

Project operations management

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MGM415

Lecture 9 : PJOMP and “Monitoring and Controlling” project phase



In project operations management, the monitoring and controlling phase is crucial for ensuring that a project stays on track and achieves its objectives.

🍏. It involves actively tracking project progress, identifying deviations from the plan, and taking corrective actions to keep the project aligned with its goals.

🍏. Additionally, project compliance operations are concerned with ensuring that the project adheres to relevant regulations, policies, and standards.

I.the 10th Project Operations of
the (PJFT) at the Monitoring
and Controlling Phase:

During the monitoring and controlling phase, the primary objective is to oversee and manage the project's execution to ensure that it proceeds according to plan. The following tasks are typically performed:

1- Schedule and Time Management:

Monitoring and controlling activities involve closely monitoring the project's schedule and taking corrective actions to address schedule deviations. Project managers analyze critical paths, identify schedule risks, and implement strategies to mitigate delays. They may adjust task priorities, allocate additional resources, or negotiate schedule changes with stakeholders to keep the project on track.

2-Resource Management:

During the monitoring and controlling phase, project managers oversee resource allocation and utilization.

They monitor resource availability, track resource utilization against planned estimates, and make adjustments as necessary.

Effective resource management ensures that the project has the necessary personnel, equipment, and materials to execute the work efficiently.

3. Cost Control:

Project managers closely monitor project expenditures and compare them against the planned budget.

- 🍏 They track costs at various levels, such as task level, work package level, and overall project level.

- 🍏 Cost control activities involve analyzing cost variances, identifying cost-saving opportunities, and implementing corrective actions to ensure that the project remains within the approved budget.

4-PDQP assessment:

Monitoring and controlling phase involves activities to ensure that project deliverables meet the required quality standards.

HPMQA/C measures may include conducting inspections, audits, and tests to verify that the project outputs satisfy the defined quality criteria.

Non-conformance issues are identified, analyzed, and addressed promptly to maintain the desired level of quality.

5. Risk Management:

Risk identification, assessment, and mitigation are ongoing tasks in the monitoring and controlling phase.

Project managers actively monitor and evaluate risks, update risk registers, and implement risk response strategies.

By addressing potential risks effectively, project teams can minimize their impact on project outcomes.

6. Performance Measurement:

Assessing the project's performance is essential to evaluate its efficiency and effectiveness.

Key performance indicators are utilized to measure various aspects, such as quality, cost, schedule adherence, and customer satisfaction.

By analyzing these assessment project managers can identify areas that require improvement or where corrective actions need to be taken.

7. Change Management:

During the project lifecycle, changes are inevitable. The monitoring and controlling phase is responsible for managing change requests effectively.

This involves assessing proposed changes, evaluating their impact on the project's objectives, and making informed decisions on whether to approve or reject them.

Change control processes and documentation are used to ensure that changes are properly evaluated and implemented.

8. Progress Tracking:

This involves continuously monitoring the project's progress in terms of schedule, budget, and scope. It includes comparing the actual progress with the planned targets and milestones.

Various tools and techniques, such as project management software, key performance indicators (KPIs), and earned value analysis, can be employed to track progress accurately.

9-Communication Management:

Effective communication plays a crucial role in the monitoring and controlling phase.

Project managers ensure that relevant stakeholders are informed about the project's performance and progress operations, deviations, and corrective actions.

They facilitate regular project status meetings, update project documentation, and use communication channels to keep stakeholders informed and engaged.

Measuring the efficiency of project operations

1-Schedule Performance:

Measure the project's ability to adhere to the planned schedule. Key metrics include the percentage of tasks completed on time, schedule variance, and schedule performance index.

Higher values indicate better schedule efficiency.

2. Resource Utilization:

Evaluate the efficiency of resource allocation and utilization.

Measure utilization rates of personnel, equipment, and materials. Optimal resource utilization indicates efficient project operations

3. Cost Performance:

Evaluate the project's ability to stay within the approved budget.

Monitor metrics such as cost variance, cost performance index, and actual costs versus planned costs.

Higher values indicate better cost efficiency.

4. Quality Metrics:

Assess the level of quality achieved by the project. Measure the number of defects, customer satisfaction ratings, and adherence to quality standards. Higher quality metrics indicate better efficiency in delivering a satisfactory product or service.

5. Risk Management Effectiveness:

Measure the effectiveness of risk management activities. Assess the number of identified risks, the percentage of risks mitigated, and the impact of risk responses on overall project performance. Lower risk occurrences and minimized impact indicate efficient risk management.

2. The 10 th Project Compliance Operations at the Monitoring and Controlling Phase:

In addition to monitoring project progress, project compliance operations focus on ensuring that the project adheres to relevant regulations, policies, and standards. The following tasks are typically involved:

1. Regulatory Compliance:

Projects often operate within a regulatory framework that imposes specific requirements. It is essential to monitor and ensure compliance with applicable laws, regulations, permits, and licenses. This may include environmental regulations, health and safety standards, data protection laws, or industry-specific requirements. Compliance audits and inspections may be conducted to verify adherence to these regulations.

2. Policy Adherence:

Many organizations have internal policies and procedures that govern project management practices. Project compliance operations involve monitoring and enforcing adherence to these policies. This can include policies related to procurement, risk management, quality assurance, information security, or ethical standards. Compliance with these policies ensures consistency and alignment with organizational objectives.

3. Standards and Best Practices:

Projects often follow specific standards or best practices to ensure quality and efficiency. This can include industry-specific standards (e.g., ISO standards) or project management frameworks (e.g., HPMQS).

Monitoring and controlling activities involve verifying compliance with these standards and implementing best practices to enhance project performance and outcomes.

4.Compliance Documentation and Reporting:

Maintaining accurate project documentation and reporting is vital for compliance purposes. This includes documenting project activities, decisions, change requests, and any other relevant information. Compliance operations ensure that required documentation is complete, up to date, and accessible. Regular reporting to stakeholders and regulatory bodies may also be necessary to demonstrate compliance.

5. Compliance Auditing and Evaluation:

Compliance operations may involve conducting internal or external audits to assess project compliance.

Audits can identify potential gaps or non-compliance issues, allowing corrective actions to be taken. Additionally, periodic evaluations of project operations may be performed to identify areas for improvement and ensure ongoing compliance.

6. Contract and Procurement Compliance:

Project compliance operations involve monitoring and ensuring compliance with contractual agreements and procurement processes. This includes verifying that contract terms and conditions are being met, monitoring vendor performance, and ensuring compliance with procurement policies and procedures.

Compliance with procurement regulations and ethical guidelines is also emphasized.

7-Data Privacy and Security:

With the increasing focus on data privacy and security, project compliance operations include measures to protect sensitive information. This involves adhering to data protection regulations, implementing appropriate security controls, and monitoring compliance with privacy policies. Regular risk assessments and data security audits may be conducted to identify vulnerabilities and ensure compliance.

8-Environmental and Social Impact:

Projects may have environmental and social impacts that need to be monitored and controlled. Compliance operations involve assessing and managing these impacts in accordance with applicable regulations and industry standards. This can include monitoring and mitigating environmental risks, ensuring compliance with sustainability requirements, and addressing social responsibility concerns.

9-Health and Safety Compliance:

Project compliance operations ensure that health and safety regulations and standards are followed to maintain a safe working environment. This includes conducting risk assessments, implementing safety protocols, providing adequate training, and monitoring compliance with occupational health and safety regulations. Regular inspections and audits may be conducted to identify and address potential hazards.

10-compliance Retention and Archiving:

Compliance operations also involve maintaining proper documentation retention and archiving practices.

This includes storing project records, contracts, and other relevant documents in a secure and accessible manner.

Compliance with legal requirements for document retention and archiving ensures transparency, accountability, and the ability to provide evidence if necessary.

Measuring the efficiency of project operations compliance during the monitoring and controlling phase

1. Regulatory Compliance Audit Results:

Conduct regular compliance audits to assess adherence to relevant regulations and standards. Measure the number of compliance findings and the time taken to address them. Lower findings and quick resolution indicate better compliance efficiency.

2-Compliance Audits and Inspections:

Evaluate the findings, corrective actions taken, and the time taken to address compliance issues.

Continuous monitoring and improvement of compliance processes contribute to overall efficiency.

3- Compliance Training and Awareness:

Evaluate the effectiveness of compliance training programs and awareness campaigns. Measure the percentage of employees trained, their understanding of compliance requirements, and their ability to apply compliance principles.

Higher training completion rates and knowledge levels indicate efficient compliance operations.

4. Stakeholder Satisfaction:

Assess stakeholder satisfaction as an indicator of efficiency.

Conduct regular surveys or feedback sessions to gauge stakeholder perceptions of project operations and compliance efforts.

Higher satisfaction levels indicate efficient delivery of project objectives and compliance with stakeholder requirements

5- Compliance Incidents:

Monitor the occurrence of compliance incidents, such as data breaking , safety violations, or regulatory non-compliance.

Measure the number of incidents and their impact on the project.

Lower incidents and minimized impact indicate efficient compliance operations.

6-Documentation and Reporting:

1-Assess the completeness, accuracy, and timeliness of project documentation and reporting.

2-Measure the percentage of required documents and reports that are up to date and accessible.

H igher compliance with documentation and reporting requirements indicates better efficiency.

7-Lessons Learned:

- 1-Capture lessons learned throughout the project lifecycle, including the monitoring and controlling phase.
- 2-Reviewing and implementing lessons learned can lead to process improvements that enhance efficiency.
- 3-Analyze lessons learned related to project operations and compliance to identify recurring issues and develop strategies to address them proactively.



Thanks