

BIG GAINS:

Productivity, Delivery

Winning Schedules & Management Methods

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Winning Schedules

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Why Improve ?

- **Claw out** of the depression.
 - Come out in front.
 - Development must be: Effective & Efficient !
 - New **products** are your company's future.
 - Products are produced by **Projects**.
 - Projects are driven by **Schedules**.
1. Must have **better schedules** !
 2. Must have **better management methods** !

How ?

1. Better Schedules.

- Avoid omissions.
- Use common language.
- Accumulate lessons learned.
- Accumulate estimating data.
- Use a **schedule template !**

How ?

2. Better management methods.

- Limit workload within capacity.
 - Add up workload !
- Include shock absorbers in schedule.
- Prioritize projects throughout execution.
- Connect time reporting to
 - Work estimating.

- Use **Critical Chain** methods.

1. What's a Schedule Template?

- Tasks are **process steps**
 - Aligned with defined processes.
 - Company, DOD, PMI, CMMi, etc.
- Resources are **generic**.
 - Enables capacity planning.
 - Resource Usage gives job descriptions.

Template Example

- Program Breakdown Structure (PBS).
 - Engineering Project.
 - Mechanical Project.
 - Software Project.
 - Project started 6 weeks ago.
 - No schedule.
 - Recent progress gap.
 - Schedule it in 15 minutes.

Template Value ?

- Local DOD contractor.
- Weapons system proposal:
 - Schedule development: 1000 person-hours.
- Training, developed template.
 - Use of template: 250 person-hours.
- @ \$100/hr. save: \$75,000 per proposal.

Additional Template Uses ?

- Enables parametric estimating.
 - E.g. 3 minutes/page, 200 pages: 10 hrs.
- Consistent use of best practices.
 - Similar projects structured the same.
 - Same task name in similar projects.
 - Better understanding, all levels, groups.
 - Facilitates reassignments.

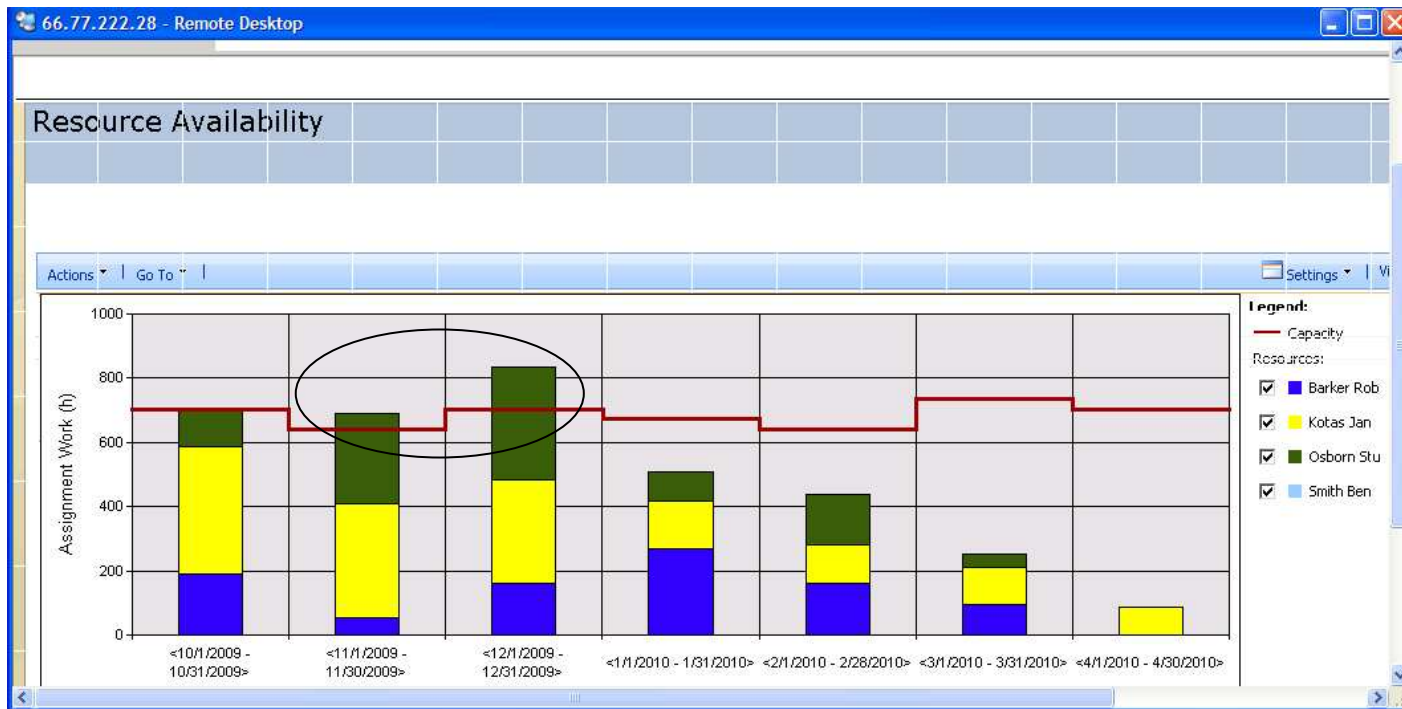
Demo Parametric Estimating

2. Management Methods

- Limit workload within capacity.
- Prioritize projects throughout execution.
- Connect work estimating to time reporting.
- Include shock absorbers in schedule.
- Estimate work averages (not highs).
 - Append project reserve ahead of commitment.

Limit Workload Within Capacity

- Accumulate workload.
 - Resource pool or Project Server.
 - Limiting resource: 80% loaded, maximum.



Add Shock Absorbers

- Feeder buffers.
 - Avoid non-critical tasks going critical.
- Project reserve.
 - If Risk segregated from Estimates
 - $\text{Sqrt}(\text{Contingency}^2 + \text{Variance}^2)$.
 - Contingency = f(Multiple delay risks).
 - Variance = g(Range of delivery dates).
- Capacity buffer.
 - Settles perturbations between projects.

Prioritize Project Execution

- Eliminates log-jams.
 - Rank order projects: e.g. 704, 469, 332...
 - (Not: High, Medium, Low.)
- Several good methods:
 - Market product: Benefit / Remaining cost.
 - Contract product: Penetration of Project Reserve.
- Poor methods:
 - Committee:
 - Dominated by personality, politics.
 - Analytical Hierarchy Process

Link Time-slips to Estimating

- Estimate task **work**, not duration.
- Update: Actual work, Remaining work.
 - **NOT %-complete.**
- Collect estimating data.
 - Scale estimates by factors.
 - Counts, complexity, productivity.

Recommendations

- Productivity & Delivery gains:
 - Schedule templates.
 - Valuable corporate asset.
 - Better management methods
 - Using critical chain, Theory of Constraint.
 - Linking estimating to time-slips.

Recent Clients

- Symantic, Calgary
- Booz Allan Hamilton
- Pelco
- Aviall
- Pacific Biotech
- REC Solar
- Finning, Edmonton
- University Medical of Ohio
- Flight Safety
- Apria
- TABCO
- Scott AFB
- Northrop Grumman
- M C Dean
- TechFlow
- Redback
- State Department

Problems Found

- Most PMs deficient with MS Project.
 - Not using Schedule Templates.
 - Guestimate Single-point, high Durations.
 - Lack buffers & risk contingency.
 - Can't update schedules.
 - Unfamiliar with "Task Types."
 - Update with %-complete.
 - Not Actual Work, Remaining Work.
- Only 10k companies on Project Server.
 - Can't aggregate workload, plan resource capacity.

Winning Schedules, LLC

- Typical engagement, 10 days
 - Review existing schedules
 - Checklist: 50 items.
 - Assist template development.
 - Train PMs, Mgt. in use of template
 - Variance estimating.
 - Risk contingency.
 - Support service.

Contact

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