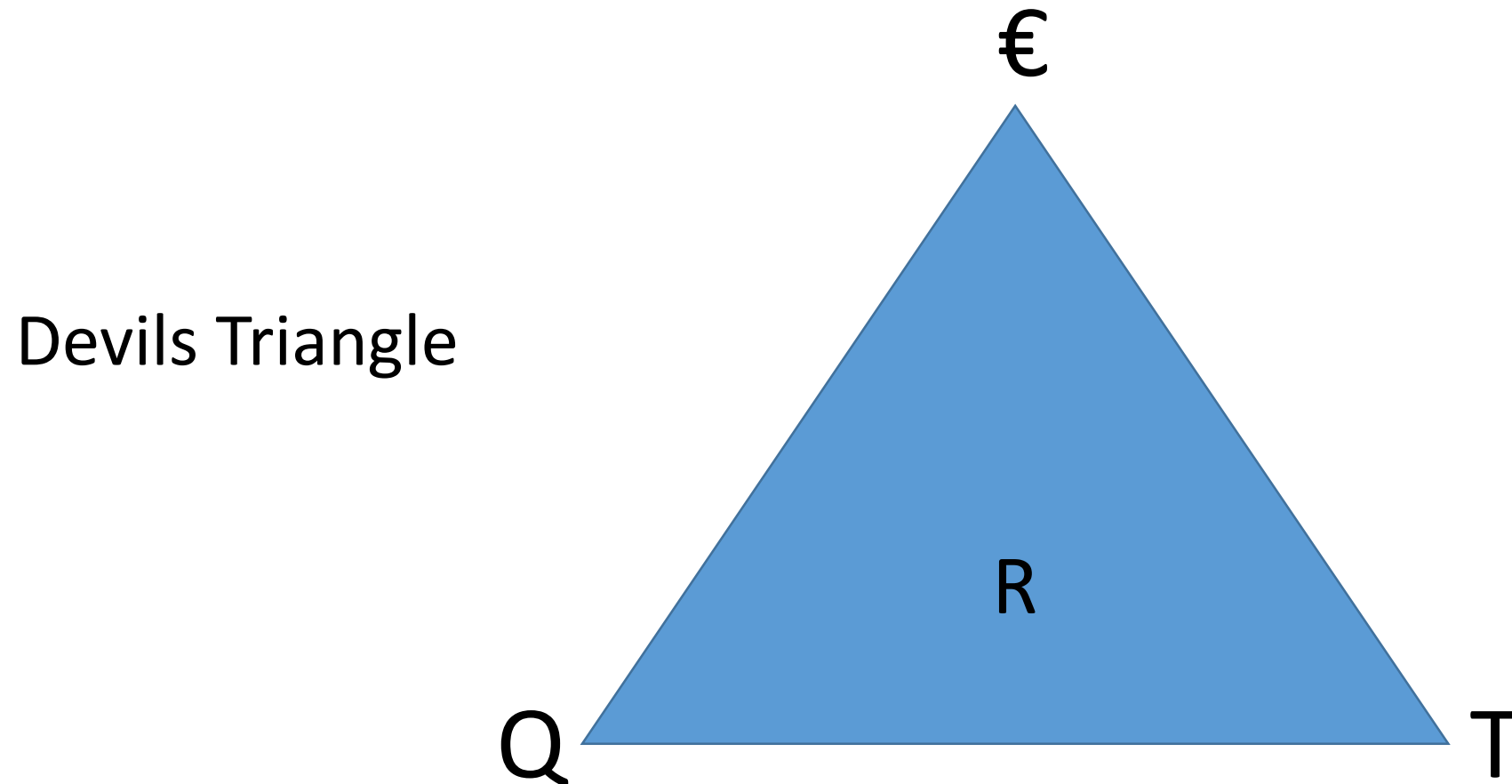


# System Development Management

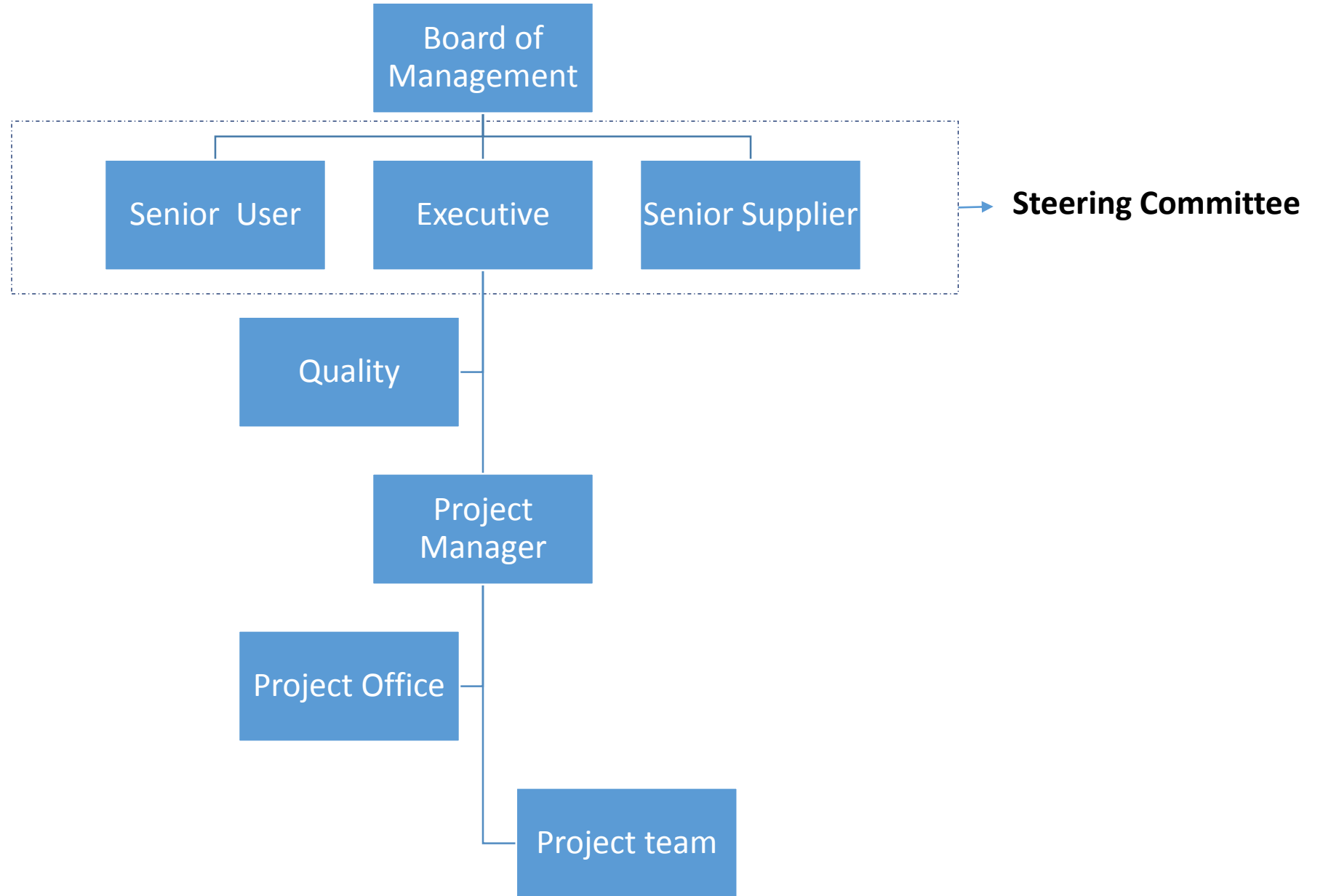
Lecture 2: Project Control

Paul Frederiks

# What is (traditional) projectmanagement



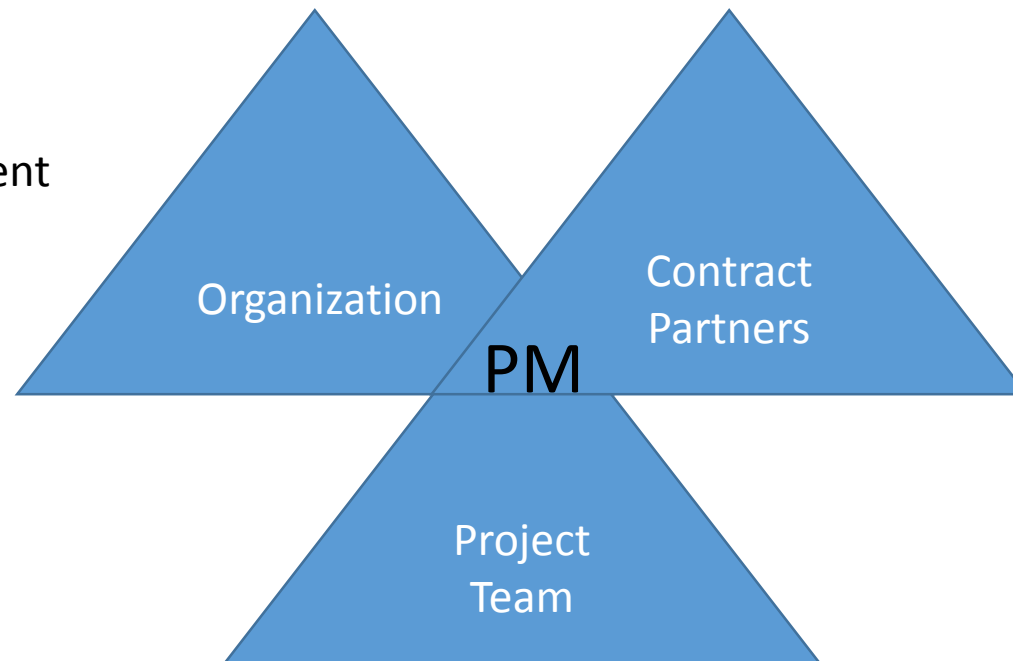
Remember, project management is about structure and result-oriented working.



# 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)

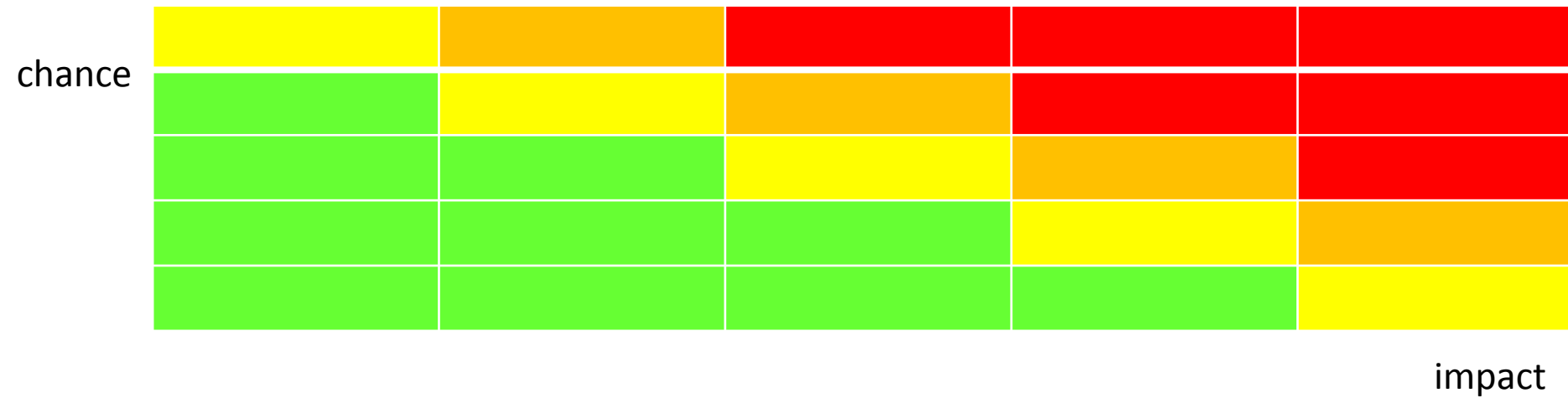
- Project: <phase 1> ..... <phase n>
- Project plan (long term) phase 1 plan ..... phase n plan
- Phase i plan (mid term) detail plan i\_1 ..... Detail plan i\_m (short term)

- 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.

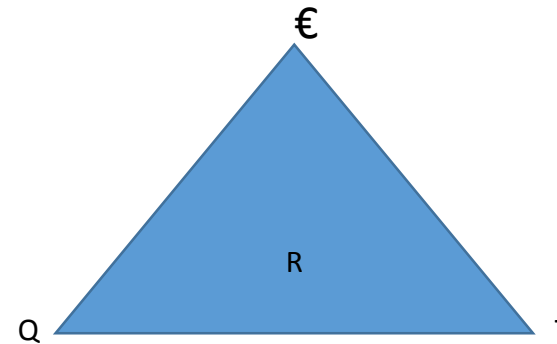
# Progress Report (1)

A chain of progress reports:

- 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.). Therefore 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)

Target group	intranet	internet	vlog	Regular meeting	Social Media	newsletters
Employees	x		x			x
Management	x			x		
customer		x			x	
BoM				x		
....						

# Communication (3)

Timing	intranet	Internet	vlog	Regular meeting	Social Media	newsletters
Jan	X	X		X	X	
Feb		X	X		X	
Mar	X	X			X	
Apr	X	X		X	X	
May		X	X		X	
Jun	X	X			X	X
Jul	X	X		X	X	
Aug		X	X		X	
Sep	X	X			X	
Oct	X	X		X	X	
Nov		X	X		X	
Dec	X	X			X	X



# 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 by 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.