Functions of Project Planning

The following ñlnctions are to be performed carefully in the Project Planning process.

1. It should provide a basis for organizing the work on the project and allocating responsibilities to individuals.

2. It is a means of communication and co-ordination between all those involved in the project.

3. It induces the people to took ahead.

4. It instills a sense of urgency and time consciousness.

5. It establishes the basis for monitoring and control.

In planning a project, the project manager must structure the work into small elements that are: Manageable, independent, integate and also measurable in terms of progress.

Project planning must be systematic and flexible enough to handle unique activities, disciplined through reviews and controls and capable of accepting multifunctional inputs.

What Is Scheduling in Project Management?

Scheduling in project management is the listing of activities, deliverables, and milestones within a project. A schedule also usually includes a planned start and finish date, duration, and resources assigned to each activity. Effective project scheduling is a critical component of successful time management.

When people discuss the processes for building a schedule, they are usually referring to the first six processes of time management:

How to do scheduling in project management

There are three main types of schedules:

1. **Master project schedule:** A <u>master schedule</u> tends to be a simplified list of tasks with a timeline or project calendar.
2. **Milestone schedule or summary schedule:** This type of schedule tracks major milestones and key deliverables, but not every task required to complete the project.
3. **A detailed project schedule:** This is the most thorough project schedule, as it identifies and tracks every project activity. If you have a complex, large, or lengthy project, it's important to have a detailed project schedule to help track everything.

4. The most common form of project schedule is a <u>Gantt chart</u>. Both a milestone schedule and a detailed project schedule can be created as a Gantt chart. When choosing a scheduling software, look for tools that allow you to <u>create different views from the same schedule</u>. Benefits of project scheduling in project management

Project scheduling provides the following benefits:

1. Assists with tracking, reporting, and communicating progress
2. Ensures everyone is on the same page with tasks, dependencies, and deadlines
3. Highlights issues and concerns, such as a lack of resources
4. Identifies task relationships
5. Monitors progress and identify issues early

Seven tips for creating a solid project schedule

The time management processes identified above are the key steps to creating a project schedule. However, keep these seven tips in mind to make sure your schedule is realistic.

1. **Get input from stakeholders:** Don't create your schedule in isolation. It's important to use your team and other stakeholders to identify tasks, resources, dependencies, and durations.
2. **Reference past projects:** Looking at previous projects with similar scope and requirements can help create realistic estimates and ensure you haven't forgotten any tasks.
3. **Keep risk in mind:** Identify and document any factors that pose a risk to staying on schedule. This will help <u>your risk management efforts</u>.
4. **Consider any non-work time:** For example, make sure vacations and holidays are reflected in your schedule so that you're not assuming people will be working when they're not.
5. **Define the critical path on your project:** Identifying your project's <u>critical path</u> allows you to prioritize and allocate resources to the most important tasks in the project.
6. **Record scheduling assumptions:** Write down the logic behind your scheduling predictions. For example, if you assume it will only take 10 hours to complete a task because you have a senior engineer. Then, if you end up with a junior engineer, you can understand and explain why it took twice as long as planned.
7. **Include project milestones:** Milestones are events or markers that stand for an important point in your project. They're useful for creating a summary schedule, reporting to executives, and identifying problems early. Here are some milestone examples:
    01. Project kickoff
    02. Design approvals
    03. Completion of requirements
    04. Product implementation
    05. Project closeout

Project Monitoring and Control

The main purpose of monitoring and controlling activities is to be proactive in finding issues ahead of time and taking corrective action. Corrective action can require revisiting Planning Process Group and updating the Project Management Plan as needed with the ultimate goal of bringing the project back in line with project objectives and constraints and improving future execution to avoid repeating the same issues.

Monitoring and Control Processes

Monitoring and Control processes include:

1. Monitoring and Controlling Project Work

This includes monitoring project risks and ensuring that they are being managed according to the project's risk plans.

Outputs include:

1. Recommended corrective actions
2. Recommended preventive actions
3. Forecasts
4. Recommended defect repair
5. Requested changes

2. Integrated Change Control

Integrated change control takes place throughout the project, from project initiation through project closure.

Outputs include:

1. Approved change requests
2. Rejected change requests
3. Updates to the Project Management Plan
4. Updates to the Project Scope Statement (and requirements)
5. Approved corrective and preventive actions
6. Approved defect repair
7. Validated defect repair
8. Deliverables

3. Scope Verification

The scope verification process ensures that project deliverables are formally accepted.

Outputs include:

1. Accepted deliverables
2. Requested changes
3. Recommended corrective actions

4. Scope Control

The Scope Control process ensures that changes to project scope are controlled.

Outputs include:

1. Updates to the Project Scope Statement and Scope baseline (this includes requirements)
2. Updates to the Work Breakdown Structure (WBS) and the WBS Dictionary
3. Requested changes
4. Recommended corrective actions
5. Updates to organizational process assets
6. Updates to the Project Management Plan

5. Schedule Control

The Schedule Control process monitors and controls changes to the project schedule.

Outputs include:

1. Updates to the schedule model data and baseline
2. Performance measurements
3. Requested changes
4. Recommended corrective actions
5. Updates to organizational process assets
6. Activity list and activity attribute updates
7. Updates to the Project Management Plan

6. Cost Control

The Cost Control process monitors and controls costs and changes to the project budget.

Outputs include:

1. Cost estimate updates
2. Cost baseline updates
3. Performance measurements
4. Forecasted completion
5. Requested changes
6. Recommended corrective actions
7. Updates to organizational process assets
8. Updates to the Project Management Plan

7. Performing Quality Control

The quality control performance process measures specific project results to determine whether the project is meeting quality standards.

Outputs include:

1. Quality control measurements
2. Validated defect repair
3. Updates to the quality baseline
4. Recommended corrective and preventive actions
5. Requested changes
6. Recommended defect repair
7. Updates to organizational process assets

8. Validated deliverables
9. Updates to the Project Management Plan

8. Managing the Project Team

This process tracks team member performance, provides feedback, resolves issues and coordinates changes to maintain and improve project performance.

Outputs include:

1. Requested changes
2. Recommended corrective and preventive actions
3. Updates to organizational process assets
4. Updates to the Project Management Plan

9. Performance Reporting

The Performance Reporting process collects and distributes performance information — including status reports, progress reports and forecasts.

Outputs include:

1. Performance reports
2. Forecasts
3. Requested changes
4. Recommended corrective actions
5. Updates to organizational process assets

10. Managing Stakeholders

This process manages stakeholder communications and works with stakeholders to ensure that requirements are satisfied and issues are proactively resolved.

Outputs include:

1. Resolved issues
2. Approved change requests
3. Approved corrective actions
4. Updates to organizational process assets
5. Updates to the Project Management Plan

Project Evaluation

Programme & Project Evaluation and Assessment focuses on three main project stages defined below. At each stage we focus on identifying how projects can deliver value for money whilst delivering intended business case benefits. An important aspect of the service is that information from past projects is translated into lessons learned to improve current and future programmes.

ASSAy (Assessments Structured Approach)

An ASSAy is a structured review of a project or programme. We make use of tools and techniques appropriate to the project and consultants with direct experience of the field under review.

Our ASSAy toolkit can be applied in the planning, delivery and post project phases:

1. **Pre Project Evaluation:** ASSAy can be used to assess if a project or intervention is worthwhile in a broad sense i.e. will it have the social and economic benefit expected. ASSAy can establish if the "business case" is justified, achievable and, given the planned approach to delivery, will deliver the intended benefits.
2. **Project in Progress Evaluation:** ASSAy can be used to assess and evaluate a project that is currently underway, its impact to date, providing an assessment of the project's likelihood of achieving its original objectives.   Lessons learnt may be applied to ensure that the project meets its original goals or seeks to meet modified goals. Assessment may support a decision to continue with delivery or to curtail delivery at an earlier stage on failing projects where recovery is no longer achievable within project budgets or timescales.
3. **Post Project Evaluation:**   ASSAy can be used to evaluate projects for their actual economic and social benefit as against the original objectives set for the project.

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