Chapter 2
Why Schedule?

ARC 226 Scheduling

Intro

- What are the benefits of creating a formal yet realistic schedule?
    - I don't have time
    - I have done projects like this before
    - The schedule is still a necessity
- The manager schedules to control costs, time, safety, and quality
- The schedule becomes a tool for organizing the project

Time Management Matrix

- In which area are you spending your time?
- Time Management Matrix
- Quadrant 1- Urgent and important
  - Crises, deadline driven, pressing problems
  - This is where PMs spend too much time
- Quadrant 2- Not urgent & important
  - Where the effective PM spends the most time
  - Planning, organizing, directing, controlling
  - Scheduling

Time Management Matrix, cont.

- Quadrant 3- Urgent but not important
  - Interruptions, mail, meetings, etc
  - Control of office space is important
    - Use a mostly closed office door
  - Use time from quadrant 3 for quadrant 2 activities
- Quadrant 4- Not urgent, not important
  - Social activities and time wasters
  - Move this time into Quadrant 2

Using the Schedule to Control Your Projects

- Large projects often have long hours, high stress levels
  - Avoid burnout
- Manage the project, so that it does not control you
- Manage your time so you have a life outside of work
- Can the project run without the manager there?

Reduce Total Construction Time

- Any schedule is better than no schedule
- Through advance planning and scheduling the total project duration can be determined
  - Construction time can then be reduced
  - Requires detailed thinking about the process
  - Tasks are not done out of order
    - Reduces re-work

Reduce Costs

- Labor, overhead, interest, capital costs are all dependant on project duration
- Organizes labor so that productivity is maximized
- The project must provide a return as soon as possible
  - Interest paid on money borrowed for construction
  - Earlier use of a business/manufacturing facility
- It does not take a lot of time to generate a return on money spent for time-management training

Provide a More Continuous Work Flow

- Keep tasks "flowing" continuously during the course of the project

  - No slow start, hurried finish

- The time crunch typically shows up at the end of a project

- The goal is uniform activity on the project from beginning to end

Increase Productivity

- A well planned and thought-out schedule helps to increase productivity
  - Consult the prime trades for input
  - Coordinate the sub-contractors
- Facilitate a uniform and orderly process for all trades involved

Goal for Subs and Employees

- Schedule sets the goals and milestones
  - Set intermediate goals
    - The finish of the project should not be the only goal
- Make the project incentive-based
  - Make the incentive tangible

Improve Company Image

- Makes the company look professional and well-managed
  - If nothing else, this is the minimum
- Constructing a schedule allows the managers to consider the strengths and weaknesses of the company with respect to the project
  - Does our company have experience with this type of project?
    - If not, how will we handle the project?
- You must assume that your competition will be at least as organized as your company

Meet Owner Requirements

- A contractual requirement for a schedule is common in the construction industry
  - May even specify a particular type of software
- Owners want accountability for the project
  - Successful contractors make this work to their advantage

Force Detailed Thinking and Planning

- If a manager develops a schedule, he or she is forced to think out the process of how the project is to be built
  - Mentally build the project before work starts
  - Avoid potential conflicts and problems
- The original schedule will prove to be useful even if it is not subsequently updated

Improve Communication

- Many of the most common problems on a project can be attributed to lack of communication

  - Communication between owner, arch, subs, GC, suppliers, etc.

- Effective communication may be the biggest challenge in an organization

- The schedule gives the manager the ability to communicate the "plan" to all parties involved