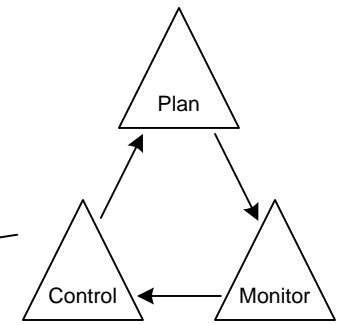


- Planning allows communication of what, when, why, etc & how progress will be monitored
- P2 plan should contain points at which progress will be monitored
- The plans narrative should explain how adherence to the plan is to be monitored & controlled
- Provides a budget to BC & used by PB to monitor actual costs & progress, stage by stage
- Initial & current versions of the plan are compared by PB to determine proj's deviation



Essential part of the control loop

Monitoring

MoR

- Involves having processes in place to monitor risks
- Monitoring & resourcing
- Checking actions had desired effect
- Watching for early signs that a risk is developing

Responsibilities

- Executive responsible for monitoring & control of progress
- Sen User; ensures solution meets req's
- Proj Ass; independent role of PM, to ensure proj performance

Checkpoint Report

- CS2 – TM communicates info re current status of WP against plan
- MP2 – TM sends progress reports to PM at freq defined in WP

End Stage Report

- SB5 – PM produces ESR for :
- DP3 – PB reviews ESR to help assess current situation

Highlight Report

- CS6 – Info formatted as requested by PB
- DP4 – Regular feedback on progress from PM

Reports

- QA: Monitors the application of the Qty sys to ensure its effectiveness
- Change Control: Regular reviewing of IL to monitor progress on outstanding issues

Logs

QL

- IP1 – PM Creates QL
- CS2 – Update from TM on Qty checking to be done
- CS6 – PM checks status of qty checks planned & carried out
- MP2 – TM updates QL with details of qty checks
- SB5 – PM reviews QL for info re activities & result of prod qty review
- CP3 – PM reviews QL for qty checks made & errors found, for QA function

RL

- SU4 – PM creates Risk Log
- DP1 – PB examine RL, decide proceed
- IP3 – PM reviews new/existing risks
- DP2 – PB reviews updated RL, decide proceed
- PL6 – PM reviews RL & modifies plan as necessary
- SB4 – PM updates RL with any changes to existing risks
- DP3 – PB reviews RL, decide proceed
- CS1 – PM reviews RL & mods WP or plan as necessary
- MP1 – TM create Team Plan, may create/mod risks
- CS4 – PM assess proj issues. e.g. effect exceeds tolerance
- CS5 – PM reviews stage for risk changes
- CS8 – PM may raise Exc Rep to PB due to risk/iss changes
- CS6 – PM reports on risk status to PB via Highlight Rep
- DP4 – PM advises PB of Exc's via Exc Rep
- CP2 – PM should transfer risks that may affect product in operational life via Follow-On Actions Rec's

BC

- IP3 – PM uses proj brief to refine the BC
- IP6 – PM incorporates BC into PID
- DP3 – PB confirms suitable & viable BC for proj
- CS4 – PM refers to BC to evaluate impact of proj issue
- CS5 – PM checks for impact of current stage progress
- CS8 – PM examines BC for impact of proj issue
- SB3 – PM revises BC for any changes to the proj that may affect it
- SB4 – PM references BC in case any new info regarding risks
- SB5 – PB refers to BC to review progress & deliverables of current stage
- CP2 – PM uses BC to reveal benefits whose achievement can not be measured immediately & will therefore need a post-proj review

IL

- IP5 – PM creates IL
- CS3 – PM updates IL
- CS4 – PM updates all issues in IL with their Impact Analysis
- CS5 – PM reviews current situation re all proj issues for ref re appr action
- CS6 – PM refers to IL re any pot prob's that need to be brought to att of PB
- CS7 – PM updates IL with details of action taken
- CS8 – PM refers to IL for details of any changes that may have caused excpt
- SB1 – PM refers to IL for info which may affect next – or iss marked for re-assessment
- SB2 – PM updates IL with any issues that need to be addressed
- SB3 – PM reviews IL for any new issues that may affect the BC
- SB4 – PM reviews IL for any new proj issues that are caused by (or could improve) the new risks
- SB5 – PM id's proj issues raised during stage & reports on how they were dealt with
- SB6 – PM reviews IL for details of reasons why proj/stage being f/c to deviate tol
- CP2 – PM reviews IL for any un-actioned issues; forms basis of follow-on actions
- CP3 – PM reviews IL for any off-spec's, which could provide lessons for future projects