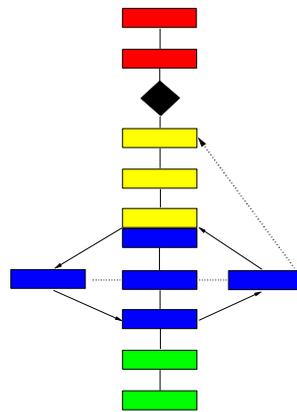


Project Control Book Guide

MITP
v5.1



Document Number MICG1PCB

First Edition (September 1995)

This edition applies to Version C5.0 of Managing the Implementation of the Total Project (MITP), and to all subsequent releases and modifications until otherwise indicated in new editions.

A form for reader's comments appears at the back of this document. If the form has been removed, address your comments to:

Allturn Group International B.V.
Groenendal 7c
5405 AS Uden (NB) The Netherlands
Email: Info@AllturnGroup.com

Phone: 0031 (0) 6 20 35 67 51

When you send information to Allturn Group International, you grant Allturn Group International a nonexclusive right to use or distribute the information in any way appropriate without incurring any obligation to you.

Table of Contents

TABLE OF CONTENTS	3
FIGURES	6
PREFACE ABOUT THIS DOCUMENT	7
FORMAT OF THE PCB	7
WHO SHOULD READ THIS DOCUMENT	8
HOW TO USE THIS DOCUMENT	8
<i>PC Systems</i>	8
<i>Manual Systems</i>	8
<i>PCB and Documentation Standards</i>	8
<i>Objectives</i>	8
<i>Standards</i>	8
ISO9000 CONTROL INFORMATION	10
1 PROCEDURES.....	11
1.1 ORGANIZATION AND PEOPLE MANAGEMENT PROCEDURE	12
1.1.1 <i>Definition</i>	12
1.1.2 <i>Objectives</i>	12
1.1.3 <i>Scope</i>	12
1.1.4 <i>Responsibilities</i>	12
1.1.5 <i>Further Information</i>	13
1.2 PLANNING AND ESTIMATING PROCEDURE	14
1.2.1 <i>Definition</i>	14
1.2.2 <i>Objectives</i>	14
1.2.3 <i>Scope</i>	14
1.2.4 <i>Responsibilities</i>	14
1.2.5 <i>Baselining the Project Plan</i>	16
1.2.6 <i>Changing the Project Plan</i>	16
1.2.7 <i>Maintaining the Project Baseline Library</i>	16
1.2.8 <i>Securing</i>	18
1.2.9 <i>Further Information</i>	18
1.3 WORK BREAKDOWN STRUCTURE PROCEDURE	19
1.3.1 <i>Definition</i>	19
1.3.2 <i>Objectives</i>	19
1.3.3 <i>Scope</i>	19
1.3.4 <i>Responsibilities</i>	19
1.3.5 <i>Integrity of the WBS</i>	21
1.3.6 <i>Baselining and Changing</i>	21
1.3.7 <i>WBS Numbering Standards</i>	21
1.3.8 <i>Securing</i>	23
1.3.9 <i>Further Information</i>	23
1.4 PROGRESS TRACKING PROCEDURE	24
1.4.1 <i>Objectives</i>	24
1.4.2 <i>Scope</i>	24
1.4.3 <i>Responsibilities</i>	24
1.4.4 <i>Milestone Tracking Procedure</i>	24
1.4.5 <i>Progress Indicator Tracking Procedure</i>	26
1.4.6 <i>WBS Tracking Procedure</i>	26
1.4.7 <i>Task Summary Procedure</i>	26
1.4.8 <i>Overall Control Sheet Procedure</i>	26
1.4.9 <i>Effort Remaining Table Procedure</i>	26
1.4.10 <i>Time Recording</i>	27
1.4.11 <i>Further Information</i>	27
1.5 PROGRESS REVIEWING PROCEDURE	28

1.5.1	Objectives.....	28
1.5.2	Outline of procedure	28
1.5.3	Further Information	34
1.6	PROGRESS REPORTING PROCEDURE	35
1.6.1	Objectives.....	35
1.6.2	Scope.....	35
1.6.3	Subproject Reporting	36
1.6.4	Project Reporting.....	41
1.6.5	Project Communications.....	44
1.6.6	Further Information	44
1.7	RISK MANAGEMENT PROCEDURE.....	45
1.7.1	Definition	45
1.7.2	Objectives.....	45
1.7.3	Outline of the Procedure.....	45
1.7.4	Scope.....	46
1.7.5	Responsibilities	47
1.7.6	To Manage an Individual Risk.....	47
1.7.7	To Run the Risk Management System	48
1.7.8	Further Information	49
1.8	CHANGE MANAGEMENT PROCEDURE.....	50
1.8.1	Objectives.....	50
1.8.2	Outline of Procedure.....	50
1.8.3	Scope.....	50
1.8.4	Responsibilities	50
1.8.5	To Manage an Individual Change	52
1.8.6	To Run the Change Management System.....	53
1.8.7	Small Change Procedure	54
1.8.8	Further Information	55
1.9	ISSUE MANAGEMENT PROCEDURE	56
1.9.1	Definition	56
1.9.2	Outline of the Procedure.....	56
1.9.3	Scope.....	56
1.9.4	Responsibilities	56
1.9.5	To Manage an Individual Issue.....	58
1.9.6	To Run the Issue Management System.....	58
1.9.7	Further Information	60
1.10	PROBLEM MANAGEMENT PROCEDURE.....	61
1.10.1	Further Information.....	61
1.11	ERROR AND FAULT MANAGEMENT PROCEDURE	62
1.11.1	Further Information.....	62
1.12	QUALITY MANAGEMENT PROCEDURE.....	63
1.12.1	Log of Plans and Deliverables Procedure.....	63
1.12.2	Record of Quality Assurance Activities Procedure.....	65
1.12.3	Further Information.....	66
1.13	CORRESPONDENCE PROCEDURE.....	67
1.13.1	Definition.....	67
1.13.2	Objectives	67
1.13.3	Scope.....	67
1.13.4	Responsibilities.....	67
1.14	BASE INFORMATION PROCEDURE.....	68
1.14.1	Definition.....	68
1.14.2	Objectives	68
1.14.3	Scope.....	68
1.14.4	Responsibilities.....	68
1.15	FINANCE MANAGEMENT PROCEDURE	69
1.15.1	Definition.....	69
1.15.2	Objectives	69
1.15.3	Scope.....	69
1.15.4	Responsibilities.....	69

1.16	SUPPLIER MANAGEMENT PROCEDURE	70
1.16.1	<i>Definition</i>	70
1.16.2	<i>Objectives</i>	70
1.16.3	<i>Scope</i>	70
1.16.4	<i>Responsibilities</i>	70
2	FORMS	71
2.1	USING THE FORMS.....	72
2.1.1	<i>People Management Forms</i>	73
2.1.2	<i>Planning and Estimating Forms</i>	82
2.1.3	<i>Work Breakdown Structure Forms</i>	84
2.1.4	<i>Progress Tracking Forms</i>	87
2.1.5	<i>Progress Reviews Forms</i>	90
2.1.6	<i>Progress Reporting Forms</i>	91
2.1.7	<i>Risk Management Forms</i>	99
2.1.8	<i>Change Management Forms</i>	103
2.1.9	<i>Issue Management Forms</i>	108
2.1.10	<i>Problem Management Forms</i>	111
2.1.11	<i>Error and Fault Management Forms</i>	113
2.1.12	<i>Quality Management Forms</i>	114
2.1.13	<i>Correspondence Forms</i>	115
2.1.14	<i>Base Information Forms</i>	116
	READERS COMMENTS	118



Figures

1. Planning the project. 4.1
2. Outline of a validation report
4.4.1

PREFACE About This Document

This document helps you set up a project control book (PCB) for a project by suggesting procedures and forms.

The PCB provides a structured way of managing project data. It is the repository for the plans, controls, and procedures used in a project. It is usually a loose-leaf binder into which project documentation is collated throughout the life of the project. It therefore acts as a common reference for the project. It can also be managed electronically through host or PC-LAN systems.

This Project Control Book Guide has a core set of procedures and forms. You can use these as the basis for your own project's PCB. The content of one project's PCB will probably be different from that of another. The advantage of having a 'standard' PCB is that Project Managers can work to common structures and replace each other on projects without major disruption.

The PCB forms the basis for ensuring that your project conforms to ISO9000 and MITP standards.

Format of the PCB

The PCB is designed for practical use on the project. You must tailor the procedures, templates, and forms contained in the PCB for each project. Part 2 contains these templates and forms in BookMaster format. Similar forms are available or can be added to PTI.

This document contains the following sections:

Section	Contents
1	Organization and People
2	Planning and Estimating
3	Work Breakdown Structure
4	Progress Tracking
5	Progress Reviewing
6	Progress Reporting
7	Risk Management
8	Change Management
9	Issue Management
10	Problem Management
11	Error and Fault Management
12	Quality Management
13	Correspondence
14	Base Information
15	Finance Management
16	Supplier Management

The numbering of sections is for consistency and does not imply relative importance. On some projects, not all of the sections will be used. If you need to add sections to a Project Control Book for a given project, it is suggested that you number these from 20 onwards.

These sections are organized in the same sequence as the standard sections in a project control book. After tailoring procedures for a particular project, file these procedures in your project control book. For information about the MITP life cycle, the key techniques, and the support techniques, see the MITP Handbook. A glossary of terms may be found at the back of the MITP Handbook

Who Should Read This Document

The 'you' in this document is the Project Manager, but other people can also use the PCB.

How to Use This Document

This document is split into two parts. Part 1 contains the MITP procedures that you should follow to get project work done. Part 2 contains the forms that you fill with project information as the project progresses through its life cycle phases.

PC Systems

Use PC applications to provide the forms and structure for your PCB.

Manual Systems

Use the forms provided as templates and keep records manually.

PCB and Documentation Standards

The following covers standards for the production and maintenance of the PCB and other project documentation.

Objectives

The objectives of using the PCB are to:

- Define a standard way of producing, issuing, and maintaining project documents
- Ensure that all project members can work with up-to-date information
- Ensure that the project conforms to MITP standards
- Ensure that the project conforms to ISO9000 quality procedures.

Standards

Follow these standards when producing project documentation:

- Project documents should be produced in a standard layout
- Version and distribution information should be specified and understood
- Access to the definitive version of each document should be defined
- Approvals and reviews for each project document should be defined.

A project document will at some stage be subject to change control. This includes documents:

- Related to the project management system held in the PCB, for example, the change control procedure and the project plan.
- Which form part of the project deliverables.

The standards relate to the overall structure of documents - the structure and content of documents are specified elsewhere.

Each document should contain the following information:

- Document title
- Author
- Owner of the document - the person who authorizes changes - if this is different from the author
- Document number or filename to identify the source of the document
- Approvals - the people who have to approve the document before it can be issued
- Status, either:
 - Draft, that is, not subject to change control
 - Issued, that is, subject to change control.
- Date of document. This is the date on which the document was made available and is used to control versions.
 - For draft documents, the date is that on which the particular version of the draft was made available for review
 - For issued documents, the date is that on which the document was issued. In both cases, the date identifies the version
- Revision information. This should provide information about the current version and changes since the previous version. Where appropriate, a list on change requests (processed by the change management procedure) included in this version should be given. Revision bars may be used but are not a requirement
- Distribution information. This should allow any project member to get the latest version.

Note: These standards also apply to templates and forms included in Part 2 of this PCB.

ISO9000 Control Information

The owner of all MITP Version C5.0 material is Allturn Group International.

The MITP License applies to the current version only. Future revisions, which are under version number control, may be made available under upgrade licensee terms from Allturn Group International. The current license does not cover upgrades.

1 Procedures

Subtopics

- 1.1 Organization and People Management Procedure
- 1.2 Planning and Estimating Procedure
- 1.3 Work Breakdown Structure Procedure
- 1.4 Progress Tracking Procedure
- 1.5 Progress Reviewing Procedure
- 1.6 Progress Reporting Procedure
- 1.7 Risk Management Procedure
- 1.8 Change Management Procedure
- 1.9 Issue Management Procedure
- 1.10 Problem Management Procedure
- 1.11 Error and Fault Management Procedure
- 1.12 Quality Management Procedure
- 1.13 Correspondence Procedure
- 1.14 Base Information Procedure
- 1.15 Finance Management Procedure
- 1.16 Supplier Management Procedure

1.1 Organization and People Management Procedure

1.1.1 Definition

A large number of projects fail because of a lack of focus on organizational and relationship factors.

People are the most important resource on a project. They need to understand what to do, where they fit, how they are doing, and how the project is doing.

1.1.2 Objectives

The objectives of this procedure are to ensure that:

- A clear organization is in place and understood
- Roles and responsibilities are defined for all project staff
- People are committed to the project
- Regular communication takes place.

1.1.3 Scope

The scope of this procedure will vary depending on the project and the environment. You are unlikely to be the line manager of all the project staff, but, in many situations, you will undertake many of the roles of a line manager.

1.1.4 Responsibilities

Responsibility Action

Project Sponsor

- Write a job description for the Project Manager
- Assign staff to the project as appropriate
- Agree the organization plan.

Project Manager

- Write job descriptions for Subproject Managers and Project Office
- Hold regular reviews with project staff
- Manage the Subproject Managers
- Manage project communication.

Project Office

- Maintain schedules for all communication
- Keep sensitive personnel data separate and secure
- Run the procedures to support organization and people management.

1.1.5 Further Information

You can find detailed information on organization and people management in the Organization and People Management Guide and summary information in the Organization and People reference card and the MITP Handbook.

1.2 Planning and Estimating Procedure

1.2.1 Definition

Planning and estimating constitute the process by which you:

- Establish your method of meeting the project's objectives
- Establish the cost of doing so
- Identify and secure the resources that will be needed.

1.2.2 Objectives

The objectives of this procedure are to ensure that:

- The project plan is accepted by the sponsor
- Changes to the baseline project plan are properly authorized
- The project baseline library is maintained
- The planning database is secured
- Baseline plans and the validation report are registered.

1.2.3 Scope

The procedure covers:

- Any part of the project plan to be baselined or already baselined
- Documentation, agreed with external parties, which forms the basis for planning, that is, the project baseline library
- All internal documents, tools, and data used in creating or updating the plan, that is, the project plan database.

It does not cover:

- Changes to the project plan that do not alter your (or the Subproject Manager's) commitment in the baseline project plan
- Project plans and estimates in the process of preparation.

1.2.4 Responsibilities

Responsibility Action

Project Sponsor

- Agree the project plan.

Project Manager

- Own the project plan, the planning database, and the project baseline library.
Unless otherwise stated, you delegate authority and responsibility to the appropriate Subproject Managers.
- Approving Project Office proposals.

Project Office

- Propose and implement procedures to ensure that the project plan, the planning database, and the project baseline library are secure against damage or loss.

1.2.5 Baseline the Project Plan

Before the time of first baselining, or on subsequent change:

Responsibility Action

Subproject Managers

- Agree with you the objectives of their subprojects.
- Prepare subproject plans to meet the objectives of their subprojects.

Validator

- Review the project plan and report to you.

Project Manager

- Prepare the consolidated project plan, with the help of the project office.
- Review the project plan with those Subproject Managers whose subprojects are included or affected to ensure that:
 - All contracted commitments are represented.
 - The plans show adequate detail of how these commitments will be met within the required cost, time, quality, and scope.
 - Organization and responsibilities for execution of the project are clearly defined and accepted.
 - Appropriate resources, including staff and externally supplied resources, have been identified and have been committed to meet the needs of the project.
 - The plan is realistic and achievable.
 - The accepted recommendations of the validator have been or will be implemented.
- Present the project plan to the sponsor.

Project Sponsor

- Approve the project plan.
- Use all efforts to ensure that all required resources are committed.

Project Office

- Baseline the approved project plan.
- Register and file (see Log of Plans and Deliverables).

1.2.6 Changing the Project Plan

The project plan is subject to the change management procedure detailed in this PCB.

1.2.7 Maintaining the Project Baseline Library

On establishing the project, or on receipt of any documentation which changes the contents of the project baseline library:

Responsibility Action

All staff

- Alert the Project Office of the change and supply a copy of the revised or new document.

Project Office

- Catalogue and file the document.
- Advise you and Subproject Managers, as appropriate.
- Distribute copies as required.

1.2.8 Securing

On establishing the project, or at the time of any change that might affect the security of the baseline plans, the project planning database, and the project baseline library:

Responsibility Action

Project Office

- Consult you and Subproject Managers on the constituents of the above that need to be secured against loss or damage.
- Propose arrangements for holding securely.

Project Manager

- Approve the proposals.

Project Office

- Advise all project staff, document, and implement procedures
- Execute and monitor others' adherence to those procedures.

1.2.9 Further Information

You can find detailed information on planning and estimating in the Planning and Estimating Guide and summary information in the Planning and Estimating reference card and the MITP Handbook.

1.3 Work Breakdown Structure Procedure

1.3.1 Definition

The project Work Breakdown Structure (WBS) is a logical hierarchical structure that represents the content of the project in terms of work, other resources, and cost. It is the project base for all planning and estimating. Physically, it may reside in several places and on several media.

1.3.2 Objectives

The objectives of this procedure are to ensure that:

- The project WBS represents the committed work of the project in enough detail
- Changes to the WBS are properly authorized
- Numbering is not in conflict across the WBS
- The WBS is secured.

1.3.3 Scope

The procedure covers:

- Levels of the WBS that represent commitments by Subproject Managers to you, and by you to the Project Sponsor. If the WBS covers a portfolio of projects, then the commitment to the overall sponsor is also included
- Baseline of the WBS and changes to it
- Numbering standards
- Securing the WBS.

It does not cover:

- Areas of the WBS still under development, that is, before baselining
- Changes to the WBS that do not alter the your or the subproject manager's commitment in the baseline project plan.

1.3.4 Responsibilities

Responsibility Action

- Project Manager
 - Own the WBS.
 - Unless otherwise stated, you delegate responsibility and authority for WBS subprojects to the appropriate Subproject Managers.
 - Approving Project Office proposals on the WBS.

Subproject Managers

- With your delegated authority, develop and maintain their parts of the WBS.

Project Office

- Propose and implement procedures to ensure that the WBS is secure against damage or loss.
- Propose numbering standards across parts of the WBS covered by this procedure.

1.3.5 Integrity of the WBS

Before baselining the new or changed WBS:

Responsibility Action

Subproject Managers

- Review areas of the WBS for which they have delegated responsibility to ensure that:
 - All their committed deliverables are fully represented and defined
 - There is adequate development of their part of the WBS to show how those promised deliverables will be produced as required.

Project Manager

- Review the WBS with those Subproject Managers whose subprojects are affected to ensure that:
 - All contracted deliverables are fully represented and defined
 - There is adequate development of the WBS to show how those deliverables will be produced to the required standard and cost.

1.3.6 Baselining and Changing

The WBS is part of the project plan database, and the baseline project plan is subject to both:

- The planning and estimating procedure
- The change management procedure.

1.3.7 WBS Numbering Standards

On establishing the project:

Responsibility Action

Project Office

- Consult project and Subproject Managers on how the WBS will be held and on the numbering standards they prefer.
Note: There may be a contractual requirement on numbering standards.
- Propose numbering standards for the project WBS.

Project Manager

- Approve the proposals.

Project Office



- Advise all project staff, document, and implement proposals.

All project staff

- Adhere to the proposals.

Project Office

- Monitor others' adherence to the numbering standards.

1.3.8 Securing

On establishing the project, or at the time of any change that might affect the security of the WBS:

Responsibility Action

Project Office

- Consult project and Subproject Managers on where the WBS will be held and on those parts of it which need to be secured against loss or damage.
- Propose arrangements for holding the WBS securely.

Project Manager

- Approve the proposals.

Project Office

- Advise all project staff, document, and implement procedures.

Project Office

- Execute and monitor others' adherence to those procedures.

1.3.9 Further Information

You can find detailed information on Work Breakdown Structures in the Work Breakdown Structure Guide, and summary information in the WBS reference card and the MITP Handbook.

1.4 Progress Tracking Procedure

1.4.1 Objectives

The objectives of the progress tracking procedure are to:

- Enable the progress of the project to be measured against the plan
- Identify variations to allow corrective action to be taken
- Gain experience to improve future performance
- Provide information to feed the reviewing and reporting procedures.

1.4.2 Scope

This procedure covers tracking of progress of all subprojects and the overall project

1.4.3 Responsibilities

Responsibility Action

Project Manager

- Track overall project against the overall project plan.

Subproject Managers

- Track subprojects against subproject plans.

Project Office

- Assist with tracking when requested
- Keep tracking information in the PCB.

1.4.4 Milestone Tracking Procedure

1.4.4.1 Establishing the Milestone Plan

The plan to be tracked must include a detailed definition of each milestone containing the following information:

- Number of milestone
- Short description
- List of contents
- Completion criteria - what must be achieved for the milestone to be marked as complete
- Review and approval requirements
- Planned completion date.

1.4.4.2 Tracking Using Milestones - Milestone Progress Table

The milestone progress table is completed for the reporting period. It should include the milestones that:

- Have been completed since the last report

- Should have been completed by the status date
- Are planned or forecast to be completed before the next but one status date.

1.4.4.3 Tracking Using Milestones - Milestone Progress Chart

A new line is added to the milestone progress chart for the reporting period. It should include all milestones in the plan

1.4.5 Progress Indicator Tracking Procedure

1.4.5.1 Establishing the Plan

The plan to be tracked must include a definition of the factor to be used to track progress and a detailed forecast of how this indicator is expected to change during the life of the plan. The forecast can show 'expenditure' of the factor or the amount of the factor remaining.

1.4.5.2 Tracking Using Progress Indicator Sheet

A new line is added to the progress indicator sheet for each reporting period.

1.4.5.3 Tracking Using Progress Tracking Graph

A new line is added to the progress indicator graph for each reporting period.

1.4.5.4 Tracking Using Effort Remaining Table and Graph

A new line is added to the effort remaining table and drawn on the graph for each reporting period.

1.4.6 WBS Tracking Procedure

The WBS table is prepared for the reporting period. All tasks are included, with status flagged as started and completed.

Task starts and completions can be used as an indicator in an effort remaining procedure.

1.4.7 Task Summary Procedure

A subproject task summary sheet is prepared for each reporting period. All tasks which are planned to be active or are actually active at the status date are included.

1.4.8 Overall Control Sheet Procedure

An overall control sheet is completed for each subproject for the reporting period.

1.4.9 Effort Remaining Table Procedure

A line is added to the effort remaining table for each reporting period.

1.4.10 Time Recording

1.4.10.1 Objectives

The objectives of the time recording procedure are to:
Collect and analyze records of personal time
Enable tracking of personal time against budgets.

1.4.10.2 Scope

This procedure covers collection of time records from all members of the project.

1.4.10.3 Responsibilities

Responsibility Action

Project team members

- Complete weekly time recording form and send to the Project Office.

Project Office

- Collect weekly time recording forms from each project team member and file in the PCB
- Prepare summary reports for you and Subproject Managers.

1.4.10.4 Weekly Time Reporting

Add detailed time reporting procedure for project.

1.4.10.5 Time Analysis Form

This form is completed to summarize time spent for each reporting period.

1.4.10.6 Monthly Cost Analysis Form

This form is completed to summarize time spent for each reporting period.

1.4.11 Further Information

You can find detailed information on progress tracking in the Progress Tracking Guide and summary information in the Progress Tracking reference card and the MITP Handbook.



1.5 Progress Reviewing Procedure

1.5.1 Objectives

The objectives of progress reviews are to:

- Hold regular reviews of project progress against plans at appropriate levels
- Ensure that out-of-line situations are identified and corrective action put in place
- Enable members of the project to communicate with each other in a structured way
- Ensure that issues are resolved to completion
- Ensure that actions are completed in a timely way
- Attempt to anticipate future problems in order to prevent them or minimize their impact on the project
- Assist management to stand back and review the totality of the project
- Assist with the briefing of management about status and potential issues.

1.5.2 Outline of procedure

- All progress should be monitored through a standard process, usually a set of meetings following a regular cycle
- There is a nominated chairperson and minute taker at each meeting
- There is an agenda in advance of the each meeting
- The meetings take place and produce decisions, information, and actions assigned to members of the meeting, present or absent
- Minutes are produced and distributed, clearly showing the three entities above
- The next meeting is convened on the expectation that all the actions will have been completed (although some actions may be dated for completion after the next meeting in exceptional circumstances)

The following reviews are held.

1.5.2.1 Project Review Board

Chair

Project Sponsor

Objectives

- To understand and agree the project plan and its consequences
- To obtain resources of the right quality
- To be aware of decisions required in near future and who will be consulted
- To confirm general planning assumptions, for example, about the business environment
- To formally accept deliverables
- To resolve conflicts
- To generally provide you with direction.

Participants

List of names

Frequency

Specify monthly or quarterly depending on the state of the project

Duration

Between one and two hours

Prerequisites

Project Manager presentation prepared



Agenda

- Minutes of previous meeting
- Current status and issues (following Project Manager report)
- Potential issues
- Other special items as required.

Note: The review should not consider, for example, the 'issue of the week' simply because it has just occurred.

Output

Formal minutes



1.5.2.2 Project Sponsor Review

Chair

Project Sponsor - an informal meeting

Objectives

- To update the sponsor on project status
- To agree managers responsible for new issues
- To approve changes to the project
- To hold a shared view of project 'health'.

Participants

- Project Sponsor
- Project Manager
- Add others.

Frequency

Weekly

Duration

One hour

Prerequisites

Summary or highlight report produced

Agenda

Varies, but covers the objectives and also, for example, personnel concerns, politics, external and corporate factors

Output

Action minutes

1.5.2.3 Project Manager's Review

Chair

Project Manager

Objectives

- To understand progress of work against the overall plan
- To review and optimize short term plans
- To discuss exception areas and raise issues or changes accordingly
- To discuss requirements for other reviews.

Participants

- Project Manager
- Selected Subproject Managers
- Project Office manager
- Other staff invited by you.

Frequency

Weekly

Duration

Two hours maximum

Prerequisites

Management system up-to-date

Agenda

- Review of actions from previous meeting
- Status of the overall project against plan and outlook for next period
- Status of each subproject against plan and outlook for next period
- Review of outstanding issues (not already covered)

- Review of outstanding and newly approved changes
- Other items as required.

Outputs

- Immediate handwritten minutes - use Actions from Meetings form
- Brief summary report to the Project Sponsor covering overall progress, milestones and issues.

Notes:

- 1 Issues should not wait for the meeting - any obvious ones should go up the chain without delay
- 2 Individual subprojects might hold a similar 'team review' before the Project Manager's review, so that the Subproject Manager is up-to-date on the team's progress and problems.

1.5.2.4 Subproject Manager's Review

Chair

Subproject Manager

Objectives

- To understand progress of work against the overall plan
- To review and optimize short term plans
- To discuss exception areas and raise issues or changes accordingly
- To discuss requirements for other reviews.

Participants

- Subproject Manager
- Team leaders
- Project Office manager
- Other staff invited by you.

Frequency

Weekly

Duration

Two hours maximum

Prerequisites

Management system up-to-date

Agenda

- Review of actions from previous meeting
- Status of subproject against plan and outlook for next period
- Review of outstanding issues (not already covered)
- Review of outstanding and newly approved changes
- Other items as required.

Outputs

- Immediate handwritten minutes - use Actions from Meetings form
- Brief summary report to you covering overall progress, milestones, and issues.

Notes:

1. Issues should not wait for the meeting - any obvious ones should go up the chain without delay
2. Individual teams might hold a similar 'team review' before the Subproject Manager's review, so that the team leader is up-to-date on the team's progress and problems.

1.5.2.5 Quality Reviews

Chair

Depends on type of review

Objectives

- To review a specific project deliverable, usually a draft document, against its stated requirements, for example, system test plan, system design, or user requirements specification
- To identify errors, invalid assumptions and inferences, and nonstandard practices
- To recommend areas for improvement and further work to improve validity.

Participants



- Team members responsible
- Appropriate experts chosen by you.

Frequency

As required, but planned well in advance

Duration

Between a half and a full day

Prerequisites

Draft input

Agenda

The reviewers will comment on the 'solution', rather than invent their own unless review is completely impractical

Output

- Formal minutes
- A presentation or report to you and responsible team members may be appropriate

1.5.2.6 Project Assurance Review

Chair

Project consultant or equivalent. An external project specialist.

Objectives

- To provide an independent review of plans and status against the project definition.
- To assess risks of not meeting objectives
- To report and recommend actions to the Project Sponsor.

Participants

- The consultant
- The Project Manager
- Selected project team members
- Other specialists by invitation.

Frequency

Quarterly

Duration

Between a half and a full day

Prerequisites

- An advance agenda
- Selected deliverables available
- Management system up-to-date.

Agenda

- Revisiting basic assumptions on objectives, business case, plans
- Trends in the project, for example, issue and problem resolution, changes
- Communication
- Morale and team factors.

Output

Assurance report

1.5.3 Further Information

You can find detailed information on progress reviews in the Progress Reviewing Guide and summary information in the Progress Reviewing reference card and the MITP Handbook.

1.6 Progress Reporting Procedure

1.6.1 Objectives

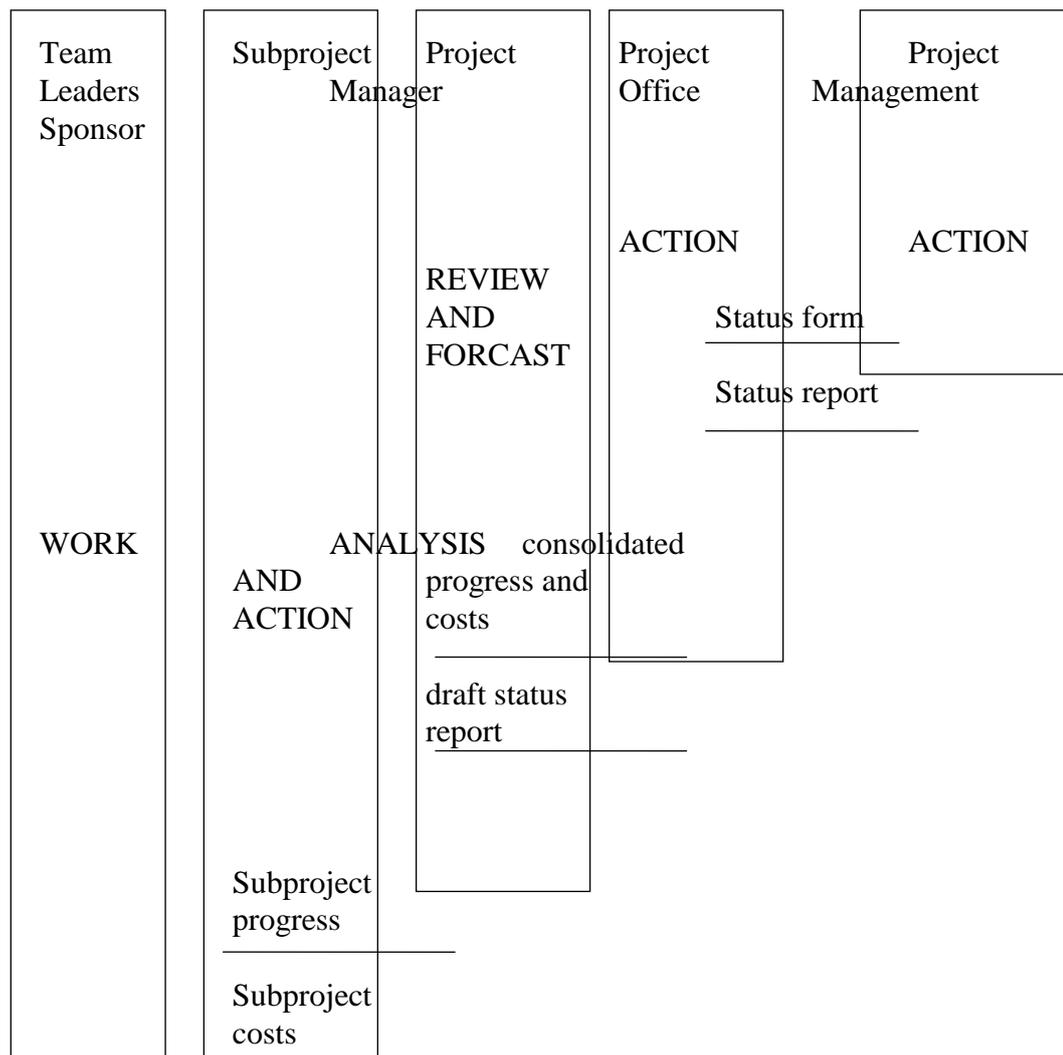
The objectives of the progress reporting procedure are to:
 Inform all levels of management of the status of the project
 Compare actuals with plans in order to take corrective action
 Provide succinct information that is appropriate for its audience.

1.6.2 Scope

The procedure covers:
 Reporting procedures with forms are defined at each level of the project
 Higher level reports are consolidations of lower reports.

Wherever possible, a copy of the relevant plan or section of the plan should be used as the template for the status report and trends over time should be shown. However this should be tailored to match the target reader.

1.6.2.1 Reporting Hierarchy



subproject
activities

The use of sections of the plans as the basis for reports helps to ensure that a true picture of the status of the project and the underlying trends are clearly visible to you, the Project Sponsor, and the steering committee as appropriate.

1.6.3 Subproject Reporting

Responsibility Action

Team leader/member

Complete weekly time recording sheets or time analysis with task plans or schedules to identify work done

Subproject Manager

- Compare weekly time recording sheets or time analysis with task plans or schedules to identify variances and potential problems.
- Review variances and problems with staff to identify real explanations and possible remedial actions.
- Review tasks to be completed for achievement of next deliverables and milestones with those responsible for doing the work and agree the actual and likely completion dates.
- Assess likely impact of any variances upon current and future tasks and milestones including estimated effort, costs, completion dates, and resource requirements.
- Identify appropriate remedial actions and discuss and agree their feasibility and effectiveness with those responsible.
- Produce subproject progress report and subproject expenditure report weekly or fortnightly as required by you.
- Send report to Project Office or you.

1.6.3.1 Subproject Progress Report

This is a regular report, for example, weekly or fortnightly as required by you. It is produced by each Subproject Manager against the subproject plan. Its purpose is to alert you of any variances so that you can initiate action to get the project back on schedule or to avoid possible future problems. The subproject status report contains the following information:

- Status summary
- Deliverables
- Task schedule
- Issues, risks, and changes

- Outlook Milestones
-
- Actions.

Status Summary

- Calculate number of days or weeks ahead or behind schedule using:
 - For people-intensive tasks, weekly time sheets or time analysis sheets against task plans or schedules
 - For tasks that are not people-intensive, progress reports from subproject staff and suppliers.
- Estimate the effort and time remaining to complete the subproject and plot the actual against plan.
- Forecast the subproject completion date based on rate of progress to date, effort remaining, known and likely delays, outstanding issues and risks, known changes to tasks, and estimates and the likely future rate of progress.

Milestones

- Record milestones achieved or planned but not achieved since previous report.
- Record reasons for any variances.
- Update the milestone progress chart if used (see milestone management).

Deliverables

- Record deliverables completed or planned but not completed since previous report.
- Record actual and likely changes to completion dates and the reasons for any variances.

Task Schedule

- Use the weekly time recording sheets to identify tasks completed and update the subproject bar chart to show:
 - Status of tasks
 - Expected completion dates
 - Slippage.
- Record reasons for any variances.

Issues, Risks, and Changes

- Record significant issues, risks, and changes and identify actions taken or planned but not taken since previous report.
- Identify any new significant issues, risks, and changes.

Note: A significant issue, risk, or change is defined as one that has a medium or high probability, a medium or high impact on the achievement of a project objective and that the Project Manager wishes to monitor through the report.

Outlook

Summarize the work to be done to achieve the next two milestones record the latest estimated completion dates.

Actions

Record actions to be taken to get or keep the subproject on schedule.

1.6.3.2 Subproject Expenditure Report

This is a regular report, for example, fortnightly or monthly as required by you. It is produced by each Subproject Manager. Its purpose is to alert you to any actual or expected under- or over-spends. You can then take action to contain or avoid them or seek authorization to change the project budget as necessary. It is not normally necessary to monitor costs on a weekly basis. Also, the production of this report may require significant effort to collate the data and compile the figures. For these reasons, it is not advisable to produce it weekly. If required, it may be merged with the subproject progress report to form a single fortnightly report from each subproject.

The subproject expenditure report contains the following information:

- Actual against plan
- Forecasts
- Changes

- Reasons for variations
- Actions.

Actual against Plan

Record actual resource usage or expenditure against plan from time analysis or cost analysis. Copies of the appropriate forms may be used if appropriate.

Forecasts

Forecast and record the total subproject cost based on expenditure to date plus estimated costs remaining. Take account of known or likely variances in estimated effort remaining, outstanding issues and risks, known changes to specifications, and equipment requirements and prices.

Changes

Record details of any changes in resourcing, for example, key staff or machines not available. The comments section of the cost analysis form may be used if appropriate.

Reasons for Variances

Record any variances (to date and forecast) with explanations. The cost analysis form may be used if appropriate.

Actions

Record actions to be taken to contain any actual or forecast variances

1.6.4 Project Reporting

Responsibility Action

Project Office

- Collect and review Subproject Managers reports
- Identify areas for further inspection and analysis and follow up with subproject managers. Raise issues and risks as appropriate.
- Consolidate all progress and costs against the overall schedule and financial plan
- Identify and highlight variances and areas of concern and discuss with you
- Produce draft Project Status Report and give to you.

Project Manager

- Review project status, identify areas for concern, and agree remedial actions with Subproject Managers
- Produce Project Status Form monthly
- Produce Project Status Report monthly or quarterly as agreed with Project Sponsor.

Project Office

Distribute copies of report

1.6.4.1 Project Status Report

This is a regular report, for example, monthly or quarterly, produced by you against the overall project plan. It is produced for the Project Sponsor or the project board or steering committee so that they can take remedial action if necessary. The project status report includes the following information:

- Milestones
- Schedule
- Resources
- Costs
- Issues and risks
- Actions.

Milestones

- Use subproject progress reports to identify project-level milestones achieved or planned but not achieved since previous report.
- Record reasons for any variances.
- Update the milestone progress chart if used (see milestone management).

Schedule

- Use the subproject progress reports to identify progress achieved and update the project bar chart to show:
 - Progress of subprojects
 - Expected completion dates of subprojects
 - Slippage against plan.
- Record reasons for any variances.

Resources

- Use the subproject expenditure reports to identify actual resource usage to date and forecasts of effort remaining (both against plan).
- Add explanations of variances (if any).

Costs

- Use subproject expenditure reports to calculate actual costs to date and forecast against plan.
- Add explanations of variances (if any).

Issues and Risks

Use subproject progress reports to identify significant issues and risks and actions in-hand or planned.

Actions

Use subproject progress and expenditure reports and risk, issue, and change management documentation to identify actions in-hand, planned, and recommended to ensure that the project objectives can be achieved.

1.6.5 Project Communications

Details of the project progress will need to be communicated across a number of groups in addition to those previously discussed. The nature and type of communication will be very closely associated with the project. The Project Manager should define the areas for communications, the content and method, leaving the Project Office to then act.

Responsibility Action

Project Manager

Identify target groups and content of project progress information

Project Office

- Create report, agree with you, and distribute
- File report and distribution list.

1.6.6 Further Information

You can find detailed information on progress reporting in the Progress Tracking Guide and summary information in the Progress Tracking reference card and the MITP Handbook.

1.7 Risk Management Procedure

1.7.1 Definition

Risk management is:

- The timely identification and evaluation of potential risks
- The agreement to appropriate actions and then progressing them
- The involvement of line management so that they understand and accept the potential risks and their implications.

1.7.2 Objectives

The objectives of the risk management procedure are to:

- Identify those risks which might impact the project
- Build a risk containment plan as the basis of risk management
- Ensure each risk is analyzed for probability and impact
- Ensure that there is an agreed containment plan for each risk, although the plan might be to do nothing
- Identify an appropriate contingency plan (as part of the containment plan) for high risks
- Allocate ownership for the risk and its containment plan to an action manager
- Establish and monitor a procedure for reviewing and evaluating risks on an ongoing basis, adding new risks, removing obsolete risks, and updating current risks
- Report the status of current risks to the appropriate person or group, for example, the Project Sponsor or steering group.

1.7.3 Outline of the Procedure

- An initial identification of risks should take place. This is probably from a risk assessment report (RAR), project definition workshop (PDW), or a specially convened risk identification session, such as a risk identification workshop (RIW).
- All identified risks should be transferred to a suitable risk control form. These forms, together with their action log, constitute the risk containment plan.
- Any member of the project team can add new risks using the agreed risk control forms.
- All risks should be analyzed and their containment plans documented on the risk control form.
- An action manager should be assigned to each risk.
- Risks should be reviewed and updated regularly. Their status in their containment plan should be reanalysed.
- There should be a committed schedule for the regular processing and review of risks.
- The risk containment plan should be reported regularly to senior management.
- All requirements to change the risk containment plan should be incorporated in the procedure.

1.7.4 Scope

All risks identified as having a possible impact upon the project must be processed by the risk management procedure.

A simplified procedure might be appropriate for risks identified as being highly improbable or having minimal potential impact upon the project. If in doubt, use the full risk management procedure.

1.7.5 Responsibilities

Responsibility Action

Any project member

Raise a risk.

Project Manager

- Analyze the risk
- Assign action management.

Action manager

- Monitor the risk
- Action the containment plan for the risk.

Project Manager

- Review and update the project risk containment plan
- Report to senior management.

The detail behind these responsibilities should be documented in the project management plan.

1.7.6 To Manage an Individual Risk

Responsibility Action

Project Manager

Organize and run an initial RIW to establish the basic risk containment plan. All risks to be documented on risk control forms.

Any project member

Recognize the existence of a risk which may impact the project and documents it on a risk control form.

Note: Before documenting it, the risk might have to be agreed with you or the Subproject Manager.

Project Manager

Analyze the probability, impact, and containment plan for all new risks. Assign an action manager to monitor the risk and action the containment plan.

Action manager

Action the containment plan for the risk and monitor it for any change of probability or impact. Advise you of any relevant change.

Project Manager

Schedule regular reviews of the risk containment plan to monitor and agree the status with the appropriate project members.

Project Office

Maintain the risk containment plan based on inputs from the established procedures. Log all risks in the PCB.

Subproject Managers

Assist in the assessment and evaluation of risks. Manage the implementation of containment plans.

Project Manager

Report the status of the risk containment plan to senior management (Project Sponsor or Project Review Board) on an agreed frequency or on an exception basis as appropriate.

1.7.7 To Run the Risk Management System

1.7.7.1 Project Manager's Responsibilities

At project meetings Review all outstanding risks with subproject managers and risk action managers.

Monthly Report the risk containment plan to the Project Sponsor or Project Review Board. Agree any changes in the cost of containment plans.

1.7.7.2 Project Office Responsibilities

Continually Maintain the file of all risk management forms and action logs within the PCB.

Weekly Check all outstanding risks to ensure that an agreed containment plan is in existence and that any agreed actions have occurred on schedule. Identify exceptions to you.

For project meetings Prepare a report on the current status of the risk containment plan, highlighting outstanding issues.

As required

- Circulate new risks for assessment, evaluation, and feedback
- Collect feedback from recipients
- Assemble feedback for you to review and agree
- Circulate completed risk management forms to Subproject Managers, action managers, and other relevant project members
- Update the risk containment plan in the PCB.

1.7.8 Further Information

You can find detailed information on risk management in the Risk Management Guide and summary information in the Project Risk Management reference card and the MITP Handbook.

1.8 Change Management Procedure

1.8.1 Objectives

The objectives of the change management procedure are to:

- Manage each change request to ensure that the scope of the project is kept under control
- Ensure each change request is assessed by key project players
- Allow each change to be accepted, rejected, or deferred, by the appropriate person or group
- Enable the orderly implementation of each accepted change
- Allow the impact of all changes to be understood and managed
- Allow small changes to be managed with the minimum of overhead.

1.8.2 Outline of Procedure

- All requests for change should be processed by the procedure. However, internal changes to documents which are in draft form can bypass the procedure if they have no further impact on the project.
- Once accepted as a valid, change requests are circulated for assessment.
- When all assessment is complete, a decision whether to accept, reject, or defer the change is made.
- Accepted changes are incorporated into plans at an appropriate time.
- All change requests are logged to provide status information.
- Small changes, which have no impact on costs or timescales, are circulated for information only, but are logged.

1.8.3 Scope

Any request for a change to any project deliverable, including plans and management information, must be processed by the change management procedure.

Internal changes that have no other effect on the project other than documents still being worked on can bypass the procedure. If in doubt, follow the procedure.

1.8.4 Responsibilities

Responsibility Action

Any project member

Raise changes.

Project Manager

Accept changes as valid.

Subproject Manager

Assess impact of changes.

Project Manager

Accept small changes as valid^o.

Project Sponsor

Accept large changes as valid^o.

Note: ^o The size, impact, and responsibility for acceptance or rejection should be decided in the definition of the management structure.

1.8.5 To Manage an Individual Change

Responsibility Action

Any project member

Recognize the need for a change and describe the required change on a change request form

Note: An agreed approach should be established before the change request is raised

Project Manager

Accept the change as valid and give a priority and target date for the completion of the evaluation. If the change is small, you may decide to accept it directly using the small change procedure

Project Office

Log the change request in the change management system and give it the next change number. File the original form and attachments in the PCB. Send copies of the change request to each Subproject Manager for evaluation

Subproject Manager

Assess the impact of the proposed change upon the subproject. Return assessments to the Project Office

Note: You should be alerted if further work is necessary at this stage to understand or evaluate the change.

Project Office

Collect evaluations, file them in the PCB, and consolidate them to show the total impact

Project Manager

After receiving all evaluations from the Project Office, decide whether to implement, reject, or defer the change. If necessary, add implementation details, such as in which phase or release the change is to be implemented, to the change request form

Project Office

File the decision and implementation details in the PCB and communicate them to all subprojects and the change requestor

Project Manager

Incorporate the change into project deliverables and subproject plans following the implementation details

1.8.6 To Run the Change Management System

1.8.6.1 Project Manager's Responsibilities

Frequency	Action
-----------	--------

At project meetings	Review all outstanding changes with Subproject Managers
---------------------	---

Monthly	Report to the Project Sponsor the total impact of all accepted changes and all outstanding changes to the overall project plans and timescales
---------	--

1.8.6.2 Project Office Responsibilities

Frequency	Action
Continually	Maintain the file of all changes and up-to-date change log in the PCB
Weekly	Check all outstanding requests (those being assessed) to ensure evaluations are taking place and assessments being returned to the Project Office

For project meetings Prepare report with status of each outstanding change request

As required

- Circulate new change requests for assessment
- Collect assessments from Subproject Managers
- Assemble all assessments for you to decide on the change
- Circulate accepted, rejected, or deferred changes to subproject managers.

1.8.7 Small Change Procedure

You can accept small changes without the formality of the full change request procedure, usually because they are small, necessary, and self-evident. The small change procedure enables you to log these changes and communicate them effectively to the project.

Responsibility Action

Any project member

Recognize the need for a change and describe the required change on a small change note form

Project Manager

Accept the change as a valid small change

Project Office

Log the change request in the small change note log and give it the next small change number. The original form and attachments are filed in the PCB. Send copies of the small change note to each Subproject Manager for information

Project Manager

Incorporate the small change into project deliverables and subproject plans

Note: By definition, there should be no significant alteration to the total effort or milestone dates caused by the small change. If a small change grows during its life to

a size which justifies handling by the full process, the small change note should be closed and a change request raised.

1.8.8 Further Information

You can find detailed information on change management in the Exceptions Management Guide and summary information in the Exceptions Management reference card and the MITP Handbook.

1.9 Issue Management Procedure

1.9.1 Definition

Issue management ensures that all issues are fixed with minimum impact to the project. The issue management system is designed to reduce the impact by tracking and control issues. This management system should cover:

- The identification and capture of each issue
- The appointment of an action manager who resolves each issue
- The logging and periodic reviews of all outstanding issues.

1.9.2 Outline of the Procedure

Managers at all levels must understand:

- What an issue is
- That issues are to be expected in every project
- That issue management cannot be avoided or delegated
- That time needed, usually at short notice, to handle issues.

The procedure:

- Identifies and logs each issue
- Identifies responsibility and escalation path
- Defines and logs actions
- Records resolution
- Tracks and manages outstanding issues
- Escalates where necessary.

1.9.3 Scope

Any situation that will have an impact on the project objectives or schedule must be processed by an issue management procedure.

1.9.4 Responsibilities

Responsibility Action

Any project member

Raise an issue.

Project Manager

- Analyze an issue
- Assign action management.

Action manager

- Monitor the issue
- Execute the issue resolution plan.

Project Office



Review and update the project issue log.

Project Manager

Report to senior management.

The detail behind these responsibilities should be documented in the project management plan.

1.9.5 To Manage an Individual Issue

Responsibility Action

Any project member

Recognize the situation as an issue and describe on an issue form

Project Manager

Accept the issue as valid and give a priority and resolution date

Project Office

Log the issue in the issue management system and give it the next issue number. File the original form and attachments in the PCB. Copies of the issue are sent to each Subproject Manager for information

Project Manager

Appoint an action manager to manage the resolution of the issue. This should be a Subproject Manager or another attendee of the regular issue review meeting

Action manager

Log planned actions on the action log

Project Manager

Accept as resolved and close the issue (the project board may also be involved)

Project Office

Communicate the decisions taken to resolve the issue to all relevant people

Project Manager

Update project definition and plans to reflect any changes introduced by the resolution of the issue

1.9.6 To Run the Issue Management System

1.9.6.1 Project Manager's Responsibilities

Frequency Action

At project meetings Review all open issues with Subproject Managers and action managers

Monthly Report to the Project Sponsor the total impact of all open issues and impact to the overall project plans and schedule

1.9.6.2 **Project Office Responsibilities**

Frequency Action

Continually Maintain the file of issue forms and action logs within the PCB

Weekly Check all open issues and chase action managers

For project meetings Prepare current status of open issues

As required Circulate:

- New issues and action details for information
- Issue log listing closed and open issues.



1.9.7 Further Information

You can find detailed information on issue management in the Exceptions Management Guide and summary information in the Exceptions Management reference card and the MITP Handbook.

1.10 Problem Management Procedure

An issue management system is required for any size of project but you must decide to what extent you will utilize a formal problem management procedure. For small projects the overhead of running this process might not be justified.

What is important, is that all project members understand the difference between an issue and a problem and that you keep track of problems closely enough so that you can convert them to issues as soon as it is clear that you do not have the power to resolve them.

Generally, problems would be tracked at a lower reviewing level in the project management system, than issues. For example, at team or subproject level rather than overall project level.

To do this, use the problem forms and follow the procedure described earlier for issues.

1.10.1 Further Information

You can find detailed information on problem management in the Exceptions Management Guide and summary information in the Exceptions Management reference card and the MITP Handbook.

1.11 Error and Fault Management Procedure

Errors and faults can be handled by the same process since they both need identifying and rectifying.

The main element of control of the process is to maintain an error and fault log. If the project is large and the organization is structured to handle them, more than one log can be maintained, say, at individual project team level. In the case of smaller projects it should be maintained by the Project Office, or at least centrally.

The log should comprise:

Error or fault number	An auditable unique reference
Subject	A brief description of the error or fault and who is responsible for correcting or fixing it
Raised by	Who found the error or fault
Date raised	When the error or fault was found
Person responsible	The person responsible for getting the error corrected or fault fixed
Date corrected	When the error or fault was corrected

This provides you and the Subproject Manager with a lot of statistical data, which can be a good basis for project quality control. The data shows:

- The types of errors or faults occurring
- At what stage of the project they are being detected
- Which area of the project is creating errors
- How many errors or faults are occurring
- How quickly they are being fixed.

Comparison on a regular basis will then detect whether error or fault avoidance and correction is improving or not and, therefore, providing a valuable quality control management process.

You are strongly recommended to review the logs on a regular weekly basis and even more frequently in critical periods such as system tests. You should review the overall position at least on a monthly basis as this will give a good indication of quality measurements in the project.

If an error, and particularly a fault, needs resolution outside the project team and is not being actioned quickly enough, then the item should be translated and cross-referenced to the issue log and managed as appropriate.

1.11.1 Further Information

You can find detailed information on error and fault management in the Exceptions Management Guide and summary information in the Exceptions Management reference card and the MITP Handbook.

1.12 Quality Management Procedure

1.12.1 Log of Plans and Deliverables Procedure

1.12.1.1 Objectives

The objectives of this procedure are to provide:

- A formal record of project deliverables having attained the required quality standards
- A record of quality assurance signatories for each project deliverable
- A hardcopy record that the relevant person or group has performed all necessary quality checks on the deliverable
- A central record of the quality attainment state of all defined project deliverables
- A basis for indicating acceptance and conformance to quality standards for a project deliverable where no other means is available or necessary.

1.12.1.2 Scope

This procedure defines the actions required for the entry and maintenance of items upon the log. It does not define the quality actions to be undertaken before agreement to quality acceptance.

The entry of an item on the log only indicates compliance to the requisite standards and not to the useability or compliance to requirements of the deliverable. However, the signing of a log entry does indicate that the person has performed all necessary checks to ensure compliance to the relevant quality standards and, as such, accepts quality accountability.

Several types of forms may be used to indicate conformance of a deliverable to quality standards, including:

- This log sheet
- The actual deliverable, for example, original document
- Formal letter of conformity
- A form supplied by the client for quality assurance activities
- Delivery notification.

The log may be used as a record:

- Containing the actual acceptance signatures of the relevant parties for the indicated deliverable
- That the indicated deliverable has been accepted as meeting the requisite quality standard, with a pointer to where the document containing the acceptance signatures may be found.

1.12.1.3 Responsibilities

Responsibility Action

Project Manager

Responsible for all quality activities on the project.

Project Office

- Prepare and maintain log entries with signatures and monitor quality acceptance state for all deliverables.
- File authorized signatures in project library, enter in log, and monitor quality acceptance state for all deliverables.

Signatories

Perform relevant quality activities for deliverable. Sign appropriate acceptance.

1.12.2 Record of Quality Assurance Activities Procedure

1.12.2.1 Objectives

The objectives of this procedure are to:

- Act as a formal record for a quality review and a reference to the full review report, where appropriate
- Act as a record of actions resulting from the review and who is responsible for their completion by a given target date
- Act as a record of completion for actions resulting from the review
- Provide a record of quality process review activity on a project.

1.12.2.2 Scope

This procedure defines the actions required for the use of the form to indicate that quality review processes are being applied to all activities associated with a project. It does not define the quality actions to be undertaken during each particular review process.

During the life of any project several types of review may be performed for a variety of reasons but always with the intention of delivering a project deliverable or process to an agreed level of quality.

Examples of quality reviews are:

- Walkthroughs, for example, design, code
- Process review
- Document review
- Standards
- Operations review
- Predelivery checks.

Every review should be formally recorded. For certain reviews, either due to the defined process, or due to a large number of quality issues being raised, a fuller quality review report may be required. Therefore, a quality assurance activity record may be used as a formal:

- And complete quality assurance activity record containing all details, findings, and resulting actions for a given review
- Record that a quality assurance review took place containing a reference to the location in the project library where the full report on the review may be found.

1.12.2.3 Responsibilities

Responsibility Action

Project Manager

Responsible for all quality activities on the project.

Project Office

- File completed record and full review report in appropriate volumes of project library
- Record the completion date for completed actions, monitor and report to you on actions not completed by target date.

Review record author

Complete record of review and forward to Project Office.

Resulting action owners

Ensure that allocated actions are addressed and completed either directly or by delegation.

1.12.3 Further Information

You can find detailed information on quality management in the Quality Management Guide and summary information in the Quality Management reference card and the MITP Handbook.

1.13 Correspondence Procedure

1.13.1 Definition

This section is about managing written communication within and outside the project.

1.13.2 Objectives

The objectives of this procedure are to ensure that:

- All important correspondence is logged
- Correspondence is organized securely
- Correspondence is cross-referenced
- Correspondence is handled efficiently and in a timely manner.

1.13.3 Scope

The scope of this procedure can encompass any correspondence not covered elsewhere in the PCB.

1.13.4 Responsibilities

Responsibility Action

Project Sponsor

Assist you with items outside the scope of the project.

Project Manager

Manage the key external interfaces.

Project Office

- Maintain the procedure and the filing system
- Chase outstanding replies
- Secure project data against disaster.

1.14 Base Information Procedure

1.14.1 Definition

This is a useful repository of project documentation not otherwise filed in the PCB. An example might be a company publication or newspaper article relevant to the project.

1.14.2 Objectives

The objectives of this procedure are to ensure that:

- All important sundry project documentation is logged
- Sundry project documentation is organized securely
- Sundry project documentation is cross-referenced
- Sundry project documentation is handled efficiently and in a timely manner.

1.14.3 Scope

The scope of this procedure can encompass any sundry project documentation not covered elsewhere in the PCB.

1.14.4 Responsibilities

Responsibility Action

Project Manager

Identify items for inclusion and ensure that project staff are aware.

Project Office

Maintain the procedure and the log, and secure project data against disaster.

1.15 Finance Management Procedure

1.15.1 Definition

All projects cost money and are usually authorized on the basis of a business case, which should show costs and benefits. You need to track costs and the inflow and outflow of money to and from the project as a key measure of project success.

1.15.2 Objectives

The objectives of this procedure are to ensure that:

- The project is on a sound cost/benefit footing
- A business case and budget is agreed
- A system is provided to track the costs and benefits of the project
- A financial balance sheet for the project is included in regular reports.

1.15.3 Scope

This procedure applies throughout the project life cycle and, in the case of benefits tracking, can extend beyond formal project completion.

1.15.4 Responsibilities

Responsibility Action

Project Sponsor

Prepare and approve the business case and approve the budget.

Project Manager

Assist in business case preparation, set up systems to manage finances for the project, and report regularly.

Project Office

Maintain the financial management systems, perform finance tracking, and secure project data.

1.16 Supplier Management Procedure

1.16.1 Definition

In a project you might need specialized skills or services from an external supplier. You must choose suppliers carefully and then ensure that you get what you need from them so that you can meet your contractual obligations with the client.

1.16.2 Objectives

The objectives of this procedure are to ensure that:

Suppliers are evaluated and chosen

Your objectives and the supplier's objectives are 100% congruent

A full range of MITP procedures is set up and agreed with the supplier.

1.16.3 Scope

The scope of this procedure applies throughout the life cycle of the project.

1.16.4 Responsibilities

Responsibility Action

Responsibility Action

- Choose the supplier
- Agree the contract with the supplier
- Train the supplier on the use of MITP if necessary
- Agree the project management procedures they will use and how they will interface with the project
- Use all MITP key techniques in managing supplier deliverables starting with project definition for the supplier's project.

Project Office

Support all the PCB procedures for the supplier and ensure timely integration of data and deliverables.

2 Forms

Subtopics

2.1 Using the Forms

2.1 Using the Forms

Mainframe Systems

You can use the following sample forms as a basis for your PCB. You can go through and enter information on the hardcopy forms or you can copy single forms. The filename of each form is shown beside the title.

PC Systems

Most of the forms can also be generated by PC-based project schedulers, word processors, or spreadsheets. If this Guide is in a PC system rather than on a mainframe, the forms will not be included in this Guide. They may be available elsewhere in the PC system, or can be obtained separately.

General

You will only need some of the forms on a small project.

You can add your own forms as appropriate as part of your environment tailoring provided they conform to the MITP documentation standards outlined in "PCB and Documentation Standards" in topic PREFACE.

2.1.1 People Management Forms

2.1.1.1 Project Personnel (MITZ001C)

Name	ID	Telephone no	
		Client	Home

2.1.1.2 Personnel Record Sheet - Personal Details (MITZ002)

Name:	Known as:
Int Tel:	Ext Tel;
Mail Address:	
Business Address:	
Electronic Address:	
Project Skills:	
Leadership Qualities:	
Areas of Responsibility:	



Normal Management Style: Authoritarian, Traditional, Participative

2.1.1.3 Personnel Record Sheet - Job-Related Details (MITZ003)

Name:	Known as:
<p>Objective</p> <p>Measuremant Criteria</p> <p>Appraisal:</p>	<p>Set date:</p> <p>Review date:</p> <p>Performance rating:</p>
<p>Objective</p> <p>Measuremant Criteria</p> <p>Appraisal:</p>	<p>Set date:</p> <p>Review date:</p> <p>Performance rating:</p>
<p>Objective</p> <p>Measuremant Criteria</p> <p>Appraisal:</p>	<p>Set date:</p> <p>Review date:</p> <p>Performance rating:</p>

2.1.1.4 Candidate Interview Form (MITZ004)

Name				
Appearance	Facial expression	Eye contact	Voice	Gestures
Knowledge				
Skills/Qualities				
Attitudes/Motivators				
Specific points				
General comments				

2.1.1.5 Overall Interview Record Sheet (MITZ005C)

Candidate -	A	B	C
Skills required 1 2 3 4 5			
Knowledge 1 2 3 4 5			
Attitudes 1 2 3 4 5			
Motivators 1 2 3 4 5			
Specific Questions 1 2 3 4 5			
Total			

2.1.1.6 Personnel Selection Form (MITZ006)

Candidate:		page of pages
Importance	Category/Experience required	Comments

2.1.1.7 Personnel Review Log (MITZ007)

Reviewing Manager			Page of pages
Date	Reviewee	Hrs	Comments summary

2.1.1.8 Personal Review Form (MITZ008)

Reviewing Manager			Page of pages	
Reviewee			Date:	
Location			Duration:	
Refer No	Description	By Whom	Target date	Actual date

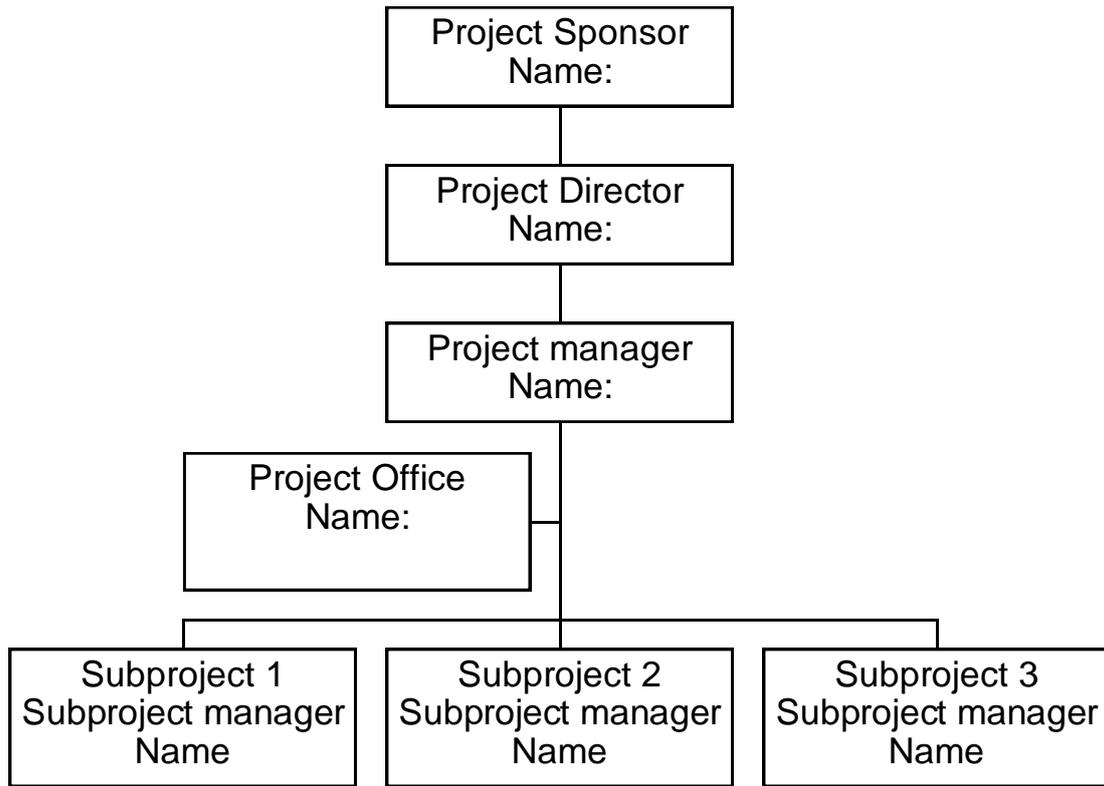
2.1.1.9 Record of Project Experiences (MITZ009)

Dates	Project names	Description of experience gained

2.1.1.10 Skills Development Plan (MITZ010)

Planned date	Development activity - Description/course code	Actual date

2.1.1.11 Organization Chart (MITZ018C)



2.1.1.12 Contact List (MITZ020C)

Name	ID	Telephone No	
		Client	Home

2.1.1.13 Staff Specification Form (MITZ022)

Resource Name/Title		Resource ID	
Source/Owner	Cost Code	Charge Rate	
Author		Date	
Required for WE Name		WE Id	
Start date	End date		
Responsibilities / skills needed			
Nonproject work/ WE ID	Hours/week	Nontask work / WE ID	Hours/week
Sickness		Project Admin	
Other projects		Project Mtgs	
		Quality control	
		Travel	
		Support	
Nonproject total		Nontask total	
Total Hours / week		Task hours / week	
Holidays, courses and other planned absences			

2.1.2 Planning and Estimating Forms

2.1.2.1 Events List (MITZ019)

Event Definition	Date	Comments

2.1.2.2 Overall Control Sheet (MITZ028)

Sub Project		Plan Version		
Status Date		Form Prepared By		
Summary Status				
Effort within 10% of Plan				Yes/No
Cost within 10% of Plan				Yes/No
Major Issues Outstanding				Yes/No
Customer Relationship Good				Yes/No
Current Estimated Completion Date				Yes/No
Status Against Plan				
	Effort		Cost	
	Plan	Actual	Plan	Actual
Original plan ref. __/__/__				
Authorised changes to plan				
New plan ref. __/__/__				
Extended to date				
Estimated to complete				
TOTAL				
Signature:			Date:	

2.1.2.3 Effort Remaining Table (MITZ029)

Sub-project	Plan Version
Status date	Prepared By
Indicator	

Reporting Period	Original time estimate	Planned time to complete	Effort remaining to complete

2.1.3 Work Breakdown Structure Forms

2.1.3.1 Work Specification Form (MITZ021)

Subproject		WE ID					
WE NAME		WBS Level					
Author		Date					
Work review Description							
Outputs and completion criteria				Dependents			
Inputs				Prerequisites			
Who responsible							
	Work	Int Cost	Ext Cost				Min Dur
Estimate							
Actua;							
Assumptions, constraints and other remarks							

2.1.3.2 Work Breakdown Structure Table (MITZ026)

Sub-project:	Plan version:
Status date:	Prepared by:

No.	Activities	Status s/c	Forecast start	Dates finish

2.1.3.3 Subproject Task Summary Form (MITZ027)

Sub-Project:	Plan Version:
Status Date:	Form prepared by:

Task No	Description	Responsible Person	Plan		Actual	
			Hours	Date due	Hours	Date

2.1.4 Progress Tracking Forms

2.1.4.1 Progress Indicator Sheet (MITZ023)

Sub-Project:	Plan Version:
Status Date:	Form Prepared By:
Indicator:	

Tracking Period	Planned Value	Actual Value	Comments

2.1.4.2 Milestone Progress Chart (MITZ024)

Sub Project		Plan Version	
Status Date		Form Prepared By	

Milestone (Plan of Record)									
----------------------------	--	--	--	--	--	--	--	--	--

Reporting Period	Week Ending								

2.1.4.3 Milestone Progress Table (MITZ025)

Sub Project		Plan Version	
Status Date		Prepared By	

Milestone Number	Milestone Definition	Target Date	Outlook Date

2.1.4.4 Weekly Time Reporting Form (MITZ030)

Name				Period ending		
Personal ID	Task name	Task ID	Subproj	Time spent hours (.5)	Cpl Y/N	Est hours to complete

2.1.4.5 Time Analysis Form (MITZ031)

Sub-project	Plan version
Status date	Prepared by

Subproj/ group/ task	Plan Effort to date	Actual Effort to date	Estimated completion Date	Effort	On Plan Y/ N	Mileston e OK?	Action to correct ?

2.1.4.6 Monthly Cost Analysis Form (MITZ032)

Sub Project	Plan Version
Status Date	Form Prepared By

Sub-project or Group	Cost			Comments
	Plan to date	Actual to date	Outlook to complete	

2.1.5 Progress Reviews Forms

2.1.5.1 Actions from Meetings (MITZ033)

Review		
Date		Author

Action Required				
Refer No	Description	By Whom	Target Date	Actual date

2.1.6 Progress Reporting Forms

2.1.6.1 Project Status Report (MITZ034)

Status Date

Milestones	
Achievement since last report	
Planned but not achieved	
Reasons for variance	
Milestone chart attached	Yes/No

Schedule	
Completion date	Planned Current forecast
Position against schedule: AHEAD/BEHIND	Number of weeks ahead/behind
Reasons for variance	
Schedule/barchart attached:	Yes/No

Resources			
	Effort (man hrs/wks)		
	Planned	Actual/ Forecast	Variance
To-date			
Remaining			
Total			
Reasons for variances			
Effort remaining diagram attached	Yes/No		

Costs			
	Effort (man hrs/wks)		
	Planned	Actual/ Forecast	Variance
To-date			
Remaining			
Total			
Reasons for variances			



Actions to achieve project objectives		
Who	Action	Due Date

2.1.6.2 Subproject Progress Report (MITZ035)

Sub-Project:	Plan Version:
Status Date:	Prepared by:

Status summary	
Position Against Schedule	Days/Weeks Ahead/Behind
Effort Remaining	Planned Actual
Completion Date	Planned Current Forecast

Milestones
Achieved since last report
Planned but not achieved
Reasons for variance
Milestones chart attached ? YES / NO

Deliverables
Completed since last report
Planned but not completed
Changes to completion dates
Reasons for variances

Task Schedule
Tasks completed since last report
Planned but not complete
Reasons for variance

Significant Issues

Significant Risks

Significant Changes

Outlook



--

Actions

2.1.6.3 Subproject Expenditure Report (MITZ036)

Sub-Project:	Plan Version:
Status Date:	Prepared by:

Actual figures against plan		
Cost to Date	Planned	Actual

Effort (person days/weeks/months)	Planned	Actual

Forecasts		
Total cost of completion	Planned	Actual

Total effort to completion (man days/weeks/months)	Planned	Actual

Changes since last report	
Cost:	
Effort:	

Reasons for variance	
Cost:	
Effort:	

Actions to contain efforts	
Cost:	
Effort:	

2.1.6.4 Subproject Activity Reporting Summary (MITZ037)

Sub-project:	Plan Version:
Status date:	Prepared by:

Activities Planned for completion this week	Completed ?	
	Yes	No

Activities planned to start this week	Started?	
	Yes	No

Activities completed but not planned completion this week

Activity planned for completion next week

Sub-project Issues

Management Action Requested

End of Summary

2.1.6.5 Alternative Summary Progress Report (MITZ038)

Sub-project		Plan Version	
Status Date:		Prepared by	

Overall Status: RED / AMBER / GREEN
Summary:

Costs Status: RED / AMBER / GREEN					
This month		Cumulative		Next month	
Plan	Actual	Plan	Actual	Plan	Actual
Comments					

Milestones Status: RED / AMBER / GREEN			
Achieved		Plan	Actual
Overdue		Plan	Actual
Next Month		Plan	Actual

Deliverables Status: RED / AMBER / GREEN		
Achieved		Actual
Overdue		Actual
Next Month		Actual

Resourcing Status: RED / AMBER / GREEN					
Effort					
This Month		Cumulative		Next Month	
Plan	Actual	Plan	Actual	Plan	Actual
Headcount					
This Month		Cumulative		Next Month	
Plan	Actual	Plan	Actual	Plan	Actual
Comments					

Dependencies Status: RED / AMBER / GREEN					
Overdue					
Next Month					
Comments					

Risks Status: RED / AMBER / GREEN					
Comments					

Issues Status: RED / AMBER / GREEN					
Comments:					

Changes Status: RED/ AMBER / GREEN
Comments

2.1.7 Risk Management Forms

2.1.7.1 Risk Control Form (MITZ039)

Date Raised:	Raised By:	Number:
Priority:	Risk Owner:	Status:
Summary:		

Risk description and containment plan
Risk:
Probability Percentage:

Evaluation Criteria:

Consequences:
Impact Percentage:

Containment Plans	
Target Date	Contingency plan required ? YES/NO

Risk action log				
Status date	Planned actions, costs / progress & comments	Action manager	Target date	Completion date

End of Form

2.1.7.2 Risk Control Form Continuation (MITZ040)

Date Raised:	Raised By:	Number:
Priority:	Risk Owner:	Status:
Summary:		

Risk action log				
Status date	Planned actions, costs / progress & comments	Action manager	Target date	Completion date
End of Form				

2.1.7.3 Risk Log (MITZ041)

Status Code may be **O** for Open or **C** for Closed

Project Risk Log					
No.	Summary	Proba- bility	Impact	Risk Owner	Status Code

2.1.7.4 Risk Assessment Report (MITZ042)

Date raised		Raised by		Number	
Risk Description					
The risk is that					
Probability					
CERTAIN	V. LIKELY	LIKELY	UNLIKELY		
100%	65 - 99%	34 - 65%	1 - 33%		
Consequencesd					
1					
Impact: H/M/L			Cost		
2					
Impact: H/M/L			Cost		
3					
Impact: H/M/L			Cost		

Recommended containment plan				
Action	Change to prob.	Change to impact	Change to cost of impact	Cost of implementation action



(Accept / Reject / Defer)	Date:
Possible contract change?	Contract change number
Incorporate Into Plan By:	
Implement By:	



Subproject	Cost	Comments

Check if action log continued				

2.1.10 Problem Management Forms

2.1.10.1 Problem Form (MITZ015)

Date Raised	Raised By	Number
Summary		

Action Mgr	Priority	Target Date
------------	----------	-------------

Description and Possible Action

Problem Action Log				
Status Date	Action and Status	Resp	Target Date	Actual Date

2.1.10.2 Problem Form Continuation (MITZ016)

No	Summary	Prty	Next review date	Resl Check

2.1.10.3 Problem Log (MITZ017)

No.	Subject	Raised By	Date Raised	Date Corrected (if required)

2.1.12 Quality Management Forms

2.1.12.1 Record of QA Activity (MITZ053)

Review:			
Author:		Date:	

Type of review: Internal / External / Deliverable / Process

Reviewers: (must be named)

Scope of review: (which process/deliverable - nature of check)

Findings: (whether or not any deviations were identified)

Ref. No	Description	By Whom	Target Date	Actual Date



Contact Name Tel Out of Hours Tel
Other Safe working practices
For visitors or contractors

Location Emergency Tel Contact Name
Location First Aid/Medical Tel Contact Name
Accident Book held at Contact Name
Location Fire Alarm Sound (Bell/Siren/Warble) 1 or 2 stage evacuation alarm
For example: 1 stage = continuous = evacuate building
2 stage = intermittent = prepare to evacuate then
continuous = evacuate.

Evacuation procedure
Assembly point
Fire Warden Name Tel
Machine Room Fire Protection (Sprinkler/Halon/CO2) Alarm Sound
Machine Room owner Name Tel
Signing In/Out Required (Yes/No)
Hazardous Working areas(where).....
Hazardous Chemicals areas(where).....
Construction Work planned/in progress (Yes/No)(where).....
Safe Working Practices for above areas (Contact name/Tel No before entry, working
alone process, protective clothing requirements)

Readers Comments

MITP
 Planning and Estimating Guide
 Version C5.0

Publication No. MICG1PLN

Overall, how satisfied are you with the information in this book?

Legend:

- 1 Very satisfied
- 2 Satisfied
- 3 Neutral
- 4 Dissatisfied
- 5 Very dissatisfied

	1	2	3	4	5
Overall satisfaction					

How satisfied are you about the information this book contains:

	1	2	3	4	5
Accurate					
Complete					
Easy to find					
Easy to understand					
Well organized					
Applicable to your task					

Please tell us how we can improve this book:



Allturn Group International B.V.
Groenendal 7c
5405 AS Uden (NB) The Netherlands
Email: Info@AllturnGroup.com

Phone: 0031 (0) 6 20 35 67 51

Name _____
Company or Organization _____
Address _____

Phone No. _____