

Project Control Book Guide

Title Page

TITLE Title Page

IBM

Project Management Methodology

Technique

Project Control Book Guide

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Notes:

1. You may print the information associated with the Project Control Book Guide using BookManager READ and a local printer in the PC environment.
2. Because of the volume of information for the Project Control Book Guide, an option is provided for printing in a VM/CMS environment. Packages of TERS3820 files (TERSEd versions of LIST3820 files) are available as follows:

For PMM, use this CMS command:

```
TOOLS SENDTO RHQVM21 CDS98 METHSERV GET PMM3820 PACKAGE
```

For AD/SI, use this CMS command:

```
TOOLS SENDTO RHQVM21 CDS98 METHSERV GET AD3820 PACKAGE
```

You can then use a system utility such as OUT, ANYOUT, PMPRINT, or PUBS to print this file on a system printer.

Project Control Book Guide
Procedures

1.0 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
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Project Control Book Guide
Organization and People Management Procedure

1.1 Organization and People Management Procedure

Subtopics

1.1.1 Definition

1.1.2 Objectives

1.1.3 Scope

1.1.4 Responsibilities

1.1.5 Further Information

1.1.1.1 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

Sponsor

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

Project manager

Write job descriptions for subproject managers and project office
Hold regular review s 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.

Project Control Book Guide
Planning and Estimating Procedure

1.2 Planning and Estimating Procedure

Subtopics

- 1.2.1 Definition
- 1.2.2 Objectives
- 1.2.3 Scope
- 1.2.4 Responsibilities
- 1.2.5 Baselining the Project Plan
- 1.2.6 Changing the Project Plan
- 1.2.7 Maintaining the Project Baseline Library
- 1.2.8 Securing
- 1.2.9 Further Information

1.2.1 Definition

Planning and estimating constitute the process by which you:

Establish your method of meeting the project's objective

Establish the cost of doing s

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 secure
- 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 baseline

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

Sponsor Agree with 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 Baselining the Project Plan

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

Responsibility Action

Subproject managers Agree with you on 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.

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).

Project Control Book Guide
Changing the Project Plan

1.2.6 Changing the Project Plan

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

Project Control Book Guide
Maintaining the Project Baseline Library

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 Catalog 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.

Project Control Book Guide
Work Breakdown Structure Procedure

1.3 Work Breakdown Structure Procedure

Subtopics

1.3.1 Definition

1.3.2 Objectives

1.3.3 Scope

1.3.4 Responsibilities

1.3.5 Integrity of the WBS

1.3.6 Baselineing and Changing

1.3.7 WBS Numbering Standards

1.3.8 Securing

1.3.9 Further Information

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 authorize
Numbering is not in conflict across the WB
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 sponsor. If the WBS covers a portfolio of projects, then the commitment to the overall sponsor is also included

Baselining of the WBS and changes to i

Numbering standard

Securing the WBS

It does *not* cover:

Areas of the WBS still under development, that is, before baselinin

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 procedur
- 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 structure in the Work Breakdown Structure Guide.

1.4 Progress Tracking Procedure

Subtopics

- 1.4.1 Objectives
- 1.4.2 Scope
- 1.4.3 Responsibilities
- 1.4.4 Milestone Tracking Procedure
- 1.4.5 Progress Indicator Tracking Procedure
- 1.4.6 WBS Tracking Procedure
- 1.4.7 Task Summary Procedure
- 1.4.8 Overall Control Sheet Procedure
- 1.4.9 Effort Remaining Table Procedure
- 1.4.10 Time Recording
- 1.4.11 Further Information

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

Project Control Book Guide
Scope

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.

Project Control Book Guide
Milestone Tracking Procedure

1.4.4 Milestone Tracking Procedure

Subtopics

1.4.4.1 Establishing the Milestone Plan

1.4.4.2 Tracking Using Milestones - Milestone Progress Table

1.4.4.3 Tracking Using Milestones - Milestone Progress Chart

Project Control Book Guide
Establishing the Milestone Plan

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 descriptio

List of content

Completion criteria - what must be achieved for the milestone to be marked as complet

Review and approval requirement

Planned completion date

Project Control Book Guide
Tracking Using Milestones - Milestone Progress Table

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

Project Control Book Guide
Tracking Using Milestones - Milestone Progress Chart

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

Project Control Book Guide
Progress Indicator Tracking Procedure

1.4.5 Progress Indicator Tracking Procedure

Subtopics

- 1.4.5.1 Establishing the Plan
- 1.4.5.2 Tracking Using Progress Indicator Sheet
- 1.4.5.3 Tracking Using Progress Tracking Graph
- 1.4.5.4 Tracking Using Effort Remaining Table and Graph

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.

Project Control Book Guide
Tracking Using Progress Indicator Sheet

1.4.5.2 Tracking Using Progress Indicator Sheet

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

Project Control Book Guide
Tracking Using Progress Tracking Graph

1.4.5.3 Tracking Using Progress Tracking Graph

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

Project Control Book Guide
Tracking Using Effort Remaining Table and Graph

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.

Project Control Book Guide
WBS Tracking Procedure

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.

Project Control Book Guide
Task Summary 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.

Project Control Book Guide
Overall Control Sheet Procedure

1.4.8 Overall Control Sheet Procedure

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

Project Control Book Guide
Effort Remaining Table Procedure

1.4.9 Effort Remaining Table Procedure

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

Project Control Book Guide
Time Recording

1.4.10 Time Recording

Subtopics

1.4.10.1 Objectives

1.4.10.2 Scope

1.4.10.3 Responsibilities

1.4.10.4 Weekly Time Reporting

1.4.10.5 Time Analysis Form

1.4.10.6 Monthly Cost Analysis Form

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

Project Control Book Guide
Scope

1.4.10.2 Scope

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

Project Control Book Guide
Responsibilities

1.4.10.3 Responsibilities

Responsibility Action

Project team members Complete weekly time recording form and send to the project office.

Project office

Collect of 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.

Project Control Book Guide
Time Analysis Form

1.4.10.5 Time Analysis Form

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

Project Control Book Guide
Monthly Cost Analysis Form

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.

1.5 Progress Reviewing Procedure

Subtopics

1.5.1 Objectives

1.5.2 Outline of Procedure

1.5.3 Further Information

1.5.1 Objectives

The objectives of progress reviews are to:

- Hold regular reviews of project progress against plans at appropriate level
- 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

Project Control Book Guide
Outline of Procedure

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 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.

Subtopics

1.5.2.1 Project Review Board

1.5.2.2 Project Sponsor Review

1.5.2.3 Project Manager's Review

1.5.2.4 Subproject Manager's Review

1.5.2.5 Quality Reviews

1.5.2.6 Project Assurance Review

1.5.2.1 Project Review Board

Chair

Project sponsor

Objectives

- To understand and agree with 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

- Add list

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 on which managers are 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 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.

1.6 Progress Reporting Procedure

Subtopics

1.6.1 Objectives

1.6.2 Scope

1.6.3 Subproject Reporting

1.6.4 Project Reporting

1.6.5 Project Communications

1.6.6 Further Information

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.

Subtopics

1.6.2.1 Reporting Hierarchy

Project Control Book Guide
Reporting Hierarchy

1.6.2.1 Reporting Hierarchy

Team Leaders	subproject Manager	project Office	project Manager	project Sponsor
			CTION	CTION
		VIEW		
		AND	status form	
		FORECAST	閏閏閏閏閏閏閏	
			status report	
			閏閏閏閏閏閏閏	
WORK	ANALYSIS	consolidated		
	AND ACTION	progress and costs		閏閏閏閏
		閏閏閏閏閏閏閏		
		draft status report		
		閏閏閏閏閏閏閏		
			閏閏閏閏	
	subproject			
	progress			
	閏閏閏閏閏閏閏			
	subproject			
	costs			
	閏閏閏閏閏閏閏			
subproject				
activities		閏閏閏閏		
閏閏閏閏閏閏				
閏閏閏閏閏閏				
閏閏閏閏閏閏				
tracking				
閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏閏				
reporting				

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 with 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, discuss and agree to 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.

Subtopics

1.6.3.1 Subproject Progress Report

1.6.3.2 Subproject Expenditure Report

Project Control Book Guide
Subproject Progress Report

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 summar
- Milestone
- Deliverable
- Task schedul
- Issues, risks, and change
- Outloo
- Actions

Subtopics

- 1.6.3.1.1 Status Summary
- 1.6.3.1.2 Milestones
- 1.6.3.1.3 Deliverables
- 1.6.3.1.4 Task Schedule
- 1.6.3.1.5 Issues, Risks, and Changes
- 1.6.3.1.6 Outlook
- 1.6.3.1.7 Actions

1.6.3.1.1 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.

Project Control Book Guide
Milestones

1.6.3.1.2 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)

Project Control Book Guide
Deliverables

1.6.3.1.3 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

1.6.3.1.4 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

Project Control Book Guide
Issues, Risks, and Changes

1.6.3.1.5 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.

1.6.3.1.6 Outlook

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

1.6.3.1.7 Actions

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

Project Control Book Guide
Subproject Expenditure Report

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 pla
- Forecast
- Change
- Reasons for variation
- Actions

Subtopics

- 1.6.3.2.1 Actual against Plan
- 1.6.3.2.2 Forecasts
- 1.6.3.2.3 Changes
- 1.6.3.2.4 Reasons for Variances
- 1.6.3.2.5 Actions

Project Control Book Guide

Actual against Plan

1.6.3.2.1 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.

1.6.3.2.2 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.

Project Control Book Guide
Changes

1.6.3.2.3 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.

Project Control Book Guide
Reasons for Variances

1.6.3.2.4 Reasons for Variances

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

Project Control Book Guide
Actions

1.6.3.2.5 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 to remedial actions with subproject managers

Produce project status form monthly

Produce project status report monthly or quarterly as agreed to with the project sponsor.

Project office Distribute copies of report

Subtopics

1.6.4.1 Project Status Report

Project Control Book Guide
Project Status 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:

- Milestone
- Schedule
- Resource
- Cost
- Issues and risk
- Actions

Subtopics

- 1.6.4.1.1 Milestones
- 1.6.4.1.2 Schedule
- 1.6.4.1.3 Resources
- 1.6.4.1.4 Costs
- 1.6.4.1.5 Issues and Risks
- 1.6.4.1.6 Actions

Project Control Book Guide
Milestones

1.6.4.1.1 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)

Project Control Book Guide
Schedule

1.6.4.1.2 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

Project Control Book Guide
Resources

1.6.4.1.3 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)

Project Control Book Guide

Costs

1.6.4.1.4 Costs

Use subproject expenditure reports to calculate actual costs to date and forecast against plan

Add explanations of variances (if any)

Project Control Book Guide
Issues and Risks

1.6.4.1.5 Issues and Risks

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

1.6.4.1.6 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 to the project office, the areas for communications, the content and method.

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.

1.7 Risk Management Procedure

Subtopics

1.7.1 Definition

1.7.2 Objectives

1.7.3 Outline of the Procedure

1.7.4 Scope

1.7.5 Responsibilities

1.7.6 To Manage an Individual Risk

1.7.7 To Run the Risk Management System

1.7.8 Further Information

1.7.1 Definition

Risk management is:

The timely identification and evaluation of potential risk

The agreement to appropriate actions and then progressing the

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 projec

Build a risk containment plan as the basis of risk managemen

Ensure each risk is analyzed for probability and impac

Ensure that there is an agreed with containment plan for each risk, although the plan might be to do nothin

Identify an appropriate contingency plan (as part of the containment plan) for high risk

Allocate ownership for the risk and its containment plan to an action manage

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, sponsor or steering group

Project Control Book Guide
Outline of the Procedure

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 to 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 reanalyzed

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
Define containment plan actions 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.

Project Control Book Guide
To Manage an Individual Risk

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 to by 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 Define the required containment plan actions 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 to 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 (sponsor or project review board) on an agreed to frequency or on an exception basis as appropriate.

Project Control Book Guide
To Run the Risk Management System

1.7.7 To Run the Risk Management System

Subtopics

1.7.7.1 Project Manager's Responsibilities

1.7.7.2 Project Office Responsibilities

Project Control Book Guide
Project Manager's Responsibilities

1.7.7.1 Project Manager's Responsibilities

Frequency Action

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 review board. Agree to any changes in the cost of containment plans.

Project Control Book Guide
Project Office Responsibilities

1.7.7.2 Project Office Responsibilities

Frequency Action

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 to containment plan is in existence and that any agreed on 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 with

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.

1.8 Change Management Procedure

Subtopics

- 1.8.1 Objectives
- 1.8.2 Outline of Procedure
- 1.8.3 Scope
- 1.8.4 Responsibilities
- 1.8.5 To Manage an Individual Change
- 1.8.6 To Run the Change Management System
- 1.8.7 Small Change Procedure
- 1.8.8 Further Information

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 player
- 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

Project Control Book Guide
Outline of Procedure

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

Project sponsor Accept **large** changes as valid

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

Project Control Book Guide
To Manage an Individual Change

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 to 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

Project Control Book Guide
To Run the Change Management System

1.8.6 To Run the Change Management System

Subtopics

1.8.6.1 Project Manager's Responsibilities

1.8.6.2 Project Office Responsibilities

Project Control Book Guide
Project Manager's Responsibilities

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

Project Control Book Guide
Project Office Responsibilities

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.

Project Control Book Guide
Small Change Procedure

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.

1.9 Issue Management Procedure

Subtopics

1.9.1 Definition

1.9.2 Outline of the Procedure

1.9.3 Scope

1.9.4 Responsibilities

1.9.5 To Manage an Individual Issue

1.9.6 To Run the Issue Management System

1.9.7 Further Information

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 action
- Records resolution
- Tracks and manages outstanding issue
- 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.

Project Control Book Guide
To Manage an Individual Issue

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

Project Control Book Guide
To Run the Issue Management System

1.9.6 To Run the Issue Management System

Subtopics

1.9.6.1 Project Manager's Responsibilities

1.9.6.2 Project Office Responsibilities

Project Control Book Guide
Project Manager's Responsibilities

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

Project Control Book Guide
Project Office Responsibilities

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.

Project Control Book Guide
Problem Management Procedure

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.

Subtopics

1.10.1 Further Information

1.10.1 Further Information

You can find detailed information on problem management in the Exceptions Management Guide.

Project Control Book Guide
Error and Fault Management Procedure

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 error
- 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.

Subtopics

1.11.1 Further Information

1.11.1 Further Information

You can find detailed information on error and fault management in the Exceptions Management Guide.

Project Control Book Guide
Quality Management Procedure

1.12 Quality Management Procedure

Subtopics

1.12.1 Log of Plans and Deliverables Procedure

1.12.2 Record of Quality Assurance Activities Procedure

1.12.3 Further Information

Project Control Book Guide
Log of Plans and Deliverables Procedure

1.12.1 Log of Plans and Deliverables Procedure

Subtopics

1.12.1.1 Objectives

1.12.1.2 Scope

1.12.1.3 Responsibilities

1.12.1.1 Objectives

The objectives of this procedure are to provide:

A formal record of project deliverables having attained the required quality standard

A record of quality assurance signatories for each project deliverabl

A hardcopy record that the relevant person or group has performed all necessary quality checks on the deliverabl

A central record of the quality attainment state of all defined project deliverable

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.

Project Control Book Guide
Responsibilities

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.

Project Control Book Guide
Record of Quality Assurance Activities Procedure

1.12.2 Record of Quality Assurance Activities Procedure

Subtopics

1.12.2.1 Objectives

1.12.2.2 Scope

1.12.2.3 Responsibilities

Project Control Book Guide
Objectives

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
- Standard
- 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 format:

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.

Project Control Book Guide
Responsibilities

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.

1.13 Correspondence Procedure

Subtopics

1.13.1 Definition

1.13.2 Objectives

1.13.3 Scope

1.13.4 Responsibilities

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 logge
- Correspondence is organized securel
- Correspondence is cross-reference
- Correspondence is handled efficiently and in a timely manner

Project Control Book Guide
Scope

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

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

Subtopics

1.14.1 Definition

1.14.2 Objectives

1.14.3 Scope

1.14.4 Responsibilities

Project Control Book Guide
Definition

1.14.1 Definition

This is a useful repository of project documentation not otherwise filed in the PCB. An example might be a contract or the business case.

1.14.2 Objectives

The objectives of this procedure are to ensure that:

- All important sundry project documentation is logge
- Sundry project documentation is organized securel
- Sundry project documentation is cross-reference
- Sundry project documentation is handled efficiently and in a timely manner

Project Control Book Guide
Scope

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

Subtopics

1.15.1 Definition

1.15.2 Objectives

1.15.3 Scope

1.15.4 Responsibilities

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 upon
- 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.

Project Control Book Guide
Contract Management Procedure

1.16 Contract Management Procedure

Subtopics

1.16.1 Definition

1.16.2 Objectives

1.16.3 Scope

1.16.4 Responsibilities

Project Control Book Guide
Definition

1.16.1 Definition

This is included in the PCB as a formal repository for the client contract, which defines what you, as IBM's representative, are delivering to the client in this project. You can also file other correspondence relating to the contract here.

1.16.2 Objectives

The objectives of this procedure are to ensure that:

A realistic contract for the project is agreed t

Tracking data is used to ensure that contract obligations are being fulfilled, for example, deliverables, schedules, quality, and cost

Changes are monitored and the impact of any change to the contract evaluate

Client expectations are managed through regular reviews and reports

1.16.3 Scope

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

1.16.4 Responsibilities

Responsibility Action

Project sponsor Agree with the contract on behalf of the client

Project manager Establish and good relations with the sponsor, deliver the contract, and start contract amendments as necessary.

Project office Alert you if changes are needed, and maintain the PCB.

Project Control Book Guide
Supplier Management Procedure

1.17 Supplier Management Procedure

Subtopics

1.17.1 Definition

1.17.2 Objectives

1.17.3 Scope

1.17.4 Responsibilities

1.17.1 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.

1.17.2 Objectives

The objectives of this procedure are to ensure that:

Suppliers are evaluated and chose

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

A full range of PMM procedures is set up and agreed with by the supplier

1.17.3 Scope

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

1.17.4 Responsibilities

Responsibility Action

Project manager

- Choose the supplier
- Agree to the contract with the supplier
- Train the supplier on the use of PMM if necessary
- Agree with project management procedures they will use and how they will interface with the project
- Use all PMM 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.

Project Control Book Guide
Forms

2.0 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.

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 PMM documentation standards.

Subtopics

- 2.1.1 People Management Forms
- 2.1.2 Planning and Estimating Forms
- 2.1.3 Work Breakdown Structure Forms
- 2.1.4 Progress Tracking Forms
- 2.1.5 Progress Reviews Forms
- 2.1.6 Progress Reporting Forms
- 2.1.7 Risk Management Forms
- 2.1.8 Change Management Forms
- 2.1.9 Issue Management Forms
- 2.1.10 Problem Management Forms
- 2.1.11 Error and Fault Management Forms
- 2.1.12 Quality Management Forms
- 2.1.13 Correspondence Forms
- 2.1.14 Base Information Forms

Project Control Book Guide
People Management Forms

2.1.1 People Management Forms

Subtopics

- 2.1.1.1 Project Personnel
- 2.1.1.2 Personnel Record Sheet - Personal Details
- 2.1.1.3 Personnel Record Sheet - Job Related-Details
- 2.1.1.4 Candidate Interview Form
- 2.1.1.5 Overall Interview Record Sheet
- 2.1.1.6 Personnel Selection Form
- 2.1.1.7 Personnel Review Log
- 2.1.1.8 Personal Review Form
- 2.1.1.9 Record of Project Experiences
- 2.1.1.10 Skills Development Plan
- 2.1.1.11 Organization Chart
- 2.1.1.12 Contact List
- 2.1.1.13 Staff Specification Form

2.1.1.2 Personnel Record Sheet - Personal Details

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2.1.1.2 - 1

2.1.1.3 Personnel Record Sheet - Job Related-Details

(C) Copyright International Business Machines Corporation 1995, 1996
2.1.1.3 - 1

2.1.1.4 Candidate Interview Form

(C) Copyright International Business Machines Corporation 1995, 1996
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2.1.1.5 Overall Interview Record Sheet

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2.1.1.9 Record of Project Experiences

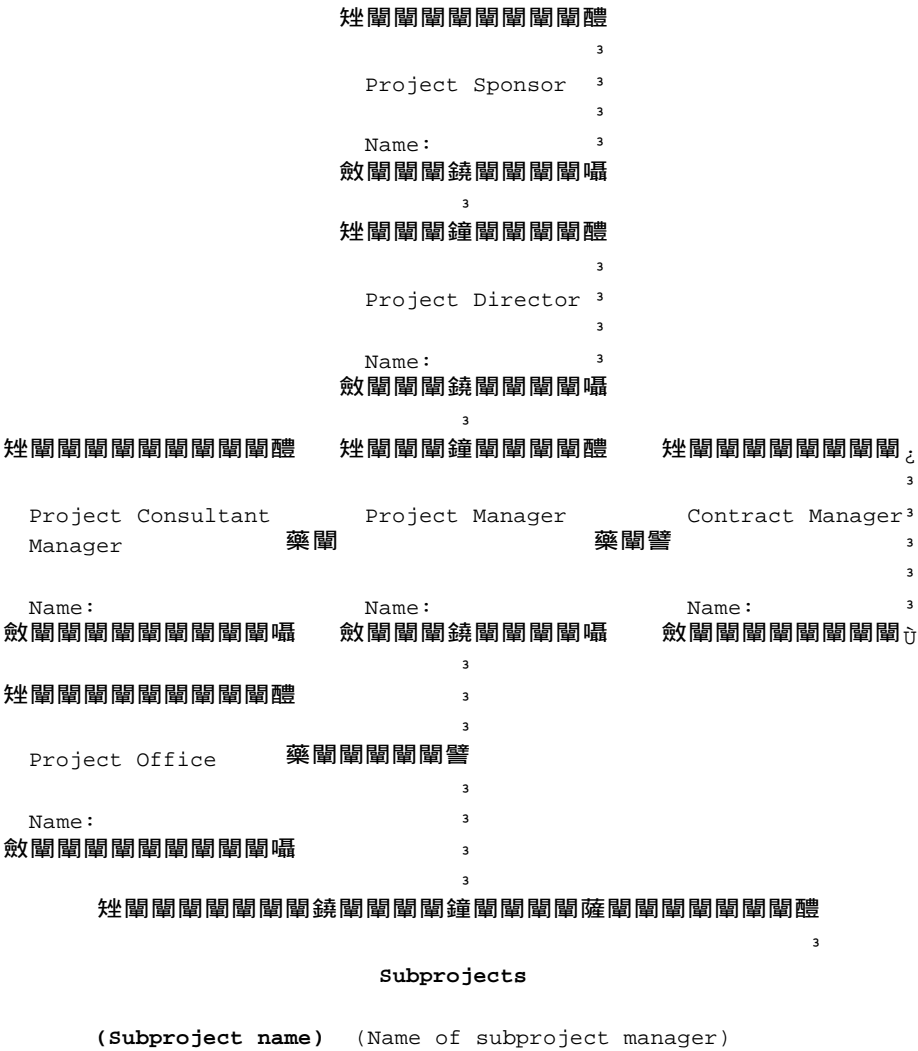
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2.1.1.10 Skills Development Plan

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Project Control Book Guide
Organization Chart

2.1.1.11 Organization Chart



Contact List

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2.1.1.13 Staff Specification Form

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Project Control Book Guide
Planning and Estimating Forms

2.1.2 Planning and Estimating Forms

Subtopics

2.1.2.1 Events List

2.1.2.2 Overall Control Sheet

2.1.2.3 Effort Remaining Table

2.1.2.1 Events List

(C) Copyright International Business Machines Corporation 1995, 1996
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2.1.2.2 Overall Control Sheet

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2.1.2.2 - 1

2.1.2.3 Effort Remaining Table

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Project Control Book Guide
Work Breakdown Structure Forms

2.1.3 Work Breakdown Structure Forms

Subtopics

- 2.1.3.1 Work Specification Form
- 2.1.3.2 Work Breakdown Structure Table
- 2.1.3.3 Subproject Task Summary Form

2.1.3.1 Work Specification Form

Subproject					
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WE Name					
WBS Level					
Author					
Date					
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Project Control Book Guide

Work Specification Form

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RESOURCE ESTIMATES RECURRING

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2.1.3.2 Work Breakdown Structure Table

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2.1.3.3 Subproject Task Summary Form

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Project Control Book Guide
Progress Tracking Forms

2.1.4 Progress Tracking Forms

Subtopics

- 2.1.4.1 Progress Indicator Sheet
- 2.1.4.2 Milestone Progress Chart
- 2.1.4.3 Milestone Progress Table
- 2.1.4.4 Weekly Time Reporting Form
- 2.1.4.5 Time Analysis Form
- 2.1.4.6 Monthly Cost Analysis Form

2.1.4.1 Progress Indicator Sheet

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2.1.4.2 Milestone Progress Chart

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2.1.4.3 Milestone Progress Table

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2.1.4.4 Weekly Time Reporting Form

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Project Control Book Guide
Progress Reviews Forms

2.1.5 Progress Reviews Forms

Subtopics

2.1.5.1 Actions from Meetings

2.1.5.1 Actions from Meetings

Project Control Book Guide
Progress Reporting Forms

2.1.6 Progress Reporting Forms

Subtopics

- 2.1.6.1 Project Status Report
- 2.1.6.2 Subproject Progress Report
- 2.1.6.3 Subproject Expenditure Report
- 2.1.6.4 Subproject Activity Reporting Summary
- 2.1.6.5 Alternative Summary Progress Report

2.1.6.1 Project Status Report

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2.1.6.5 Alternative Summary Progress Report

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Project Control Book Guide
Alternative Summary Progress Report

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Project Control Book Guide
Risk Management Forms

2.1.7 Risk Management Forms

Subtopics

2.1.7.1 Risk Control Form

2.1.7.2 Risk Control Form Continuation

2.1.7.3 Risk Log

2.1.7.4 Risk Assessment Report

Risk Control Form

2.1.7.1 Risk Control Form

Risk Register				
Raised by	Date raised	Number		
Risk owner	Priority	Status		
Summary				
Risk Description and Containment Plan				
Risk				
Probability %				
Evaluation Criteria				
Consequences				
Impact %				
Containment Plan				
Target Date				
Contingency Plan Required? Y/N				
Risk Action Log				
Status	Planned actions and costs/progress	Action Target	Compl.	
date	and comments	owner	date	date
Check if action log continued				

2.1.7.4 Risk Assessment Report

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2.1.7.4 - 1

Project Control Book Guide
Change Management Forms

2.1.8 Change Management Forms

Subtopics

- 2.1.8.1 Change Log
- 2.1.8.2 Change Request (Contract)
- 2.1.8.3 Change Request Form
- 2.1.8.4 Change Request Continuation
- 2.1.8.5 Small Change Note Log
- 2.1.8.6 Small Change Note

Project Control Book Guide

Change Log

2.1.8.1 Change Log

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2.1.8.2 Change Request (Contract)

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2.1.8.4 Change Request Continuation

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Small Change Note Log

2.1.8.5 Small Change Note Log

[illegible]

Project Control Book Guide

Small Change Note

2.1.8.6 Small Change Note

Date raised		Raised by		Number	
Summary					
Detailed description					
Include: problem, change, justification, and benefit					
Implementation details					

Project Control Book Guide
Issue Management Forms

2.1.9 Issue Management Forms

Subtopics

2.1.9.1 Issue Log

2.1.9.2 Issue Form

2.1.9.3 Issue Form Continuation

Issue Log

2.1.9.1 Issue Log

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2.1.9.2 Issue Form

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2.1.9.3 Issue Form Continuation

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Problem Management Forms

2.1.10 Problem Management Forms

Subtopics

2.1.10.1 Problem Form

2.1.10.2 Problem Form Continuation

2.1.10.3 Problem Log

Project Control Book Guide

Problem Form

2.1.10.1 Problem Form

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Problem Action Log

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2.1.10.2 Problem Form Continuation

Problem Action Log 3

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Problem Log

2.1.10.3 Problem Log

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Project Control Book Guide
Error and Fault Management Forms

2.1.11 Error and Fault Management Forms

Subtopics

2.1.11.1 Error Log

2.1.11.2 Fault Log

Fault Log

2.1.11.2 Fault Log

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Project Control Book Guide
Fault Log

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Project Control Book Guide
Quality Management Forms

2.1.12 Quality Management Forms

Subtopics

2.1.12.1 Record of QA Activity

2.1.12.1 Record of QA Activity

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袍	3
Type of Review (internal/external, deliverable/process)	
	3
藥	A
袒	3
viewer(s) (must be named)	
	3
	3
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Project Control Book Guide
Correspondence Forms

2.1.13 Correspondence Forms

Subtopics

2.1.13.1 Correspondence Log

2.1.13.1 Correspondence Log

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Base Information Forms

2.1.14 Base Information Forms

Subtopics

2.1.14.1 Base Information Catalog

2.1.14.2 Log of Plans and Deliverables

2.1.14.3 Health and Safety Information

2.1.14.1 Base Information Catalog

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2.1.14.1 - 1

2.1.14.2 Log of Plans and Deliverables

By signing, you indicate that you are satisfied that:

Project Control Book Guide
Log of Plans and Deliverables

The **plan** has been subjected to any specified checks and conforms to PMM

The specified checks and verifications for **deliverable** have been carried out to the prescribed standards.

Project Control Book Guide
Health and Safety Information

2.1.14.3 Health and Safety Information

Project name

Project Mgr Tel EMAIL ID

Project Office Mgr Tel EMAIL ID

Project Address Tel

..... FAX

Client Proj Mgr Tel..... EMAIL ID

Location Access Procedures - Signing In/Out (Yes/No) Access Badges - (Yes/No)

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)