



### **Background and Benefits**

Every successful project follows a schedule. More than just a timetable, a schedule is a living tool that communicates and tracks the project delivery process with enough detail to address scope and complexity. As a project moves through the initiation and planning phases, PBS personnel collaborate with their customer counterparts and contractors to develop, adjust, and finalize an appropriately detailed schedule.

An achievable schedule properly balances a project's scope, cost, and time considerations. These three elements - the triple constraint - are inherently interconnected. Any change or impact to one element will affect the other factors and, subsequently, the overall project schedule. In this way, a properly built schedule can become a tool that assists in making project decisions by showing the residual impact of adjustments to any facet of the project.

The primary goal of GSA's project schedule management program for small projects is to inform customers of the project expectations anticipated timeline from the earliest stages, and keep them informed as the schedule progresses.

### **A Collaborative Process**

Developing a project schedule is a collaborative process. In each instance, GSA works closely with our customers and contractors to review and address any issues regarding requirements, funding streams, and procurement actions. Customers are encouraged to provide additional input by identifying any known important dates or key agency milestones. The more information that is shared between GSA and a customer at the onset of a project, the more effective a schedule will be as a management tool.

### **When Does PBS Provide Customers with a Project Schedule?**

During the life of a project, PBS partners with customers on two different types of schedules: initial and baseline. The initial schedule is developed early in the project lifecycle and informs the baseline schedule, which is produced at the end of the planning phase, along with the budget and Project Management Plan. Since schedules can adjust after construction begins, the Project Manager will update and share the revised schedule if the project's timeline is impacted.

### **How Much Detail is Included in a Typical Schedule?**

Every project is unique and, therefore, there is no 'typical' schedule. The level of detail is commensurate with a project's size and scope. Projects that are smaller in size and complexity may only require a schedule with a few tasks and milestones to identify the project's timeline. Larger, more complex endeavors may require a more detailed schedule.



## **How Does GSA Communicate a Project Schedule to Customers?**

At the start of each project, PBS develops a communications plan that identifies all appropriate stakeholders and a regular communication cadence. As the project evolves, any impacts to the timeline or changes to the schedule will be updated and communicated to all project stakeholders.

## **What Might Impact a Project Schedule?**

All construction schedules are developed with some time contingencies for unplanned adjustments. However, some unexpected issues can impact a schedule beyond the time contingency. Those issues can include:

- Change in scope or agency programmatic requirements
- Significant/severe weather
- Availability of funding
- Procurement actions
- Resource availability
- Unforeseen site conditions
- Changes in the labor market

### **For More Information**

To learn more about the Small Projects Program, click [here](#) or contact your GSA customer lead.