
  – Litigation
  – Management influence
- BUT – Senior schedulers don't value the credentials (500,000 PMPs -v- 500 PMI-SPs)
- Nor do employers
- **Why?**

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New Scheduling Credentials

- **International Guild of Project Controls (GPC)**

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GPC – 'The Guild'

- **International Guild of Project Controls (GPC)**
  - Centre of excellence for developing the skills, expertise and capability of professionals in the field of project controls
  - Phase 1 Launched 11/11/11
  - Sponsored by Planning Planet and major corporate employers

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GPC – 'The Guild'

- **The Guild is:**
  - Independent, transparent and supported by major employers
  - Not for profit; sensible fees to be used for the good of the membership
  - Founded on pan-industry, professional standards, maintained via an ongoing process of development
  - Run by and for Planners & Project Controls professionals

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GPC – 'The Guild'

- **GPC Framework developed**

FOUNDATION

MANAGEMENT SUPPORT COMMITTEE	MEMBERSHIP REVIEW COMMITTEE	STRATEGIC DEVELOPMENT COMMITTEE
MISSION	MISSION	MISSION
To oversee and manage the Guilds internal operation	Deployment and operation of the Guilds professional standards	Identification of opportunities and deployment of direction, for promotion of the Guilds interests

PROFESSIONAL DEVELOPMENT

PROFESSIONAL STANDARDS COMMITTEE	EDUCATION DEVELOPMENT COMMITTEE
MISSION	MISSION
The setting and maintenance of standards and the ongoing support of Guild Members in the field	The provision of educational, career path and support services to the Guild Members in the field

COLLABORATION & PROMOTION | INFRASTRUCTURE SUPPORT

COLLABORATION AND PROMOTION COMMITTEE	INFRASTRUCTURE SUPPORT COMMITTEE
MISSION	MISSION
The promotion of image through events and establishing collaborative relationships with external bodies	To oversee and manage infrastructure created to support the operations of members in the

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GPC – 'The Guild'

- The Guild covers all aspects of Project Controls:

Discipline / Career Path	Status of Standards of Practice
Project Controls	- Elements defined
Contract Admin / Doc Control	- Elements defined, standards commencing
Planning & Scheduling	- Elements defined, standards under draft review
Cost Estimating	- Elements defined
Forensic Analysis	- Elements defined, standards under draft review

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GPC – 'The Guild'

- The Guild is designed to support companies and individuals with:
  – Career Path / Professional development
  – Training
  – Certifications to Prove Competency
  – Mentoring
  – Project Controls Systems Resources
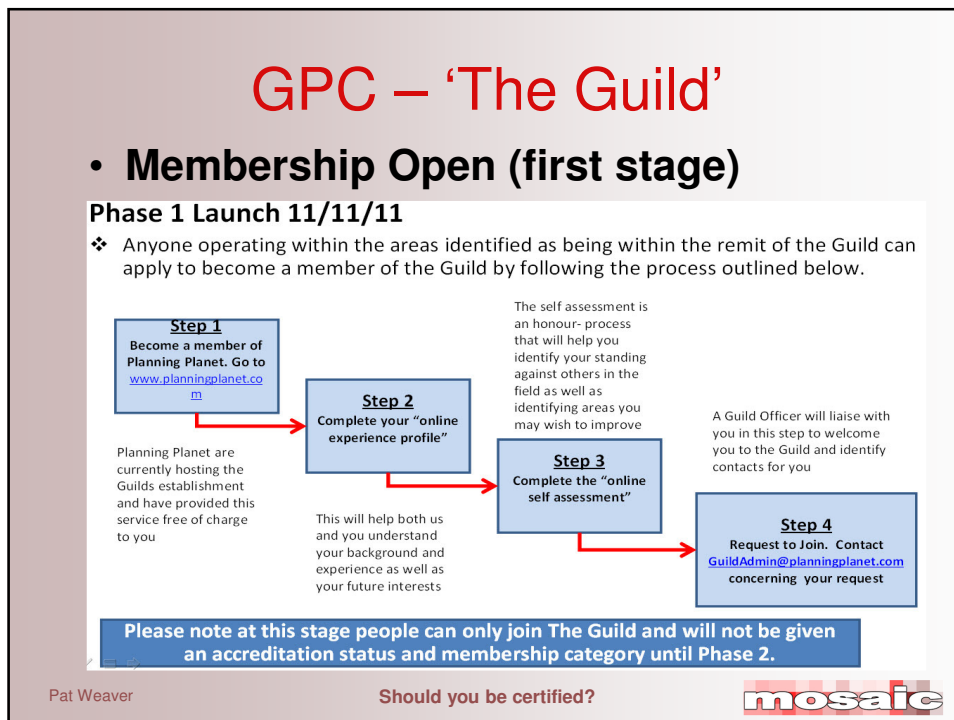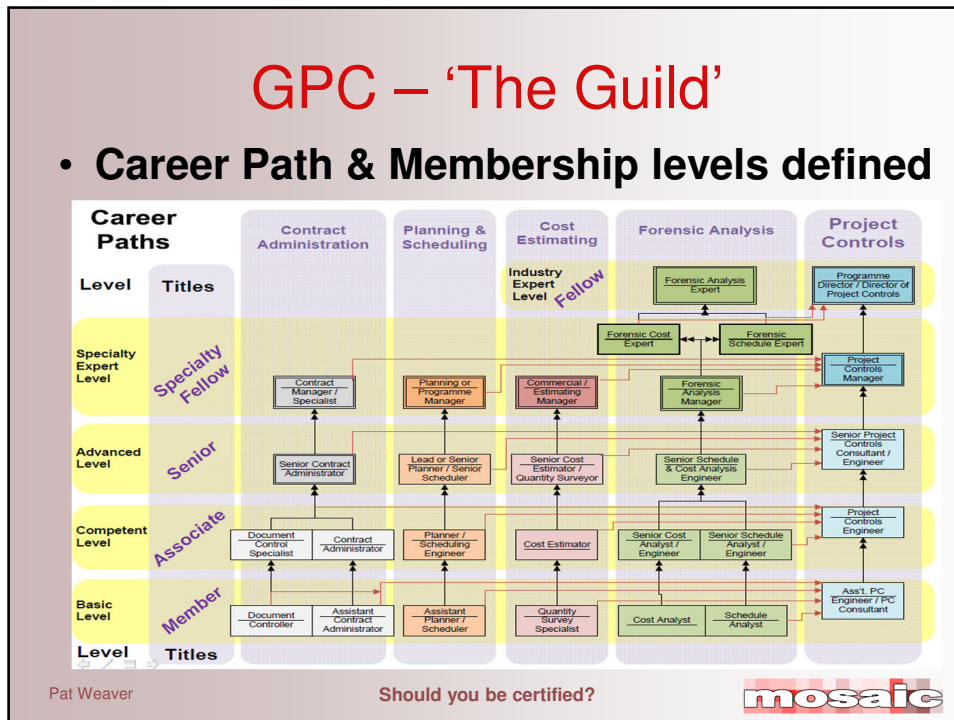
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GPC – 'The Guild'

- **Career Path & Membership levels defined**

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GPC – 'The Guild'

- **Membership Open (first stage)**

Phase 1 Launch 11/11/11

❖ Anyone operating within the areas identified as being within the remit of the Guild can apply to become a member of the Guild by following the process outlined below.

Step 1
Become a member of Planning Planet. Go to www.planningplanet.com

Planning Planet are currently hosting the Guilds establishment and have provided this service free of charge to you

Step 2
Complete your "online experience profile"

This will help both us and you understand your background and experience as well as your future interests

The self assessment is an honour- process that will help you identify your standing against others in the field as well as identifying areas you may wish to improve

Step 3
Complete the "online self assessment"

A Guild Officer will liaise with you in this step to welcome you to the Guild and identify contacts for you

Step 4
Request to Join. Contact GuildAdmin@planningplanet.com concerning your request

Please note at this stage people can only join The Guild and will not be given an accreditation status and membership category until Phase 2.

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GPC – 'The Guild'

• **Credentialing starts March 2012**

❖ **Formal accreditation process will begin to go live**
❖ **Existing "members" of the Guild will now go through the formal accreditation process**
❖ **People with relevant professional qualifications can gain "Associate" level membership**
❖ **Confirmation of membership fees and their timescales**

As the formal accreditation process is still under development we are not at this stage able to give you the full details of what knowledge testing and capability assessments you will need to undertake, however we can confirm the following :-

❖Undertake online testing to validate discipline and industry knowledge

❖Validate skills, experience and useful 'on-the-job' capability via :

    ❖ Practical written testing

    ❖ Practical and useful capability exercises

❖Undertake a Professional Interview with a Regional Guild panel

❖A capability & experience overview with two Planning Planet / Guild referees

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GPC – 'The Guild'

• **Key elements. The Guild will:**
– Stay independent / not for profit / open book
– Use / recognise existing standards
– Use / recognise existing & future credentials
– Use independent examination providers
– Use knowledge AND capability benchmarks
– Offers a point of harmonization

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What's Mosaic doing?

- We are developing a free resource at
  https://mosaicprojects.com.au/PMKI-SCH.php

Location: PMKI > Project Controls and Scheduling

Subjects covered in this section take an in-depth look at the function of project controls and scheduling, in part to support out PMI-SP courses, and that go beyond the core project management processes covered in Section 2 - PMBOK Knowledge Areas.

While 'planning' is a tools and techniques focused discipline, it is important to remember the core techniques in planning are:

1. Thinking about the objective to be achieved
2. Gathering ideas from people
3. Organizing the ideas in a sensible way
4. Validating the proposed solution
5. Communicating the solution and getting buy-in
6. Monitoring progress to see what is going to plan and where re-planning or reorganizing is required.

The various tools and techniques used in planning sit in point 3 above and assist in point 6. Many of the tools are discussed in this section of the PMKI.

Click through to our **PMBOK Project Schedule Management page**.

Download the PMKI Taxonomy

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Conclusions

- Should schedulers be certified?
  - There's proof effective scheduling makes a positive contribution to project outcomes*
  - There are no basic credentials at this point in time
  - Credentials set standards and drive knowledge frameworks (eg, PMP)
- My view is **YES** (as soon as it's possible)

* http://mosaicprojects.wordpress.com/2011/11/11/proof-of-the-blindingly-obvious/

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Conclusions

- But, we need an effective 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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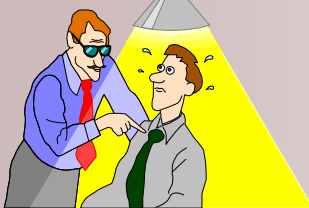
Conclusions

- International credentials will help
  – Focused on new planners and schedulers
- International **Guild of Project Controls (GPC)** provides a 'home community'
- 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
https://mosaicprojects.com.au/PMKI-SCH.php

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