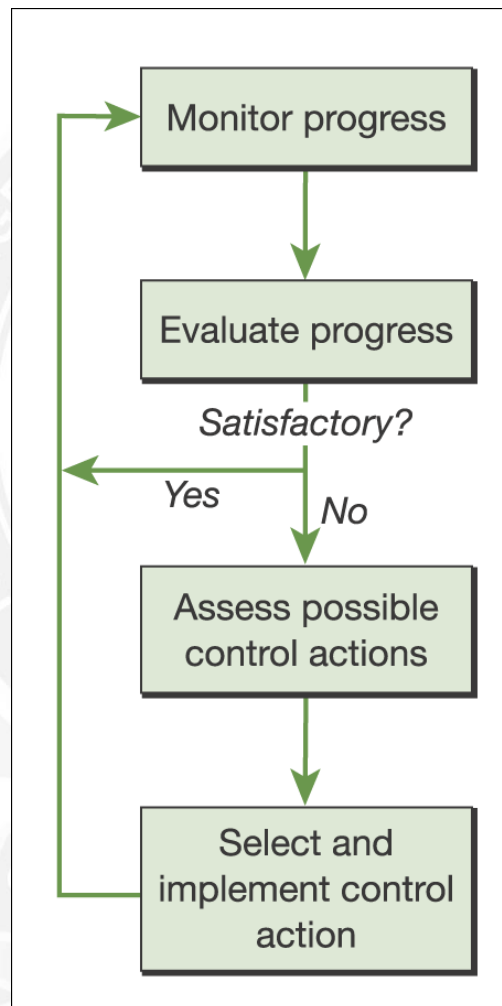


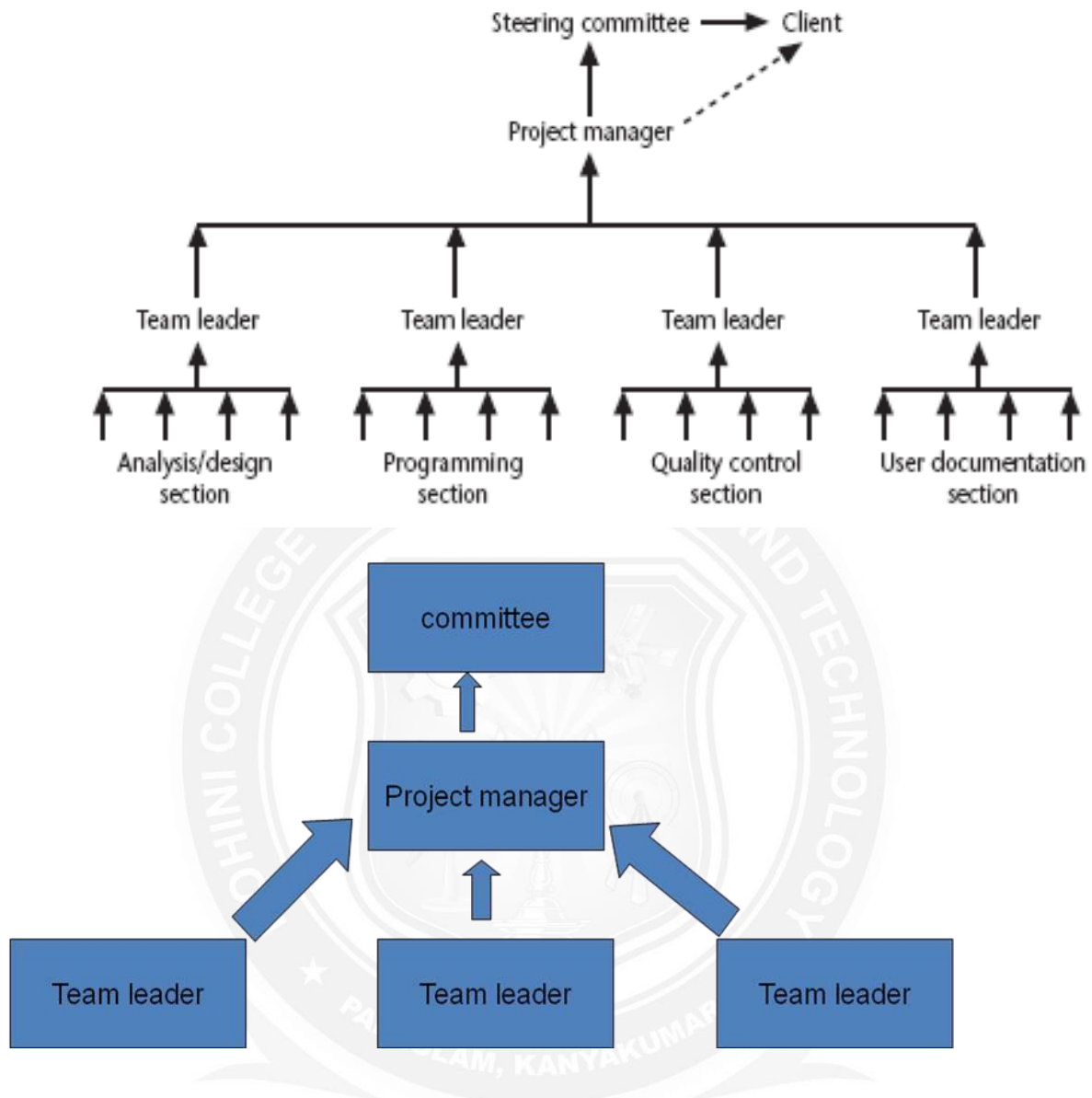
Creating Framework

Exercising control over a project and ensuring that targets are met is a matter of regular monitoring - Finding out what is happening and comparing it with targets. There may be a mismatch between the planned outcomes and the actual ones. Replanning may then be needed to bring the project back on target. Alternatively, the target could have to be revised.



Responsibility

The overall responsibility for ensuring satisfactory progress on a project is often the role of project steering committee, project management board and Project Board. Day to day responsibility is on project manager and team leaders.



The concept of a reporting hierarchy is illustrated in the above Figure.

- The main lesson here is that the details relating to project progress have to originate with the people actually doing the work and have then to be fed up through the management structure.
- At each management level there is going to be some summarising and commentary before information is passed up to the next level. This means that there is always a danger of ‘information overload’ as information passes from the many to the few.

Assessing progress

- Some information used to assess project progress will be collectively routinely, while other information will be triggered by specific events.
- Assessment is based on information collected at regular intervals
- Example whether particular report has been delivered or not

Setting checkpoints

- Set a series of checkpoints in the activity plan
- Check points may be:-
- Monthly
- Specific events (production of a report)

Checkpoints – predetermined times when progress is checked

- Event driven: check takes place when a particular event has been achieved
- Time driven: date of the check is pre-determined

Frequency of reporting

- The higher the management level, generally, the longer the gaps between checkpoints

Taking snapshots

- The frequency of progress reports will depend upon the size and degree of risk of the project. Team leaders may want to assess progress daily whereas project manager may find weekly or monthly reporting appropriate. In general, the higher level, the less frequent and less detailed the reporting needs to be.
- At the level of individual developers, however, strong arguments exist for the formal weekly collection of information. If reporting is to be weekly then it makes sense to have basic units of work that last about a week.
- Major, or project level, progress reviews will generally take place at particular points during the life of a project- commonly known as review points or control points.
 - ❖ A *review* is any activity in which a work product is distributed to reviewers who examine it and give feedback.
 - Reviews are useful not only for finding and eliminating defects, but also for gaining consensus among the project team, securing approval from stakeholders, and aiding in professional development for team members.
 - Reviews help teams find defects soon after they are injected making them cost less to fix than they would cost if they were found in test.
 - All work products in a software project should be either reviewed or tested.
 - Software requirements specifications, schedules, design documents, code, test plans, test cases, and defect reports should all be reviewed.

Collecting The Data

- Manager breaks long activities into more controllable activities of one or two weeks' duration.
- It is necessary to Gather information about partially completed activities and forecasts of how much work is left to be completed. It can be difficult to make such forecasts accurately.
- Example:-counting the number of records specifications or screen layoutsproduced.
- In some cases, intermediate products can be used as in-activity milestones.
- How to deal with *partial completions? 99%*

completion syndrome

Possible solutions:

- ✓ Control of products, not activities
- ✓ Subdivide into lots of sub-activities

Partial completion reporting

- Projects have to be delivered on time and within budget, hence the concern with monitoring achievements and costs.
- Partial completion is where, for example, data is being collected at the end of Week 2 of an activity that should take four weeks. We want to know if it is about 50% completed.
- An example of the '99% completion syndrome' would be in the above case if the developer reported at the end of weeks 1,2 and 3 that the task was respectively 25%, 50% and 75% complete. However at the end of week 4 it is reported that the task is 99% complete. The same thing is reported at the end of week 5 and so on until the task is actually completed.
- Control on products implies that actual examination of intermediate allows us to verify independently and objectively that sub-tasks have been completed.

➤ The employee fill the time sheet

- Many organizations use standard accounting systems with weekly timesheets to charge staff time to individual jobs. The staff time booked to a project indicates the work carried out and the charges to the project.
- Weekly timesheets are a valuable source of information about resources used. They are often used to provide information about what has been achieved.

TIME SHEET

Staff : John smith

week ending : 30/3/07

project	Activity code	description	Hours this week	% complete	Scheduled completion date	Estimated completion date
P21	A243	Code mod A3	12	30	24/4/07	24/4/07
P34	A234	Document take-on	20	90	6/4/07	4/4/07
Total recharged hours			32			

Rechargeable hours

Non- Rechargeable hours

code	description	Hours this week	Comment and authorization
Z99	Day in lieu	8	Authorized by RB
Total non-recharged hours		8	

Red/amber/green (RAG) reporting

One popular way of overcoming the objections to partial completion reporting is to avoid for estimated completion dates, but to ask instead for the team members' estimates of the likelihood of meeting the planned target date. One way of doing this is the traffic-light method. This consists of the following steps:

- Identify key tasks (first level)
- Break down into sub-tasks (second level)
- Assess each subtasks(second level) as:
 - Green** – ‘on target’
 - Amber** – ‘not on target but recoverable’
 - Red** – ‘not on target and recoverable only with difficulty’
- Review all the second- level assessments to arrive at first- level assessments;
- Review first and second - level assessments to produce an overall assessment.

RAG reporting highlights those activities which need particular attention. The status of a troubled activity might typically move from green to amber; if corrective action is possible it might go back to green, otherwise it could switch to red. If there are lots of instances where activities switch directly from green to red, this could indicate more management control.

‘Critical tasks’ would be those on the critical path and/or reliant on critical resources.

Activity assessment sheet

Staff: Justin

Ref: IoE/P/13

Activity: code and test module C

Week number	13	14	15	16	17	18	
Activity summary	G	A	A	R			
components							comments
Screen handling procedures	G	A	A	G			
File update procedures	G	G	R	A			
compilation	G	G	G	A			
Test data runs	G	G	G	A			
Program documentation	G	G	A	R			

A traffic-light assessment of IoE/P/13