

# SCHEDULING REQUIRES MAINTENANCE



**The Construction Schedule is a roadmap for navigating project activities through to the destination of completion at the intersection of X Time and Y Cost.**

[Cartography](#), or mapmaking, has been an integral part of human history for thousands of years. [1] Maps are a visual representation of information critical to the traveler and a way to share the details of a trip with others. In our tech-savvy age, we not only use map apps on our smartphones but also use them to vocally navigate our routes to us as we drive.

Therefore, the need for a map—the more detailed the better—is well established. The same is true for the schedule, and the details in the schedule are dependent upon the quality of planning.

**Okay, so we have a detailed plan, represented by a well thought out schedule. We're good to go, right?**



Not necessarily. Have you ever used a map to navigate to your destination only to discover there was a new highway, a road closure, or an entire

subdivision that was not on your map? Did your GPS ever give you the wrong information?

Misinformation causes unplanned mileage, time, and resources spent out of your vacation or business trip budget. Frustrating, right?

Your great plan and well-detailed map let you down. Sure, you found your way back to a place where your map was still helpful, eventually. But do you trust it as you did at first?

The point of this little excursion into mapping analogies is that well-planned schedules, like maps, must be updated (maintained) regularly to be reliable.

## **Scheduling Maintenance is a Continuation of Planning and Ongoing Communications**

**The baseline and updated schedule are the basis for reporting and analysis of progress to all stakeholders.**

The schedule can be used to measure delays, determine time extensions, demonstrate impact or out-of-sequence work, or anticipate any of these things [4]— **if the project's progress is monitored against the schedule, and the schedule is properly maintained.**

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The schedule's maintenance occurs in two phases of the project:

Execution and Monitoring.

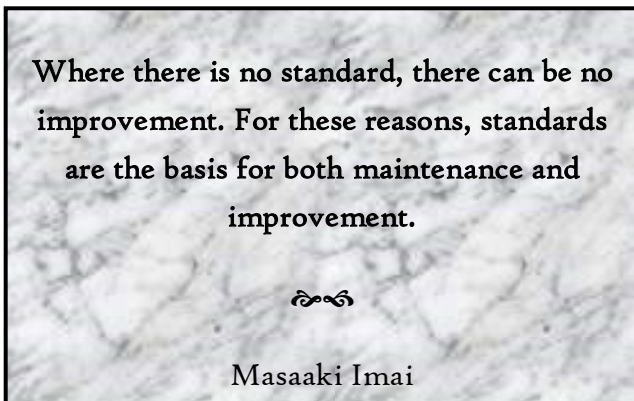
1. Execution:

Meetings, resource assignment, execution of PM plans, implementation of project tracking systems, task execution, schedule updates and project plan modifications begin. [2]

2. Monitoring:

The monitoring phase often happens at the same time as the execution phase. This step is all about measuring progress and performance to ensure that items are tracking with the project management plan. [2]

## Scheduling Maintenance Advice



For over twenty years, we have practiced and advocated what some of the best of our peers advise:

- Thorough planning encompasses daily and weekly planning through the life of the project to ensure that all tasks are completed as set by the baseline and updated schedules.
- Construction is all about teamwork. Communicate with your team, subs, suppliers, client, designers,

local authorities, neighbors and members of the public. [2]

## Plan for delays.

With so many moving pieces involved in construction, a well-planned schedule is critical for planning and sequencing work, coordinating resources and drafting recovery plans to prepare for the unexpected. [3]

Clear, open, honest communication is the best way to craft a plan to evade construction delays, but it is also critical for facing the unexpected challenges that do create delays.

Let's be frank: construction projects rarely stay perfectly on schedule or go exactly as planned. No matter how carefully the schedule is developed, certain issues cannot be uncovered until the minute you knock down a wall. [3] Just make sure the schedule conveys the surprises.

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## References:

- [1] [https://en.wikipedia.org/wiki/History\\_of\\_cartography](https://en.wikipedia.org/wiki/History_of_cartography)
- [2] Construction Project Management 101 <https://www.smartsheet.com/construction-project-management-101>
- [3] The Impact of Construction Delays by Brian D. Rentsch, September 1, 2015 <https://webcpm.com/articles/2015/09/01/construction-delays.aspx>
- [4] Michael T. Callahan, et al; *Construction Project Scheduling*, p. 380, Copyright © 1992 by McGraw-Hill, Inc. All rights reserved

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