INTRODUCTION

- *Many companies embark on the implementation of new planning and scheduling software for the planning and control of projects*

- *Part of the implementation process includes staff selection and training*

- *This paper is intended to look at some of the options for staff selection and training.*

AIM

- *The aim of this paper is to outline some guidelines for organisations to structure their training as part of implementation of Planning and Scheduling software for the planning and control of projects.*

TYPES OF PROJECT MANAGERS

- *Potential users may be grouped into the following types of brackets:*
  - *Project office staff*
  - *Full time Professional Project Managers who are computer literate and are interested in the software*
  - *Full time Professional Project Managers who are NOT computer literate or NOT interested in the software or do not have time*
  - *Technical, Temporary or Part Time Project Managers who are project managing a project because of their expert product or process knowledge that is being delivered by the project.*

- The further down the list one goes the list the return on training investment will be lower.

PLANNING AND SCHEDULING SOFTWARE LEVELS OF USE

- There are 4 levels of users of planning and scheduling software outlined in all my books
- As the level increases so does the level of skill and experience required of the user.

PLANNING AND SCHEDULING SOFTWARE LEVELS OF USE

	Planning	Control
NO Resources	Level 1	Level 2
WITH Resources,	Level 3	Level 4 e.g. Earned value

WHO WILL BE ABLE TO USE THE SOFTWARE?

- Planning and Scheduling software is difficult to use due to the inherent complexity of the calculations it processes. To use it typically requires user training, a significant level of experience (or a person available with this type of experience available to review and offer guidance) and corporate procedures. These parameters must be met for the software to be successfully implemented in a company

- The majority of people will never master a high level of expertise in the software as they either will not spend enough time using it or do not have the inherent skills to ever master the software

- Only those people who have mastered a high level of skill and experience should be let loose at Level 4.

WHO SHOULD BE TRAINED TO WHAT LEVEL

- All project managers should understand the basics of planning and control of projects and often an introductory course in the software is useful to ensure that every one involved in project management understand the capability of the software

- The following table is the opinion of the author on who should be trained to what level in the use of Planning and Scheduling software to achieve a successful implementation.

WHO SHOULD BE TRAINED TO WHAT LEVEL

	Project Office Staff	Computer Literate PMs	Computer Illiterate or Not Interested PMs	Technical Project Managers
Planning and Control Processes and Theory	Yes	Yes	Yes	Yes
Level 1 – Planning NO Resources	Yes	Yes	Yes	May Be
Level 2 – Control NO Resources	Yes	Yes	May Be	
Level 3 – Planning WITH Resources	Yes	Yes	May Be	
Level 4 – Control WITH Resources	Yes	May Be		

PROCEDURES & WORK INSTRUCTIONS

- *It is extremely important to write procedures and work instructions for staff, they serve several purposes:*
  - *The development of the documentation allows critical analysis of the processes and confirms that they may be handed over to other people*
  - *They assist in the training or personnel*
  - *They assist in handover of the system to new project personnel*
  - *Should a person be unavailable the work may more easily be taken over by another person.*
- *The last point is particularly important if there are a few specialised operators of the software.*

To prevent the failing of an implementation is suggested

- *Create a Project Office whose responsibility is the running and support of the scheduling software*

- *Select a small number of users who are interested in using the software who will operate from the Project Office and gain a high level of expertise in the software*

- *The company trains these people to a high level of competency and they are then specialist people who support one or more project teams*

- *Only highly trained and experienced people should update projects at Level 4*

- *Only Professional Project Managers who elect to be trained in the planning and scheduling software should be trained or use it at Level 4*

- *If you are in the business of managing projects you should consider carefully the type of person you employ to be project managers*