

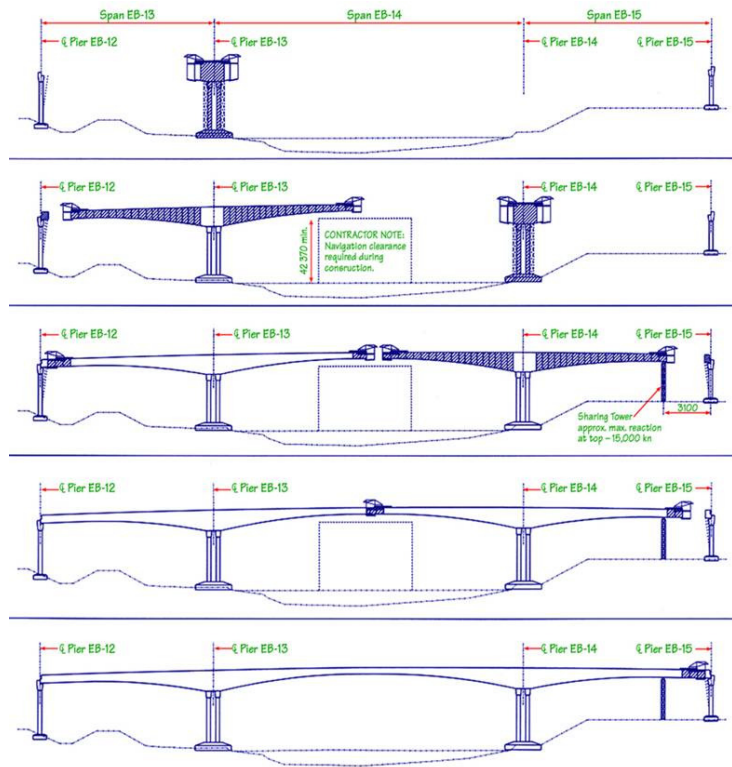
Project Planning

Project planning is closely aligned with developing the project strategy¹. The differentiator is planning is focused on optimising the sequencing of the work as a precursor to scheduling; it is a key subset of developing the overall project strategy. Information is frequently limited therefore planning requires good knowledge and experience of the project work. It should start early in the design phase, and involve all key stakeholders.

Planning is the early process of determining how the work will be accomplished; it involves analysing alternatives and developing method statements.

Planning decisions will influence:

- The overall strategy of how the work process is to be broken down for control
- How the control is to be managed (staff resources)
- Design, and sub-contract packages, including what methods are to be used for design, procurement and executing the work
- The interface between the various participants, their work methods and safety
- Costs and quality issues
- Time to complete and sequencing including the zones of operation and their interfaces



Project planning directly integrates with risk and opportunity management. The objective of maximizing the efficiency of the project strategy with respect to cost and time has to be balanced against the risks associated with new methods of working and the overall quality of the finished deliverables.

A key output from planning is an overall method statement describing how the work of the project will be accomplished and managed. This method statement will be expanded into more detail as the overall project planning and scheduling progresses.

Project planning should be completed before any attempt a developing the project schedule starts. The table below outlines the key elements of each process:

Planning

Deals with *why* (project objectives), *what* (scope of work or basis of design), *how* (project execution strategy & plan) and *who* (project organisation structure & contracting strategy).

Scheduling

Deals with *when*.

¹ See **Project Strategy**: http://www.mosaicprojects.com.au/WhitePapers/WP1038_Strategy.pdf

Provides the basis for time and resource estimation.

Involves the setting of goals and objectives.

Defines the activities to accomplish goals and objectives.

Defines what resources are needed to undertake activities.

Involves review of safety, constructability, maintainability and operability of the plant.

Deals with the development of progress measurement system.

Is a reflection of the plan.

Involves the mechanics of converting the plan into a time table.

Involves the timing of activities with estimation of durations and relationships.

Involves allocation of resources to activities.

Involves undertaking of Critical Path Method (CPM) & resources analyses including determining the critical path and producing resource histograms.

Deals with implementation and operation of progress measurement system.

For more Planning and scheduling resources, visit our planning home page at:

<http://www.mosaicprojects.com.au/Planning.html>