

Communication Management Strategy (CMS)

- The CMS specifies how the project management and the stakeholders will communicate with each other.
- Created during IP by the PM
- Updated at the SB process

Project Assurance

There are 3 types of project assurance

- Business
- User
- Supplier

These roles align with the project board roles of Executive, senior supplier and senior user.

Change Authority

The CA is given authority by the project board to authorize some changes to the project's products within certain predefined constraints.

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Quality Theme

Purpose: ensure products are fit for their purpose

Quality – Define and implement the means by which the project will create and verify products that are for purpose.

Quality Planning – concerned with documenting the way the QMS is applied to the project

Quality Control – Inspection and Quality Reviews. Activity of verifying that the projects products have been created according to their product descriptions.

Project Assurance – Checks that the product is being managed in accordance with the standards laid down in the projects Quality Management Strategy (QMS)

Quality Assurance – Checks that the projects direction and management are adequate for the project and that it complies with the corporate management standard and policies.

Quality Review Technique – assess the conformity of a product with it's quality criteria

Quality Review Roles

- **Chair** – has overall responsibility
- **Reviewers** – review the product
- **Presenter** – presents the product on behalf of the producer
- **Administrator** – provides support

Quality Review Technique Stages

- Review preparation
- Review meeting
- Review follow up

Acceptance Criteria – Measurable criteria that the products produced must meet before the customer will accept them

Customer Quality Criteria – Describes the overall level of quality expected of the project products

Quality Management Systems – The complete set of quality standards, procedures and responsibilities of an organisation

Project Product Description – created by the PM, Executive and Senior User

Product Descriptions – created by the PM and senior user

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Progress Theme

Purpose: establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project objectives and the project's continued viability; and control any unacceptable deviations.

Tolerance: Is a permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management.

Exception: Is a situation where it can be forecast that there will be a deviation beyond the agreed tolerance levels

Project tolerance – corporate/programme management at the beginning of the project

Stage tolerance – project board at the beginning of each stage

Work package tolerance – Project Manager when a WP is delegated to the team

Reporting exceptions – the TM reports WP level exceptions by raising an issue with the PM, the PM reports stage-level exceptions by escalating an Issue Report or an Exception report to the project board and the PB reports to the C/PM

Exception Report – The ER is created by the PM in CS stage if he is forecasting a breach of stage tolerance.

Lines of authority – C/PM – PB – PM – TM

Work Package – created by the PM in CS stage – accepted by the TM in MP

Daily log – used to record informal issues, required actions. Acts as a project diary for the PM

Event driven control – used to control a particular event has occurred, eg end of a stage or an exception

Time driven control - occur at a particular frequency e.g. checkpoint report/ Highlight report

Lessons log – created by the PM in SU stage. Uses it to collate lessons from previous initiatives

Lessons Report – created by the PM to pass lessons to those who might usefully employ them. Can be created any time during the project.

Factors to consider when dividing a project into management stages:

1. How far ahead it is sensible to plan
2. Where the key decisions point are in a project
3. The amount of risk
4. Balancing too many stages against too little
5. How confident the project management team is in proceeding

Management stage – equate to commitment of resources and authority to spend

Technical stage – typified by the use of a particular set of skills

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