



## White Paper 2015-16

### How to Use Different Schedules for Different Purposes

Like a map atlas, to navigate successfully in a Project we need to have various schedules of various detail for different purpose. We explore in this White Paper what are the different usage of different schedule detail levels in a Project. This Paper is in continuity of our White Paper [2015-14 'How to Build a Proper Project Schedule Hierarchy'](#) where we detail how to build a comprehensive and usable hierarchy of schedules in Large Complex Project.

#### Summary of Schedule Hierarchy Levels

The schedule hierarchy levels are detailed in the table below (refer to our White Paper [2015-14 'How to Build a Proper Project Schedule Hierarchy'](#))

Conventional levels	PVD's recommendation	Benefits
Level 1	Convergence Plan	A tool focusing on convergence issues rather than just a roll-up with activities covering the entire Project.
Level 2	Simplified Schedule	Contrary to usual "roll-up" level 2, a fully linked simplified schedule
Level 3	Integrated Project Schedule	Limit the size of the level 3 schedule to make it more accurate and agile
Level 4	Detailed Functional Schedules	Detailed schedule per function with substantial additional information compared to the Integrated Project Schedule.
Level 5	Further detailed schedules (as required)	Detail down to the single deliverable or basic task

**For effectiveness, it is essential to understand which tool to use for which usage. The schedule toolbox created by the schedule hierarchy gives flexibility and focus.**

#### From Usage Type to Schedule Detail Level

Different schedules of different types (level of detail, actual linkage or not between activities and deliverables) will respond to different needs and users, along 3 main levels:

- **Strategic level**, where the schedule provides an overview allowing long-term decisions and orientations,
- **Project coordination level**, where the proper consolidation of available information from all project contributors (engineering capabilities, construction needs, external constraints, etc.) is performed. This allows logical Critical Path analysis, trending and reforecasting,
- **Operational level**, where the priorities decided by management are cascaded down in a detail that only the specific functions can have a real control on. This allows the management of the work at the lowest granularity.

#### Functional Usage of the Different Schedules

The different schedules in the schedule hierarchy respond to different functional needs. The table below summarizes this functional analysis.

	Usage for PMT	Internal Communication	External Communication
<b>Convergence Plan</b>	Project strategic planning, float monitoring, prioritisation. Key decision points.	Overview communication to team.	Overview communication to Senior Management.
<b>Simplified Schedule</b>	Schedule Statistical Analysis. Scenario analysis at PMT level.	Overall mobilization plan by operational center	Extension of Time explanation and presentation. Scenario analysis. Possible contractual schedule
<b>Integrated Project Schedule</b>	Progress monitoring. Critical Path identification. Float measurement and monitoring. Interface between functions and with stakeholders. Decision points. Schedule forecast.	Progress monitoring. Critical Activities identification. Interface between functions. Schedule Forecast.	Progress monitoring. Interface with free-issued items / stakeholders. Schedule Forecast. Extension of Time analysis and justification
<b>Detailed schedules (1)</b>	Support to analysis. Resources review and planning.	Detailed work assignments within the functions. Resource review and planning.	<i>Not applicable (except to support forensic analysis)</i>

(1) Detailed schedules can also be the Integrated Schedules of individual contractors and suppliers.

## Conclusion

Like in many instances in life, for effectiveness, it is essential to understand which tool to use for which usage. The schedule toolbox created by the schedule hierarchy gives flexibility and focus. While it is essential to maintain consistency throughout, it is also essential to make sure that Project contributors use the right schedule for the right usage. Strategic, Project coordination and Operational needs are all addressed in a properly setup Schedule Hierarchy

**Strategic, Project coordination and Operational needs are all addressed in a properly setup Schedule Hierarchy**

**Find all these principles of Advanced Scheduling exposed in a comprehensive manner in our Handbook, Advanced Project Scheduling for Project Managers (2<sup>nd</sup> edition available in [Paperback](#) and [Kindle](#) versions!)**



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