4.4 Monitor & control project work

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Compares performance to what was planned
Acts as ctrl function
Measures against PP
- Take action to ctrl. the Project
- Measure performance against performance measurement baseline
- Measure performance against other metrics determined by PM

Determine variances & if the warrant corrective actions or change requests
- Corrective Actions
  - **Deals with ACTUAL deviations**
  - brings expected future P performance in line with PP
  - Needs a purposeful focus in identifying areas for attention
  - Looks for problems rather than waiting
  - Create metrics here fore during P planning
  - Have a REALISTIC PP
  - Continue measurements throughout P
  - Know when P is off track
  - Find root cause of deviation
  - Re measure after implementation of corr. action
  - Determine need for further actions
  - Output of... [Acc. PMBOK]
    - Direct & manage P execution
    - Mon. & ctrl. P work
    - Verify scope — When meeting with customer to obtain acceptance of interim deliverables
    - Ctrl. scope — When measuring P performance against baseline
    - Ctrl schedule — When measuring P performance against baseline
    - Ctrl. costs — When measuring P performance against baseline
    - Perform Q assurance — When making sure people are using the correct processes
    - Perform Q ctrl. — When making sure deliverables meet Q standards
    - Manage P team — When discovering a team member is not performing
    - Manage stakeholders — When communicating with stakeholders to resolve issues
    - Report performance — When creating performance reports
    - Mon. & ctrl. risks — When you notice their are many unidentified risks occurring
    - Administer procurements — When the seller is not performing

Influence the factors that cause changes
- Preventive Actions
  - **Deals with POSSIBLE deviations**
  - Requires more experience than calculation
  - Can be implemented at any time in any process
    Therefore can be an output to any process
  - Output of... [Acc. PMBOK]
    - Direct & manage P execution
    - Mon. & ctrl. P work
    - Ctrl. scope
    - Ctrl schedule
    - Ctrl. costs
    - Perform Q assurance
    - Perform Q ctrl.
    - Manage P team
    - Manage stakeholders
    - Report performance
    - Mon. & ctrl. risks
  - Create metrics here fore during P planning

Request changes
- **No matter how well you plan P, there will always be changes**
- Changes identified when measuring against baselines in "Mon. & Ctrl. P work"
- Defect repair (Rework)
  - **If a component does not meet specification**
  - Output of... [Acc. PMBOK]
    - Direct & manage P execution
    - Mon. & ctrl. P work
    - Verify scope
    - Ctrl. scope
    - Perform Q assurance
    - Perform Q ctrl.

Involves
- Analyse & track risks
- Perform Q ctrl.
- Forecasting
- Review changes & corrective actions

Tools/Techniques
- Work Authorisation System
  - System for authorising the start of WP
  - Part of PMIS — EEF
  - Makes sure work only starts when formal authorisation

Input
- PP
- Performance reports
- EEF
- OPA

Output
- Change requests
- Updt. PP / P doc's