

Figure 8.12 Project handbook content.

- **Financial information;** including contracts of authorization, project expenditure, billing, budget and cash-flow records
- **Planning and control information;** including top-level project plan, master programme, schedules and quality control review records
- **Standards;** including specific project standards and authorization for changes and deviations from agreed standards
- **Project personnel information;** including details of project personnel with key dates, experience, contact information
- **Logs and records;** including project diary and log recording position statements, key decisions, key events, review reports and project statistics
- **Project documents;** including the client's requirements definition (CRD) and project's requirements definition (PRD), design reports, technical specifications, test specifications and correspondence
- **Other documentation;** including documentation relevant to specific issues not allowed in the above sections. For example, leases of office equipment, portakabins and communication connections.

PROJECT IMPLEMENTATION STAGE

The key to successful project management is to actually follow the project plan and keep track of how the project is progressing. This is achieved through leadership, team commitment and by making the achievement of required progress and success highly visible. To assist the implementation of the project, it is worthwhile to look at the various forces that will, or could, affect implementation. These can be split into the 'driving forces'

which are likely to support key events leading to project completion, and the 'restraining forces' or those aspects which could restrict or hamper progress towards set milestones. When this analysis is completed, actions can be identified to reduce the influence of the restraining forces and increase the influence of the driving forces (see Figure 8.13).

Projects rarely go exactly as planned and an important part of project control is keeping the project plan up-to-date. The project plan is updated so that the effects on the critical path of changes and delays can be assessed. Projects can suffer changes resulting from a variety of reasons. Some of the more common ones are: inaccurate initial estimating; unforeseen price rises of material, labour or services; changes to the original plans/specifications; overruns of time and cost.

In order to make certain that the project is proceeding as scheduled, it is necessary to monitor and evaluate project progress to ensure the completion of the work as planned. There are two levels of monitoring and evaluation that need to be considered, namely 'progress review' and 'product review'.

The aim of the 'progress review' is to measure project progress and compare it with the plan. Variations from the plan should be evaluated and corrective action considered. Actions resulting from the progress review should aim to correct any variations rather than attempting to manage the consequences. After identifying a problem in the progress review it is good practice to obtain general agreement on the nature of the problem and appoint a member of the team with the specific task of solving the problem within an agreed timescale and with a specific mechanism for reporting back.

'Product reviews' can involve a number of people from a variety of professions. A review of a specialized design, for instance, may involve the project manager, the designer, an external expert. The timing of the product review is dependent on the project schedule. A product is available for reviewing when the activity involved in producing that product, or part of the product, is completed.