Program Schedule Management Plan

Enhance Your Program Management with PMI Standard Templates

Welcome to the Program Management Templates designed according to **PMI's Standard for Program Management - Fifth Edition (2024)**. These templates are invaluable tools for professionals preparing for **PgMP Certification** on [**Knowledge Map**](https://knowledgemap.pm) (https://knowledgemap.pm). By completing these templates for your real programs, you seamlessly blend real-world experience with PMI program management concepts, ensuring a comprehensive understanding and practical application.

Explore the full range of templates to streamline your program management processes and elevate your expertise. Available Templates:

* Program Business Case
* Program Charter
* Program Management Plan
* Program Risk Register
* Program Benefits Register
* Benefits Management Plan
* Stakeholder Register
* Stakeholder Engagement Plan
* Program Governance Plan
* Program Change Request
* Resource Management Plan
* Risk Management Plan
* Schedule Management Plan
* Scope Management Plan
* Program Performance Report
* Change Log
* Change Management Plan
* Communications Management Plan
* Financial Management Plan
* Information Management Plan
* Lessons Learned Register
* Procurement Management Plan
* Quality Management Plan
* Final Program Report

To access and benefit from these templates, visit: [KnowledgeMap.pm/Certifications/PgMP](https://knowledgemap.pm/certifications/pgmp)

Utilize these structured, professional templates to ensure your program's success and to boost your readiness for PgMP certification.

Schedule Management Plan Template

**Schedule Management Plan** is a component of the project or program management plan that establishes the criteria for developing, monitoring, and controlling the schedule.

PROGRAM SCHEDULE MANAGEMENT

Program schedule management is the activity of enabling the program to produce the required capabilities and benefits on time. This activity includes tracking and monitoring the start and finish of all high-level component and program activities and milestones against the program master schedule’s planned timelines. Updating the program master schedule and directing changes to individual component schedules are required to maintain an accurate and up-to-date program master schedule.

Program schedule management works closely with other program activities to identify variances to the schedules and direct corrective action when necessary. Program management is dependent on the alignment of program scope with cost and schedule, which are dependent on each other. Schedule control involves identifying not only slippages but also opportunities to accelerate program or component schedules and should be used for risk management. Program schedule risks should be tracked as part of the risk management activity.

The program master schedule should also be reviewed to assess the impact of component level changes on other components and on the program itself. There may be a need to accelerate or decelerate components within the schedule to achieve program goals. Identification of both slippages and early deliveries are necessary as part of the overall program management function.

Identification of early deliveries may provide opportunities for program acceleration. Approval of deviations to component schedules may be necessary to realize program benefits as a result of component performance deviations. Due to the complexity and potential long duration of programs, the program master schedule may need to be updated to include new components or remove components as a result of approved change requests to meet evolving program goals. The program management plan should be assessed for potential revision when there is significant change in the program master schedule.

The program schedule management activity includes updates to the program master schedule and program roadmap, and identification of schedule risks as outputs to the activity.

PROGRAM SCHEDULE ASSESSMENT

An assessment of expectations for delivery dates and benefits milestones should be part of the program charter. This initial assessment should also state the level of confidence in the assessment of activity durations and identify where alternative activities could be initiated if activities run into excessive delays.

The outcome of this activity is the program schedule assessment, which is an input to the program business case, program charter, program management plan, and program schedule management planning.

PROGRAM SCHEDULE MANAGEMENT PLANNING

The program schedule management planning activity determines the order and timing of the components needed to produce the program benefits, estimates the amount of time required to accomplish each one, identifies significant milestones during the performance of the program, and documents the outcomes of each milestone. A program schedule should be developed collaboratively with components as component schedules are elaborated. Program components include projects, subsidiary programs, and other work undertaken to deliver the program’s scope.

Program schedule management planning begins with the program scope management plan and the program work breakdown structure (WBS), which define how the program components are expected to deliver the program’s outputs and benefits. The initial program master schedule is often created before the detailed schedules of the individual components are available. The program’s delivery date and major milestones are developed using the program management plan and the program charter.

The program master schedule is the top-level program planning document that defines the individual component schedules and dependencies among the program components (individual components and program-level activities) required to achieve the program goals. It should include those component milestones that represent an output to the program or share interdependency with other components.

The program master schedule should also include activities that are unique to the program including, but not limited to, activities related to stakeholder engagement, program-level risk mitigation, and program-level reviews. The program master schedule determines the timing of individual components, enables the program manager to determine when benefits should be delivered by the program, and identifies external dependencies of the program. The first draft of a program master schedule often only identifies the order and start and end dates of components and their key interdependencies with other components. Later, it may be enriched with more intermediate component results as the component schedules are developed.

Once the high-level program master schedule is determined, the dates for each individual component are identified and used to develop the component’s schedule. These dates often act as a constraint at the component level. When a component has multiple deliverables upon which other components rely, those deliverables and interdependencies should be reflected in the overall program master schedule. When a program is established over a set of existing components, the program master schedule needs to incorporate the milestones and deliverables from the individual component schedules.

The schedule model principles outlined in the Practice Standard for Scheduling should also be applied to the program master schedule. Maintaining a logic-based program network diagram and monitoring the critical path for component outputs with interdependencies is essential to the management of the program master schedule, while focusing on benefits realization based on deliverables along the critical path.

The **Program Schedule Management Plan** is a component of the program management plan that establishes the criteria and activities for developing and overseeing the schedule. The **Program Schedule Management Plan** should include guidance on how changes to schedule baselines are to be coordinated and controlled across program components. The program master schedule identifies the agreed-upon sequence of component deliverables to facilitate planning of the individual component deliveries and expected benefits. It provides the program team/stakeholders with a visual representation of how the program is going to be delivered throughout its life cycle.

The program master schedule is a living document and provides the program manager with a mechanism to identify risks and escalate component issues that may affect the program goals.

Program schedule risk inputs that are identified as part of the program master schedule development should be incorporated into the program risk register. These risks may be a result of component dependencies within the schedule or external factors identified as a result of the agreed upon program schedule management plan. The **Program Schedule Management Plan** may establish scheduling standards that apply to all program components.

The program roadmap should periodically be assessed and updated to provide alignment between the program roadmap and program master schedule. Changes in the program master schedule may require changes in the program management plan, which should be reflected in the program master schedule.

The outcomes of this activity include the program schedule management plan, program master schedule, inputs to the program risk register, and updates to the program management plan.

# Schedule Management Objectives

This section defines the objectives for schedule management, ensuring that all program activities are completed on time to achieve the desired benefits:

* What are the main objectives for managing the program schedule?
* How will these objectives support the program’s goals?

**Objectives:**

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Roles and Responsibilities

Identify the roles and responsibilities related to schedule management, including program manager, component managers, and other key stakeholders:

* Who is responsible for managing the program schedule?
* What are the specific responsibilities of each role in schedule management?

**Roles and Responsibilities:**

- Program Manager: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Component Managers: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Other Stakeholders: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Schedule Development

Describe the process for developing the program schedule, including the creation of the program master schedule and individual component schedules:

* What steps will be taken to develop the program schedule?
* How will component schedules be integrated into the program master schedule?

**Schedule Development:**

- Steps: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Integration of Component Schedules: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Schedule Monitoring and Control

Explain how the program schedule will be monitored and controlled, including the identification of variances and the implementation of corrective actions:

* How will the program schedule be monitored?
* What methods will be used to control schedule variances?

**Schedule Monitoring and Control:**

- Monitoring Methods: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Control Methods: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Schedule Baseline Management

Define the process for managing the schedule baseline, including how changes to the baseline will be handled and documented:

* What process will be used to manage the schedule baseline?
* How will changes to the baseline be documented and approved?

**Schedule Baseline Management:**

- Process: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Documentation and Approval: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Milestone Identification

Identify significant milestones during the program and describe how they will be tracked and reported:

* What are the key milestones in the program?
* How will milestone progress be tracked and reported?

**Milestone Identification:**

- Key Milestones: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Tracking and Reporting: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Schedule Risk Management

Describe how schedule risks will be identified, analyzed, and managed, including the integration of these risks into the program risk register:

* How will schedule risks be identified and analyzed?
* How will these risks be managed and tracked in the risk register?

**Schedule Risk Management:**

- Identification and Analysis: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Management and Tracking: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Schedule Updates

Explain the process for updating the program master schedule, including how updates will be communicated to stakeholders:

* How often will the program master schedule be updated?
* How will updates be communicated to stakeholders?

**Schedule Updates:**

- Update Frequency: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Communication Process: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Tools and Techniques

Identify the tools and techniques that will be used for schedule management, such as scheduling software or methodologies:

* What tools and techniques will be used for schedule management?
* How will these tools be integrated into the program management process?

**Tools and Techniques:**

- Tools: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

- Techniques: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_