System Development Management

Lecture 2: Project Control

Paul Frederiks
What is (traditional) project management

Remember, project management is about **structure** and **result-oriented working**.
What is project control?

- Focus of project manager should not only be on the project execution but also on the environment.

- Board of Management
- Line management
- Staff
- Users

- Supplier
- Financial partners
- Consultants
- Unions
How do you now your project is running well?

Tools for the project manager:

• Planning
• Risk management
• Quality management
• Progress Report
• Communication
• Forms
• Miscellaneous
Planning

• A planning is a realistic (not optimistic nor pessimistic) timeline of activities.
• Usually your project plan contains an overall planning of the different phases of your project.
• For big projects, you will make a so-called phase plan. A phase plan has one or more detail planning (one – two weeks operational)

  • Project:  <phase 1>  ........................................  <phase n>
  • Project plan  phase 1 plan ................................ phase n plan  
    (long term)
  • Phase i plan  detail plan i_1  ................................ Detail plan i_m  
    (mid term)  (short term)

• Tooling: planning charts including dependencies, Scrum board
Risk Management (1)

• A risk is the chance that it happens X impact of the event.
• Each risk has an owner who manages that risk
• Tooling: risk matrix
Risk Management (2)
Risk Management (3)

• For each risk above tolerance boundary actions are defined on the following categories:
  • Prevention
  • Reduction
  • Acceptation
  • Contingency / emergency plan
  • Transfer to insurance company

• Discuss the risks in the project team on a regular basis and report on the risks in a risk register
  • New risks might appear
  • Old risks might disappear

• Define a risk strategy at the start of the project.
• Quality management has to evaluate risk management process during project.
Quality management (1)

On a regular basis the Quality Manager will report (in a quality report) on the quality of the project and the continuous improvements.
Quality management (2)

A quality report describes:

1. Quality of products, e.g.:
   - Processes -> process charts
   - Plans -> project plans
   - Supplier selection -> selection reports
   - Code -> Code review reports

2. Quality of project management processes:
   - Information management -> approval of documents, version control
   - Stakeholder management / Communication -> news letters, road shows
   - Risk / issue/ change management in place
   - Quality of planning
   - Capacity management of resources
   - Business case management

=> Use diagrams in your reports to show quality overtime.
Progress Report (1)

A chain of progress reports:

weekly  monthly  quarterly

• Project team -> Project manager -> Steering Committee -> BoM (detailed) -> ..................................................-> (high level)
Progress Report (2)

• Table of content for monthly report:
  • Main events last period
  • Point of interests and possible bottle necks
  • A look ahead to next period
  • Use simple symbols for €, T, Q, R
    • 😊 everybody happy
    • 😬 attention of project leader required
    • 😞 attention of steering committee required

• Table of content for quarterly report:
  • Status of products
  • €, T, Q
  • Main events last period
  • Learning points
  • Business Case
Communication (1)

• Big projects or complex projects often result in changes (organization, way of working, processes, jobs, etc.). Therefor good communication is required in a project which is planned in a communication plan:
  • Visibility of the project
  • Clarity creation
  • Management of expectations
  • Building on trust
  • Gathering commitment
• Determine target groups: employees, management, customers, BoM, etc.
• Determine communication resources and moments: internet, intranet, newsletter, regular meetings, social media, etc.
• Of course evaluation.
## Communication (2)

<table>
<thead>
<tr>
<th>Target group</th>
<th>intranet</th>
<th>internet</th>
<th>vlog</th>
<th>Regular meeting</th>
<th>Social Media</th>
<th>newsletters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Management</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>customer</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>BoM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>....</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Communication (3)

<table>
<thead>
<tr>
<th>Timing</th>
<th>intranet</th>
<th>Internet</th>
<th>vlog</th>
<th>Regular meeting</th>
<th>Social Media</th>
<th>newsletters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Feb</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Mar</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Apr</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>May</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Jun</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Jul</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Aug</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Sep</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Oct</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Nov</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Forms

- **Review logging** forms to collect comments of reviewer. Author should respond with priority setting, comments and whether the review comment will be processed.

- **Issue** form are used to receive issues (worries, asking for attention) from people.
  - Issues are analysed and where necessary prioritized and planned.
  - Keep track of new issues, open issues and issues in progress.

- During the project people can ask for modification of the requirements. This process is guided bij a *change* form:
  - Requester describes (1) the request, (2) priority of the request and (3) type of change (addition, change, removal).
  - Project leader determines impact on €, T, Q, R and organization
  - A decision needs to be taking either by the project leader either by the steering committee (if decision making is outside the tolerance boundary of the Project leader).
  - => Fundamentally different approach with Agile projects!
Miscellaneous

• Set up (1) meeting structure, (2) agendas and (3) meeting notes
  1.  
   • Participants Steering Committee meeting: Steering Committee, Project leader, Quality manager (on invitation), Project support (for meeting notes)
   • Participants Project Team meeting: Project Leader, Project members (or represents of groups), Quality manager (optional), Project support (for meeting notes)
  2.  
   • Send agenda in time
   • Expect preparation
   • Include appendices for agenda items
   • Get approval for meeting notes last meeting
   • Discuss action points
   • Take decisions
  3. Meeting notes should contain at least list of actions (per action owner and date) and list of decisions.

• Forms to support and guide decision making
• Report for exception: cause of exception, consequence, options and consequences, decision
  • Exceptions outside tolerance boundary project leader require approval steering committee.