### Chapter 15

Controlling

# Learning Objectives

When you have completed this chapter you should be able to:

1. Understand the importance of good project control to keep things on track
2. Discuss the controlling processes and outputs and how they were used on ResNet
3. Describe the tools and techniques used for project control on ResNet
4. Discuss challenges the ResNet team faced in controlling the project and decisions they made to manage these challenges
5. Describe the use of change management on this project
6. Relate some of the controlling events in ResNet with concepts described in previous chapters.

# Chapter Outline

**What Is Involved in Controlling Projects?**

**Schedule Control**

**Scope Change Control**

**Quality Control**

**Performance and Status Reporting**

**Managing Resistance to Change**

**Lecture Notes**

## What Is Involved in Controlling Projects?

Table 15-1 show the knowledge areas, processes, and outputs involved in controlling. Controlling overlaps with all of the other project management process groups.

* Controlling is the process of
  + measuring progress towards project objectives
  + monitoring deviation from the plan
  + taking corrective action to match progress with the plan
* Controlling cuts across all of the other phases of the project life cycle and involves seven knowledge areas

Table 15-1. Controlling Processes and Outputs



***Schedule Control***

Peeter's strategy for schedule control was to not miss dates. This strategy may seem unrealistic or even naïve, but it was a very effective strategy in this case, and would be equally effective in many others.

* Peeter’s philosophy was to avoid schedule changes by determining important milestones and setting realistic completion dates
* Football analogy: Keep making first downs and you’ll score touchdowns!
* Peeter sacrificed some functionality in the system to meet schedule dates
* Everyone knew what key milestone dates were and that Peeter was serious about meeting them

## Scope Change Control

The importance of communicating scope to all stakeholders, as Peeter and his team did. Repeating scope goals at important meetings is an effective way to keep everyone on track. They had over 11,000 enhancement requests, but they budgeted for a limited number of people to write these enhancements. The users had to prioritize their requests, and the software developers implemented as many as they could within the given time constraints. In this case, they implemented 38 percent of the 11,000 enhancement requests as shown in Table 15.2.

* Everyone worked together to determine the scope of the project
* The 1996 ResNet kickoff meeting clarified scope and emphasized the shared responsibility in making the project a success
* Agents requested over 11,000 enhancements to the software. About 38% of them were implemented based on priorities and time and cost constraints

Table 15-2. Kickoff Meeting Statements About ResNet Purpose and Scope



## Quality Control

Arvid's comment that he had never seen as much statistical analysis done on a project as was done on ResNet. Most people do not like statistics, but ResNet provides a great example of how important good statistical analysis can be on a project.

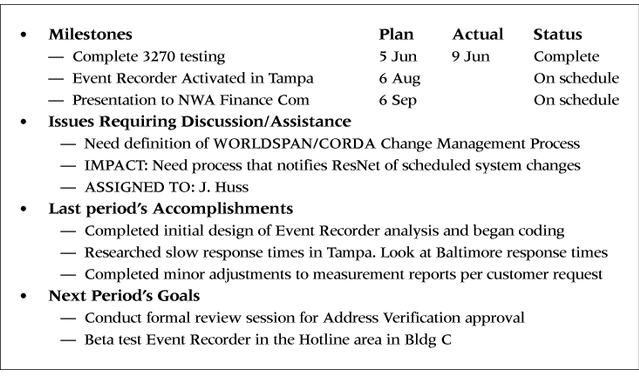
* The agents helping to write the code knew what shortcuts people might try, so they built user-friendly, foolproof software
* The industrial engineers used statistics to create random samples of agents to test the system
* Two quality control reports were very effective in tracking the quality of the system

## Performance and Status Reporting

The issues and numerical progress on the ResNet status reports is shown in Figure 15-3. Focusing on issues helped keep senior management involved in and supportive of ResNet.

* Reports emphasized
  + key issues
  + decisions that needed to be made
  + numerical progress on the project
* Important numbers tracked were the number of PCs installed, the average call handle times for sales agents, and the number of calls resulting in direct ticket sales

Figure 15-3. Sample Weekly Status Report



## Managing Resistance to Change

NWA had a unique approach to managing change. They focused on managing resistance to change, not managing changes to scope, time, or cost goals. They had people in the organization that were experts at dealing with change management. ResNet had a full-time change control analyst on the project, and each sales office had a team of people working on change management. Highlight the fact that each ResNet sales agent received group training and at least thirty minutes of one-on-one training. This is unique for a large organization and shows their focus on people.

* ResNet team members did not think of change management in the traditional view of handling change requests
* The ResNet team focused on managing people’s resistance to change when introducing a new system
* ResNet included a full-time analyst responsible for change management
* There was a change management plan and teams at each office
* Training helped reduce the fear of change