PROCESS GROUP: MONITORING AND CONTROLLING:

Monitoring and Controlling process group continually tracks, review, and asseses the project performance to check if the project is on track, on budget and on time.

The main purpose of this process is to be able to take corrective actions if the project is not going as per the plan.

It basically compares the actual project performance against project plan

There are two types of control methods used in monitoring and controlling

1st one is a steering control which assesses if progress is going as expected or is it better or worse.

And another type of control is aGo/no go control method which basically gives approvals to go ahead with the next milestone.

Any actions taken or any adjustments made as an outcome of above 2 controls is considered as a change request which helps to take corrective or preventive actions

Monitoring and controlling process can suggest some modifications in the project decisions

.And at the end, customer acceptance of a deliverable can be achieved which is a time for a project closure.

Change control considers the impact of all the changes. The purpose of a change control is to review the change request estimating its impact on a project goals and managing execution of the change request.

Execution

Without execution we can’t have Monitoring and controlling. It’s a key part. The process involves creating deliverables, inspecting it by quality control and getting acceptance.

The inspection could be arranged by a Quality Control team which is then verified and validated.

The execution process generates Work Performance data that could bee related to schedule, cost, quality, risk..etc

And this presented data is not enough so, the analysis of data becomes very crucial input for monitoring and controlling.

There are various processes under monitoring and controlling analysis

Let’s have a look at them

Control Scope: does the variance analysis which finds out the difference between the project plan and actual delivery of the project. It basically makes comparison of a scope baseline to the actual performance.

When there is a change in a work activities or deliverables it is referred as a scope change.

If scope changes that means schedule and cost also changes.

Variance analysis is used to determine the amount of difference between plannned vs actual work done and assess if any action is needed to resolve the difference.

Control Schedule:

1. **Control Schedule:** Any data which comprises information about schedule, for eg. Starting of the activity, finishing of an activity or how much duration is required or taken to complete the activity all these comes under the control schedule.

It is basically an analysis of what is the schedule baseline and how is the actual delivery of work. And most importantly are we meeting the requirements of the schedule baseline?

If there are any major concerns, then they are managed by root cause analysis.

1. **Control Cost:**

Schedule and cost control are identical concepts.

It helps to monitor whether the project is going according to the budget?

Because every project starts with an approved cost and it is necessary to check if the activities are going within the cost.

If there is any change in a cost, it needs to be formally communicated.

It’s important that no more money should be spent than the authorised amount.

The most common Methods for controlling cost and schedule could be Earned value management and softwares used for project scheduling like MS Project.

Cost, schedule and scope are so interrelated that they must be monitored simultaneously for the proper project execution.

1. **Control Quality:**

It is process of Inspection via Quality Assurance for the correctness and completion of a project work making sure that all the quality standards are met.

It’s important to ensure that whatever the outcomes we are producing that will satisfy the customer.

Quality Assuarance is also known as a Broad Management process which helps to convince stakeholders that the work is executed correctly.

1. **Control Resources:**

Control resources is a process by which all of the physical resources needed to perform

the projects are planned and monitored, and changes are made if needed throughout the life of the project. Obviously, if needed resources are late, the project

can be delayed. If needed resources are in short supply, the cost and schedule both might be impacted unfavorably.

1. **Monitor Communications:** Are we effectively communicating at a right time?

**Effective communication plays very important role in this process. the Formalised Communication Framework such as meeting types, frequency as well as effective documentation could be another key element of monitoring communication.**

1. **Monitor Stakeholder’s Engagement: its very crucial to see if the stakeholders are active in the game.**

**Their engagement can be maintained through communication again. With arrangement of progress report presentations, On time approval on decision whenever it is necessary. And engaging with them through required information from stakeholders**

1. **Monitoring and managing Project risk is a crucial element of a monitoring process.**

**Its necessary to identify the risk.**

**And Tools like Mitigation plan and Risk management strategies could be used to deal with it.**

**Following are some strategies to implement the risk response like mitigation of risk, acceptance of risk and using research techniques and tools and making risk management plan to deal with it and avoiding the same risk in future projects.**

**Tools: these are some widely used tools for the process of monitoring and controlling.**

**1st is a quality audit which helps to take preventive action to ensure the acceptable future performance.**

**2nd is benchmarking tool which is a part of a process analysis.**

**Which helps to learn from other organisations.**

**And next is a root cause analysis which analyses the reason behind the problem.**

**I am going to use the same case study as an example which we have done in Assessment 1 and 2.**

**3 things could be considered during the monitoring and controlling process in the project of a construction of playground**

**Example 1 first we monitored and controlled the risk of flooding.**

**During the initial phase of the project we have anticipated the risk of Flooding situation, I am going to elaborate on that**

**In the playground project, The risk of flooding was forecasted which was affecting the completion of the milestone i.e Pathway Installation and we mitigated the risk by using a Delay and Research strategy in which the pathway installation task was delayed by 2 weeks with the proper research that there will be no occurrence of flooding was anticipated until the project completion.**

**Example 2: The scope and cost change was monitored as during the review meeting, council suggested to hold on the auction of waste material. The original scope was not including that activity giving additional responsibility on a project manager, moreover, delegating thee responsibility of waste material transport to vendors will result into the reduction of cost for transport by 70% which is a positive impact of the Change in scope and cost.**

**EExample 3;**

**Elaborates on the control of resources.**

**As during thee time of perimeter installation, the Gardner was not available that means there is a lack of availability of resource. This risk was not anticipated in project plan as a result, perimeter will not be ready before time, and it will be delayed by 3 weeks impacting on a schedule. But thee situation was managed by giving gardner to work on night hours while the playground is open for public.**

**So, this way we have monitored and controlled all the risks in the project of a playground.**

**To conclude the presentation, I would like to summerise the process of monitoring and controlling shortly, which involves the inspection, analysis and closing procurement which converts the information into a report.**

**And I would like to shed light on thee key learnings here which helps us to understand the purpose of the monitoring and controlling process i.e to take preventive actions to keep project on track then it includes inspection of the project performance. Then execution is necessary for the variance analysis and strategies, outcomes and tools in this process brings more efficiency in the project execution to achieve project goals. And effective communication and appropriate decision making are vital elements in the overall project lifecycle.**

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