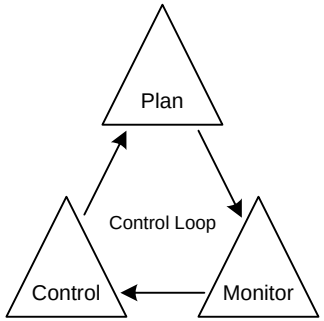
Controls

Definition

- About Decision Making
- Purpose:
  - Produce req Products, which meet defined qlty criteria
  - Project carried out to Schedule, against resource & cost plans
  - Remains viable against BC



Stages

- Partitions of the project with decision points
- Collection of activities and products whose delivery is managed as a unit
- Subset of project
- Element of work managed by PM on behalf of Project Board
- Use of stages is Mandatory
- Number of stages is flexible – according to the project

- Review & Decision Points
  - Decision points form the basis of end stage assessment carried out in DP3 – Authorising a Stage or Exception Plan
  - Benefits of End Stage Assessment :
  - Providing a 'fire break' for the project by encouraging the Project Board to assess the viability at regular intervals
  - Ensuring key decisions are made prior to detailed work needed to implement them
  - Every P2 project should consist of at least 2 stages
  - The Initiation Stage is Mandatory

- Group work together in stages by the set of techniques used or products created
- Results in stages covering elements such as design, build and implementation – technical stages, and are a separate concept from the management stages
- Technical stages are typified by use of a particular specialist skill set
- Management stages equate to commitment of resources and authority to spend
- Process of defining stages is fundamentally a process of balancing :
  - How far ahead in the project it is suitable to plan
  - Where the key decision points need to be on the project
  - Too many small stages versus too few big ones
- Primary use of stages is as a basis for dictating the timing of the stage boundary processes covered by SB, and by the associated Authorising a Stage / Exception Plan – DP3
- By using the P2 technique of Product Based Planning, the PM can identify the products due to be produced within a stage

Plans

- Comm Plan, part of PID, id's: info; who needs it; what; when; format

Controlled Start

- IP2 – PM develops PP, broken into Mgmt Stages during Initiation to provide PB with control decision points throughout proj
- IP4 – PM documents project controls
- IP4 – PM produces Comm Plan
- IP6 – PM produces PID, used by PB to;
- DP1 – PB authorise start

Controlled Middle

(Controlled Progress)

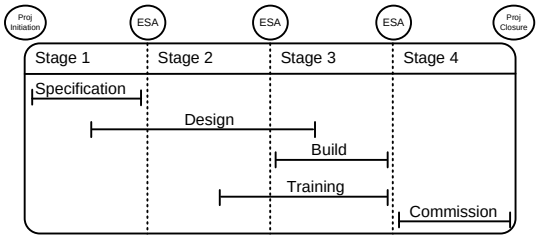
- Tolerance – Allows Mgmt by Exception
- PL2 – PM defines & analyses the products; by way of
- Product Descriptions – defines the product, stds to be used & qlty criteria
- DP3 – PB approves products as part of ESA
- WPs – Prod Desc's attached as part of Qlty control e.g. reviews
- CS1 – PM issues & Authorises WPs
- MP1 – TM accepts WP from above
- QC – main control via qlty checks specified in Prod Desc's
- MP2 – TM carries out qlty checks; ensures PM controls qlty
- Proj Issues & Change Control – all changes are handled as proj issues. General queries & concerns go thru change control to keep control of scope creep
- SU4 – PM creates RL
- SB4 – PM updates RL at end of each Stage
- Planning & re-planning – PM plans overall project in IP, then re-plans the proj at each stage end & when Excpt Plans are req
- Highlight report – T driven report from PM to PB. Freq set by PB in ESA (part of Mgmt by Excpt)
- CS6 – PM provides Highlight Rep's to PB to update them on progress. Freq can be increased to tighten control
- MP2 – Checkpoint Report – T driven report from TM to PM. Freq defined by PM in WPs. Updates PM on prgress of work. Freq can be increased to tighten control
- CS2 – PM uses Checkpoint reports to update actuals on the Stage Plan
- CS8 – PM creates an Excpt Report: Warning from PM to PB that Stage (or Proj) plan is forecast deviate outside tolerance levels
- ESA – Mndatory Control, used in;
- DP3 – PB makes Stage/Excpt Plan Authorisation decision
- SB5 – PM uses ESR to inform PB of results of current stage at ESA. Provides an audit record
- Exc Assessment – Meeting held to approve an Excpt Plan, created by PM in SB6 – requested after consideration of an Excpt Rep. Modified version of ESA. Carried out in DP3
- Daily Log – Used by PM to record daily events

Controlled End

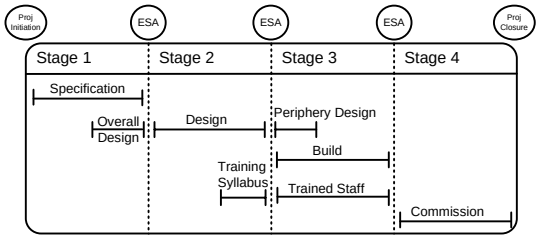
(Controlled Close)

- CP1 – PM official notification to the outside world that the project is coming to an end and resources will be available - End Project Notification
- CP2 – PM delivers Follow-On Action Recommendations to PB to take appropriate action
- CP3 – PM uses Lessons Learned Log & produces a Lessons Learned Report to be passed via the PB to group responsible for such qlty stds
- End Project Report – Created in CP3 by PM, on how well the proj achieved the objectives of the PID
- Post Project review – Created by PM in CP2, to take place after end of proj, to review benefits achieved by proj

- PM controls are based on control of WPs, the receipt of checkpoint reports and the review of the progress made on qlty via the QL
- PB Major controls :
  - Project Initiation – should the project start ?
  - End Stage Assessment – was it successful ? is project still on course ?
  - Highlight Reports
  - Exception Reports – early warning of any forecast deviation
  - Exception assessment – Project Board meets to review and approve Exception Plan
  - Project Closure



Tech Prod's crossing Mgmt stage boundaries



Tech Prod's broken down to fit within Mgmt stages

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Technical versus Management Stages