

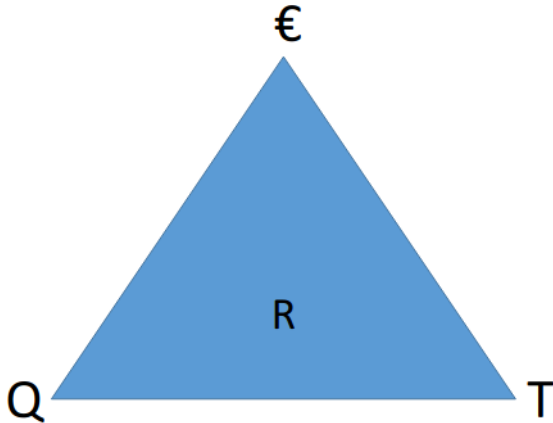
Project Controls

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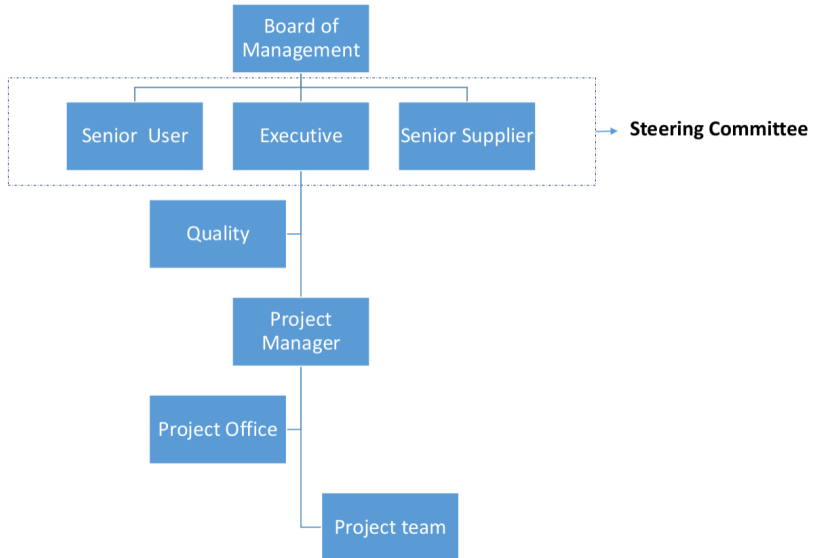
11 February, 2021

Recall: the Devil's Triangle



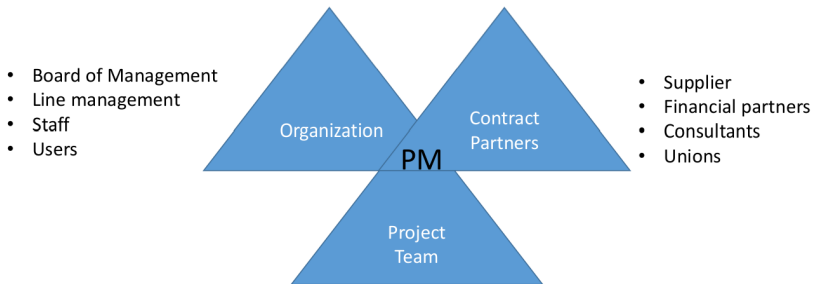
Remember: project management is about **structure** and **result-oriented working**

Recall: roles in a project management organisation



Recall: the environment

The focus of the manager should not only be on the project execution, but also on the environment.



Discuss: how do you know your project is running well?

Answers from the class:

- Are you still on time according to the planning?
- Emotional and physical health of the team.
- Is your client happy?
- Is there enough budget left?
- Have unforeseen risks been handled?
- Have foreseen risks been handled?
- Are your supervisors happy?
- Quality of your product.

Tools for the project manager

- planning
- risk management
- quality management
- progress report
- communication
- forms
- meetings

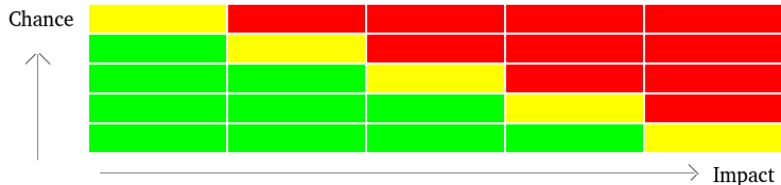
Planning

- A **realistic** timeline of activities (not optimistic or pessimistic!)
- project plan usually contains an **overall planning** of different phases
- for big projects: a **phase plan**
 - Phase 1 (Jan–Mar): making the route plan for the new metro
 - Phase 2 (Apr–Nov): building the stations
 - Phase 3 (Dec–Jun): laying the rails
- tooling: planning charts including dependencies, Scrum board

Risk Management

- a **risk**: the **chance** that it happens times the **impact**
- each risk has an **owner** who manages the risk

Risk matrix:



Risk Management

- for each risk above tolerance boundary, define actions:
 - prevention
 - reduction
 - acception
 - contingency / emergency plan
 - transfer to insurance company
- **discuss** the risks in the project team, 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

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

A quality report describes:

- quality of products, e.g.:
 - code → code review reports
 - processes → process charts
 - plans → project plans
 - supplier selection → selection reports
- quality of project management processes
 - quality of the planning
 - risk management is in place
 - information management → approval of documents
 - stakeholder management / communication → newsletters, road shows
 - capacity management of the resources
 - business case management

⇒ use diagrams in your reports to make things insightful

Progress Report

- Table of contents for monthly report:
 - main events of the last period
 - points of interest and possible bottle necks
 - a look ahead to the next period
 - use simple symbols for €, T, Q, R
 - 😊 everybody happy
 - 😐 attention of project leader required
 - 😞 attention of steering committee required
- Table of contents for quarterly report:
 - status of products
 - €, T, Q
 - main events of the last period
 - learning points
 - business case

Team manager reports: sprint **planning** and **review** reports

Sprint planning:

- your sprint backlog (with time estimates)
- what each manager intends to do during that sprint
- points of interests and possible bottle necks

(**Not** a living document!)

Sprint review:

- what has been achieved (reflect back on the planning)
- what has each manager done
- what has gone wrong
- how have problems been resolved
- lessons learned

Director reports:

High-level assessment of the teams under your care:

- main events of the last period
- points of interest and possible bottle necks
- a look ahead to the next period
- overall progress assessment
- your actions (individual or as a team) and responsibilities

Communication Plan

Big projects or complex projects often result in changes (organisation, way of working, processes, jobs, etc.).

Therefore good communication is required in a project, which is planned in a communication plan.

Communication Plan

- communication plan discusses:
 - visibility of the project
 - clarity creation
 - management of expectations
 - building of trust
 - gathering commitment
- determine target groups: employees, management, customers, BoM, etc.
- determine communication resources and moments: internet, intranet, newsletter, regular meetings, social media, etc
- evaluation!

Communication Plan

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

Communication Plan

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
 - goal: to collect comments of reviewer
 - author should respond with priority setting, comments, and whether the review comment will be processed
- issue forms
 - used to receive issues (worries, request for attention) from people
 - issues are analysed and (if necessary) prioritised and planned

Meetings

- Meeting structure
 - participants in meeting
 - topics to discuss
 - necessary preparation
 - responsibilities (e.g., who will write the notes)
 - decisions that will need to be taken during the meeting
- Agenda
 - send agenda on time
 - expect preparation
 - include appendixes for agenda items
 - include action points
 - include decisions that need to be taken
 - have a time planning
- Meeting notes
 - list of actions (per action owner and date)
 - list of decisions

Meeting notes should be approved.