

### The project control life cycle (PCLC) steps

1. Produce project plan
2. Monitor progress against plan
3. Compare actual progress with planned progress
4. Identify variations from the plan
5. Apply corrective action as / if necessary

Steps 2 - 5 should be repeated to continue the control cycle

### Taking corrective action

PMs role is day to day to apply minor corrections as required

Major corrections need to be referred to superiors

Tolerance – PMs authority to make changes or apply corrective action

Exception report – outlines problem and options for solution, given to the project board. Includes:

- Background
- Reasons why the exception arose
- Options
- Risks
- Exception plans showing how the project needs to be amended to implement suggestions
- Amended business case
- Recommendations

### Taking corrective action (cont)

Contingency pool – set of resources controlled by PM and can be allocated by PM as needed

#### Recommendations may include:

**Work harder, longer or faster** Solve a short term problem or meet a deadline. Tired, stressed and demotivated staff. Increased costs if overtime paid

**Increase resources** Adding more people in IT does not often increase productivity, often it decreases. Training takes time and uses current resources. Expensive.

**Replan** Reallocate the time on tasks which took shorter than expected. Internal movement of staff at no extra cost.

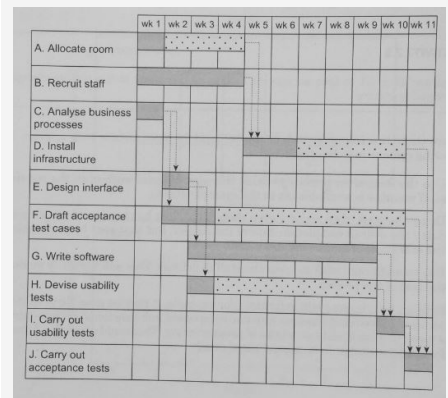
**Extend the time scale** Sensible option. Common choice, requires negotiation. Extending deadline often seen as weak management or the project being out of control. More expensive

### Taking corrective action (cont)

**Reduce scope** Deliverables removed or delayed until later. Does not reduce costs, but value to the user may be reduced

**Terminate the project** If no other option is ok, this maybe the only sensible thing to do. Maybe politically unacceptable

### Gantt Chart Example



### Monitoring progress

**What should we monitor?** Progress toward deliverables, products and milestones. Progress in the WBS. % complete. Resource usage. Expenditure. Scope and size of deliverables. Watch out for scope creep. Monitor quality.



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### Monitoring progress (cont)

#### How should we monitor?

- |          |   |
|----------|---|
| Formal   | Lay frequency, content and format out at the beginning of the project.                                |
| -        | Advantage: get commitment from people in writing and establish routines                               |
| -        | Disadvantage: reports maybe seen as an unproductive overhead. Staff need to be convinced of the value |
| -        | Types: Written progress reports, email, progress meetings   |
| Informal | Manager have an awareness of what team enduring   |
| -        | Advantage: more honest and faster communication of problems   |
| -        | Disadvantage: need to avoid micro managing  |
| -        | How: Chats with the team individually   |

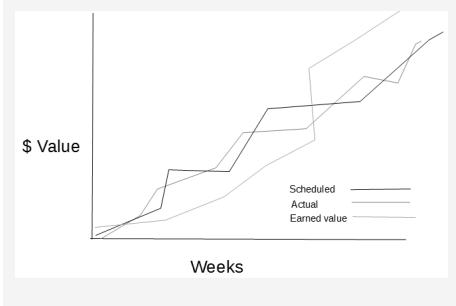
### Purpose of Team meetings

- AKA Checkpoint meetings
- Weekly / agile might be daily
- Report from team leader to PM will be prepared. AKA Checkpoint report
- Agenda typically
- Each team members progress against their plans
  - Reasons for variances
  - Expected progress – what each team member will do next
  - Current problems or issues
  - Possible future problems – may include risks from the risk register
- Issues log: record issues in an issues log, which will be updated as they are resolved
- Backlog list: In an agile project a backlog list of tasks completed and to be done would be updated

### Programme board / steering committee meetings

- Projects are sometimes grouped into programmes, where a number of projects contribute to a set of overarching objectives
- |        |  |
|--------|--|
| Freq   | Less frequent  |
| Agenda | Less detailed. More of a business focus than a project focus |

### Cumulative value chart with earned value



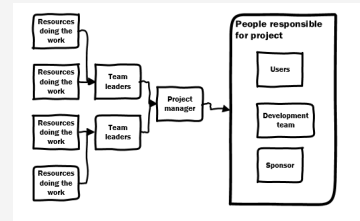
### Applying control

- No point in monitoring without control
- Do through the reporting cycle
- Problems reported in progress
  - Apply controls to bring it back on course (Move resources from non-critical to critical)
  - Review allocation of resources
  - Reduce scope

### Important to understand

The people responsible for the project have the right to change the project objectives, not the project manager

### Reporting structure



Reports should be concise and relevant. Sent only to those who need them.



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### Highlight report

The report to the steering committee

Intervals and topics in report need to conform to requirements of the recipients and the importance of what is being conveyed.

Obtain formal agreement on reporting procedures from all parties involved

### Purpose of Project board meetings

**Attendees** PM and project board members, perhaps a secretary

**Freq** ~monthly. Larger projects probably has less frequency of catch ups

**Agenda** Similar as for team meeting

**Report** Highlight report, supplied by PM

Highlight report - typically includes the following information

- Details of progress against project plan
- Current milestones achieved
- Deliverables completed
- Resource usage
- Reasons for any deviations from the plan
- New issues and unresolved issues
- Changes to risks assessments
- Plans for the next period and products to be delivered
- Graphical representations of progress information

### Graphical representation of progress information

#### Gantt chart

You will need to compare the current situation with the original plan, so the details on the Gantt chart need to be baselined

- Take a snapshot of the schedule at key points
- Maybe several but an important one will be the final agreed schedule at the beginning of the project

#### Cumulative resource chart

- Present usage details
- Aka S curve chart
- Data points: Expected expenditure & Actual expenditure

#### Earned value analysis (EVA)

- See if we are ahead or behind time, and above or below budget
- EVA shows budget originally allocated to completed items
- When completed we can say value is earned



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