Planning & Scheduling Professional (PSP) Certification Review Course

Presented by: [Section Name] [Instructor Name, PSP] [Event Dates]

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Planning
II. Planning Outline

- Planning versus scheduling
  - Benefits of planning & scheduling
- Input/data for planning
  - Stakeholder management
  - Phased approach to execution
- Output/deliverables
  - Scheduling Specifications
  - Work breakdown structures (WBS)
- Advanced Planning Topics
Project plans and schedules fail for wide variety of reasons

- Root cause can often be found to have been at beginning of planning process

Typical reasons for failure include:

- Egos, personalities, and poor mix of people skills
- Corporate goals not understood
- Poor cost estimates
- Insufficient data and analysis during plan development
Typical reasons for failure (cont’d):

- Planning checklists and systematic procedures not followed
- Milestone dates not understood, communicated or followed
- People and resources constantly changing
- Specifications and scope of work not understood/used
- Staffing requirements not understood or ignored
- Poor communication between client and contractor
Planning is **NOT** Scheduling
Scheduling is **NOT** Planning

**Why Planning AND Scheduling?**

- **Strategy Development**
- **Tactical Execution**

PLAN  SCHEDULE

- Monitor, Forecast, Control & Report
Earned Value Management Considerations

- **Earned Value (EV)**
  - Value of work physically completed

- **Earned value management (EVM)**
  - Integrated project/program management approach using “earned value” as yardstick to measure both cost & schedule performance

- **Earned value management system (EVMS)**
  - Formal requirement for large developmental projects/programs within federal government
Horizontal Traceability

- Logically tied & progress driven effort drives remaining duration
- Modeled in correct order of execution
- WBS/Control Accounts provide logical sequence & resource work flow
- Reverse planning review to remove redundant/non-essential logic in predecessors
- Identifiable logic path(s) that results in deliverable/end item
- Critical/driving path(s) checked in forward & reverse “walk”