
Overview

This standard is about coordinating and controlling project schedules. The schedule shows how project activities and milestones must be achieved over a period of time.

You will need to use appropriate procedures for coordinating and controlling project schedules. You will also need to identify and handle any departures from project schedules.

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 D 'Deliver the project'.

Performance criteria

You must be able to:

- P1 ensure **resources** are deployed in a timely manner
- P2 assess identified departures from the schedule and establish the likely consequences
- P3 define and implement corrective actions, and establish what changes, if any, to the original schedule may be required
- P4 where appropriate, obtain agreement before corrective actions are implemented
- P5 take action to manage the consequences of departures from schedule in accordance with appropriate procedures
- P6 adhere to the formal change control process
- P7 keep **stakeholders** informed with relevant and timely information on project developments and progress

Knowledge and understanding

You need to know and understand:

- K1 the context of the project
- K2 relevant legislative, regulatory and organisational requirements
- K3 key stages in the project life cycle
- K4 systems and procedures for providing resources, and the criteria associated with their application
- K5 methods for monitoring and control
- K6 methods of assessing progress against schedule
- K7 methods of evaluating consequences of schedule change
- K8 the formal change control process
- K9 methods for recovery of losses arising out of departures from project schedule by contractors

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

Resources:

- 1 People
- 2 Materials, equipment or facilities
- 3 Financial
- 4 Data and information

Glossary

Control

Control comprises tracking performance against agreed plans and taking the corrective action required to meet defined objectives.

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.

Life cycle

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

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.

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.

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Coordinate and control project schedules

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