
Overview

This standard is about developing a schedule of activities or timetable for the project. The schedule shows how project activities and milestones are planned over a period of time.

You will need to be able to identify component activities and dependencies, and estimate the duration of groups of activities. You will also need to analyse opportunities for change and include adequate contingency to reflect risks. Risks may be considered to be opportunities as well as threats.

Project Management National Occupational Standards (PMNOS) are based on the following project management lifecycle:

- A Establish and lead the project team, and work with stakeholders
- B Define and initiate the project
- C Develop the project management plan
- D Deliver the project
- E Close and review the project

This standard is part of area C 'Develop the project management plan'.

Performance criteria

- You must be able to:*
- P1 determine the level of accuracy and detail required for the schedules in collaboration with relevant **stakeholders**
 - P2 ensure that the methods of scheduling component activities and resources conform to good practice and are consistent with the scale and complexity of the activity
 - P3 verify that dependencies between component activities are accurately identified
 - P4 ensure that the duration of each group of activities is estimated to the required degree of accuracy
 - P5 analyse opportunities for change where reductions/extensions in duration are requested by stakeholders, and identify the main areas for achieving the reductions/extensions
 - P6 identify critical and sub-critical paths and include adequate contingency to reflect **risks**
 - P7 take into account any lessons learned from previous work
 - P8 present the schedule in a manner that will gain the agreement of stakeholders and ensure their continuing support

ECIPMC1

Develop a schedule of project activities

Knowledge and understanding

You need to know and understand:

- K1 the context of the project
- K2 relevant legislative, regulatory and organisational requirements
- K3 general principles and processes for developing project schedules
- K4 key stages in the project life cycle
- K5 methods of preparing and structuring schedules (e.g. work breakdown structure, critical paths)
- K6 the degree of detail required for schedules and the format that should be used
- K7 the different types of schedule that can be used on a particular project
- K8 dependencies and restraints between starts and ends of activities
- K9 how to take account of uncertainty in relation to scheduling
- K10 how to take account of lessons learned
- K11 scheduling of resources determined by demand
- K12 the application of appropriate software to scheduling

Additional Information

Scope/Range

Stakeholders:

- 1 Sponsors
- 2 Clients or customers
- 3 Relevant groups/individuals interested in the project
- 4 Relevant groups/individuals affected by the project
- 5 Relevant groups/individuals who might affect the project

Risks:

- 1 Threats
- 2 Opportunities

Glossary

Context of the project

This phrase appears in the knowledge and understanding of the National Occupational Standards (NOS) and relates to the wider context of the project that the individual will need to know about, such as the project environment, the relationship to a wider programme of work and how the project fits with organisational strategies.

The sector in which the project manager works (e.g. software development, construction, manufacturing or process industries) will have its own specific context and this phrase is intended to convey this meaning.

Dependencies

Something on which successful delivery of the project critically depends.

Lessons learned

Documented experiences that can be used to improve the future management of projects.

Life cycle

A life cycle defines the inter-related phases of a project and provides a structure for governing the progression of work.

Opportunities

A positive risk event that, if it occurs, will have a beneficial effect on achievement of objectives.

Project

A unique, transient endeavour undertaken to achieve planned objectives.

Project schedule

The project schedule shows how project activities and milestones are planned over a period of time. It is often shown as a milestone chart, Gantt or other bar chart, or as a tabular listing of dates.

Resources

Resources are all those items required to undertake a project and may include people, finance, materials and information.

Risk

The potential of an action or event to impact on the achievement of objectives.

Stakeholders

Project stakeholders may be internal or external to the organisation and include sponsors, clients, customers and all relevant groups/individuals with a relation to the project.

Threat

A negative risk event; a risk event that if it occurs will have a detrimental effect on the objectives.

ECIPMC1

Develop a schedule of project activities

Developed by	Engineering Construction Industry Training Board
Version number	01
Date approved	July 2012
Indicative review date	July 2016
Validity	Current
Status	Original
Originating organisation	Engineering Construction Industry Training Board
Original URN	ECIPMC1
Relevant occupations	Project Manager; Senior Project Manager; Team Project Manager; Project/Implementation Manager; Performing Arts
Suite	Project Management; Live Events Management
Key words	Project management, project manager, project schedule, project activities, work breakdown, Live Events, Exhibitions;