



**“Requirement Gathering Techniques for Effective Schedule Development”**

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# Objectives

- Present a proven approach to develop project schedules and resource plans that:
  - Promote team-based estimation
  - Achieves buy-in for the development of a realistic project delivery schedule.
- Provide an interactive session which will allow audience members to participate in a requirements gathering and schedule development session.
- Answer your questions!

# Presentation Outline

- Before you Begin – Rules of The Road
- Objectives of the Schedule Development Session
- Schedule Development Details
  - Setting Expectations
  - Data Gathering Process
  - After the Meeting
- Interactive Session
- Q&A

## Before You Begin: Rules of The Road

- Participants
  - Group size, composition
  - Consider variable group membership
  - Ensure representation of key stakeholders / groups
  - Project Sponsor not required
- Preparation
  - PM Delivery Framework / Methodology
  - Top / Mid Level WBS
  - White Board Exercise
- Have objectives ready to be clearly communicated to participants

## Schedule Development Session: Objectives

- Task Definition
- All Work Identified
- SME Effort Estimates
- Dependencies Identified (off-line?)
- Team Consensus & Buy-In – We're all in this together!

## Schedule Development: Expectations

- WBS Packages defined
  - Is it done yet?
- Effort Estimates
  - Assume ‘Dedicated Project Team’
  - Looking for Work effort, not duration
  - Multiple resource considerations
  - Availability % / Hrs comes later
  - Estimates are Estimates!
- Dependencies
- Schedule determined as follow-on
- Risks and Issues Identification
- Focused discussion and challenges are welcome

## Schedule Development: Data Gathering

- Methodology / Framework
- Use outputs from previous 'phase'
- Tiered, Multi-Stream, Parallel
- Mind Share
- SME's provide estimates, not the PM!
- Pessimistic, Optimistic, Most Likely

## Schedule Development: After the Meeting

- Tasks into scheduling tool
- Define known dependencies
- Lead Times / Parallel Streams
- Resource Assignments
- Schedule Review Meeting

## Interactive Session: 3 Page Order Entry Capability

- Order Entry Pages – New Product Line
- Requirements Phase Complete
- Components
  - User Interface
  - Middleware / Business Logic
  - Database
- Resources Needed
  - DBA
  - UI Developer
  - Programmer
  - PM
- No deadline date (even if there is one!)

## Summary

- Team Communications & (Schedule) Risk Management focus
- Team Building and Ownership Opportunity
- SME's own task effort estimates
- PM owns schedule development
- Final schedule is a Team Owned document

**Q&A**





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