

How Do You Control A Project

Everyone is interested in controlling their projects. In a previous video I said your job as a PM was to get rid of the uncertainty and mitigate risk. In this video we will explain how to get rid of the uncertainty and what you need to control your project. You may know from experience, that one of the reasons for project failure and a lot of project problems is lack of scope definition.

Concept

What is the single most important aspect of controlling a project? It's:

1. Define the **scope**.
2. Budget & plan the execution of the **scope**.
3. Execute the **scope** per the plan.
4. Control the **scope**.
5. Manage the budget variance.

- **Accurate and detailed scope is beneficial to the following:**
 - The individual - this could be the design team members or Operators.
- The Site &/or Manufacturing Unit - facilities are broken up into different units. Each unit has their own budget and need spending control. Good scope helps them meet their commitments
- The Business Unit - this is the facility itself. The facility has goals and each project helps meet the goals.
- The Customer - this the actual company.

Additional scope issues to address include technology, permits, and environmental:

- All jurisdictions are different and each of the above has to be addressed at the start.
- The importance of not using new technology. This is outlined in the article "How Complex Systems Fail." A multidiscipline project is a complex project.
- When making tie-ins to utilities there is always a cost and schedule issue to be addressed.
- Permitting requirements will be different wherever you are. We had to hire two separate consultants to work two separate permit issues.
- Environmental regulations have to be looked at, which means current and future. What does your project need to meet.
- If building a Greenfield facility you should be doing baseline testing. This could involve modelling do modelling and air quality testing. This has to start during the design phase.
- Do whatever you can to not exceed your existing permits (diesel engines).
- There is a whole shopping list of permit requirements for each project. You need to be aware of what applies to your project. On one project in Los Angeles we had to get a permit from the police and fire department, otherwise they would not respond to calls.
- Understand how you will commission equipment. You may have to buy special material to commission a piece of equipment. Sometimes you will need one piece of equipment running in order to commission another piece of equipment.

To get rid of the uncertainty it requires you to take the time to develop the scope in detail. Nothing vague or ambiguous. Otherwise, you will have nothing but trouble with your projects.



Project Management Education and Inspiration
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Morley Selver P.Eng IPMA B

Engineer, Author, Trainer. (bmojmhs@gmail.com)

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