Implement the project

Overview

All of your planning will be for nought if the plan is not implemented properly. In this resource we will look at the elements that lead to the successful implementation of a project: recruiting the right team, procuring resources, monitoring and assessing the project, and managing risk.

Key terms

Project Risk Management

Project risk management is a process that recognises, assesses and reduces risk in the life cycle of a project. Risk management should begin at the project definition stage so that assumed risks can be included in the project scope document.

Implementing workplace improvements

Plans work well when they are linked to realistic goals. They should not aim at achieving targets that have only a very small chance of being attained. Plans need input from all the stakeholders affected by the plans. That is, the people and groups affected in one or another way by the goals and targets set, for various reasons, including the implementation of improvements and innovations. There are always a number of stakeholders involved in implementing improved work practices. For example, stakeholders could include members of the following groups:

- employees
- their union
- managers
- customers
- suppliers.
The needs of all or most of these stakeholders must be considered when setting targets and planning the attainment of these targets. They may wish to make some contribution to the process or be involved in discussions because they may believe that they will be affected by the process. For example, deliveries to customers may be delayed as machines are reset for loading soap powder into improved packages. The changes will have an impact on suppliers and distributors while staff may be expected to work overtime during a changeover period.

Tasks

The important tasks for managers when developing and implementing plans for introducing workplace improvements include the following:

- **determine** whether targets are realistic
- **design** a plan
- **cost** the plan
- **consult** with all stakeholders
- **make changes** to the plan to accommodate the feedback received and reasonable concerns of stakeholders
- **monitor** the implementation process to ensure that everything is on target
- **ensure** that everyone is aware of progress and how their performance is impacting on others
- **ensure** that training is given to those who may need it in order to deal with new work methods.

Tip

Remember that improved work practices involve change. Change is never complete until everyone is working comfortably, efficiently and effectively within the new system.

The five main general management principles

**Planning** the objectives, work estimates, work schedules, and budgets to reach the project goal
Organising the people, initiating the activities, and assembling all of the necessary resources required to complete the work defined in the project planning.

Controlling the project, by tracking and monitoring the progress against the initial project plan.

Leading the project team and providing motivation for the team members.

Communicating, which involves defining and creating a reporting structure to ensure that all stakeholders and other interested parties receive timely and proper information during the life of the project.

Management activities during the project life cycle

As you previously learned, all projects have the same five general phases in their project life cycle. These are as follows:

- initiate phase
- plan phase
- organise phase
- control phase
- close phase.

During each phase we constantly use our principles of general management in a set of controlled steps and procedures to do the activities required during that phase. The following table will refresh your memory on the major activities that are required in each of these five general phases of a project life cycle.

You will probably remember that they are usually grouped into:

- planning processes and
- implementation processes.

In this worksheet we will be looking at the implementation processes and how the general principles of management are applied to those processes.

Table 1: Major activities that occur during each project phase (5 cols)

<table>
<thead>
<tr>
<th>Initiate</th>
<th>Plan</th>
<th>Organise</th>
<th>Control</th>
<th>Close</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define the overall project goal</td>
<td>Develop detailed task list</td>
<td>Procure necessary resources</td>
<td>Team leadership and support</td>
<td>Complete final deliverable</td>
</tr>
</tbody>
</table>
The organise phase

As you have just seen, the **five major activities** that must be completed in the **organise** phase of the project life cycle are:

- **procure** necessary resources
- **recruit** necessary personnel
- **organise** and **lead** the project team
- **assign** all project tasks
- **communicate** with stakeholders and all necessary parties.

These are **implementation** processes. The general management skills that we use most heavily in this phase of the project are, **organising**, **communicating**, and **leading**.

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<table>
<thead>
<tr>
<th>Initiate</th>
<th>Plan</th>
<th>Organise</th>
<th>Control</th>
<th>Close</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify all stakeholders, their needs and expectations</td>
<td>Estimate all task times and all costs</td>
<td>Recruit necessary personnel</td>
<td>Establish control tools and methods</td>
<td>Obtain stakeholder acceptance and signoff</td>
</tr>
<tr>
<td>Identify the project objectives</td>
<td>Arrange best sequence of all tasks</td>
<td>Organise and lead the project team</td>
<td>Monitor the project plan and make any necessary corrective actions</td>
<td>Document project results and achievements of team</td>
</tr>
<tr>
<td>Identify initial work and resources and basic milestones</td>
<td>Develop workable schedule and identify critical milestones</td>
<td>Assign all project tasks</td>
<td>Assess and implement change</td>
<td>Write and issue final report</td>
</tr>
<tr>
<td>Identify all constraints, assumptions and risks</td>
<td>Write detailed project plan and obtain approval from stakeholders</td>
<td>Communicate with stakeholders and all necessary parties</td>
<td>Prepare and distribute status reports</td>
<td>Conduct review of project lessons</td>
</tr>
</tbody>
</table>
Procuring resources

When the baseline project plan is approved there are many required resources identified. There are seven fundamental resource types that are required to implement almost any project. The actual quantity of each resource should be identified in the detailed work breakdown structure and schedules that make up the baseline project plan. The seven fundamental types of resource are:

- people
- money
- equipment
- facilities
- materials and supplies
- information
- technology

Always start with the people first! Other materials and facilities are useless without the right project team.

Recruiting the right team

As the project manager, you may not be solely responsible for determining who will be part of the project team, as organisational policy may dictate this to an extent. However, there are a number of factors to consider. Having already completed the project plan and schedule, you should:

- determine the skills required for each activity by developing a skills requirement list
- determine where the people will come from, existing internal or new external staff or contractors.
- select the right team members, either internally or externally
- assign activities to each team member
- establish an appropriate organisation of the project and chain of command.

Determining the skills required

Let's assume that you have already completed a work breakdown structure and a network diagram that list all activities to take place. It is now time to use them to develop a skills requirements list based on what is needed to complete each activity. Below is an example:
Table 2: An example of a skills requirements list (2 cols)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Skills required</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Problem definition</td>
<td>System Analyst-large financial systems</td>
</tr>
<tr>
<td>1.2 Analysis of current system</td>
<td>System Analyst-large financial systems</td>
</tr>
<tr>
<td>1.3 Current physical and logical dataflow diagrams</td>
<td>System Analyst-financial experience and experience in logically layering dataflow diagrams</td>
</tr>
<tr>
<td>1.4 Cost-benefit solutions</td>
<td>Systems Analyst-estimating cost of alternatives</td>
</tr>
<tr>
<td>2.1 Form design</td>
<td>Systems Analyst-Systems Design</td>
</tr>
<tr>
<td>2.2 Report design</td>
<td>Systems Analyst-Systems Design</td>
</tr>
<tr>
<td>2.3 Relational database design</td>
<td>Database Analyst-large financial relational databases</td>
</tr>
<tr>
<td>3.1 Prototype development</td>
<td>Programmer-Powerbuilder</td>
</tr>
<tr>
<td>3.2 Coding of forms</td>
<td>Programmer-Powerbuilder</td>
</tr>
</tbody>
</table>

As you can see from the above skills requirements list, the skills and resources required by a project are determined by the activities that need to be completed in the project.

**Think**

**What skills do you think you would need to implement a new HR policy or program?**

**Selecting the right candidates for a team**

You can compare a project team with any other team of staff that work together in a department. In selecting any staff, it is important that they...
have as many of the following characteristics as possible. These team member characteristics have been found to be successful regardless of the nature of the project. These include:

- **commitment** to the project goal and its completion
- **flexibility** in changing work activities from one task to another and varying working hours
- **technical competence**
- **being task-oriented** and able to work with schedules and resource constraints
- **being a team player**, and not self-oriented
- **ability to work across formal structure** and if necessary with two or more bosses
- **being open to suggestions**, and show a willingness to admit error and be corrected
- **knowledge and experience with project management tools.**

As a Project Manager you will also need to keep a **team member record**, which lists all project members, their skills, when they came into the project and when they left the project. This can be a document containing a table as seen below. You may use any software program that enables you to create tables, such as MS WORD or MS EXCEL.

Table 3: An example of a team member record (4 cols)

<table>
<thead>
<tr>
<th>Team Member Name</th>
<th>Skills</th>
<th>Date Entered</th>
<th>Date Departed</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Williams</td>
<td>analysis skills</td>
<td>12/3/01</td>
<td>9/12/01</td>
</tr>
<tr>
<td></td>
<td>project management skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>development of information systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>database developer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>project management skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beth Carillios</td>
<td>analysis of client requirements</td>
<td>15/4/01</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>technical documentation development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alan Peters</td>
<td>implementation supervisor</td>
<td>20/4/01</td>
<td>17/12/01</td>
</tr>
<tr>
<td></td>
<td>testing analyst</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employing external project staff in either permanent positions or as contractors, is all part of the procurement process. Procurement of staff is necessary when appropriate internal staff is not available.

**Team development**

As the project manager you are usually responsible for the management of all aspects of the project such as cost, resources, and deliverables. But just as important is the responsibility to the project staff to build a **cohesive and effective team**, by providing a positive and supportive working environment. Your people are the most important resource of the project, without them you will fail!

You must apply all of your principles of communication, leadership and organisation to build the best the team. It is your job to:

- listen
- support
- resolve conflict
- motivate
- train
- advise
- lead
- recognise and reward achievement
- communicate.

**Chain of command in a project**

**As the project manager, you are responsible for the full management of the project to make sure that all tasks are being delivered on time and within budget.**

You are responsible for maintaining quality and reducing risk factors throughout the project. You also have a responsibility to the team members to maintain a positive working environment. This is simple for small projects but becomes increasingly harder as the projects get larger. So for example, a senior analyst is hired in large projects to manage the analysts, a senior programmer is hired to manage the programmers, a hardware consultant is hired to look after the hardware specialists and so on. The project structure is relative to the size or the team.

This ensures the quality of work because rather than one person, ie the project manager, trying to ensure that all staff accomplish their tasks on time, the responsibility is now divided between senior staff members who
assume responsibility to ensure that staff are completing their work on time and within budget.

Assigning work packages

Once the key members team are in place and the structure is set up, you can start procuring the other resources that are required for the project and then assign the tasks and work packages to the team.

When we break down the project into the complete list of tasks we produce the work breakdown structure, or WBS. Each task usually consists of one continuous activity, for example the use of one piece of equipment, until the task is complete. A work package is assigned to an individual who has the authority and access to the resources needed to complete the task.

Work packages must be clearly documented providing a description of the tasks and resources that make it up. Work package documentation is standardised across the complete project and serves several purposes.

It informs all parties on the task and all predecessor tasks in sufficient detail, what the deliverables are, the expected completion date, and the relationship to other tasks.

It is presented in a format that can be used to record progress information that can be used for regular status reporting.

It serves as a clarifying reference for any conflicting issues that occur.

Scheduling of work packages always depends on resource availability and time constraints imposed by the project itself.

The project manager will usually schedule tasks to maintain a consistent use of manpower over the life of the project and try to avoid where possible times of peak activity.

The control phase

What about the control phase? Do you remember the five major activities that must be completed in this phase? To refresh your memory, they are the implementation processes listed below:

- lead and support the team
- establish control tools and methods
- monitor the project plan and make any necessary corrective actions
- assess and implement change
- prepare and distribute status reports.
We will look at each one of these briefly. Again, you can see that there is heavy reliance communicating and leading, but we now start to use controlling skills as we move into the project activities.

Team leadership

There are many textbooks on the subject of team leadership and leaders. It is beyond the scope of this topic to teach these skills, but it is important that you recognise the skill areas that you must develop to succeed as a project manager. You can successfully do all of the management parts of the project: planning, reporting, analysing and organising, but if you fail as a leader your project is also in danger of failing.

Team leaders can arrange discussions around the needs of the organisation for innovative ideas. They can introduce team members to techniques such as brainstorming that can help the innovative process. Team members should also be prepared for setbacks such as senior management’s lack of interest in their proposals. Poorly managed rejections can demoralise team members in a similar way to the demoralisation sometimes seen in sporting teams that have had a run of losses. Hence it is important that a team leader works with a team to find out why an idea was rejected, and discuss what they will do in the future. Teams need feedback so that they can do better in making future recommendations.

Studies have found that successful project managers have several common characteristics that make them successful. Successful project managers:

- are leaders by example
- are technically competent
- are decisive
- are good communicators
- are team players
- support their team members
- can stand up to upper management when necessary
- are visionaries.

Leadership styles

There is a wide range of leadership styles that are effective across many situations, but we will consider three basic styles that you can use to manage your projects:

- **People oriented leaders** develop rapport with team members and generate an open positive environment for the team.
- **Task oriented leaders** focus on getting the tasks decided, organised and assigned, as well as evaluating performance.
• **Reward oriented leaders** use meaningful rewards that correlate to the level of results and the person's efforts. These rewards can range from money to simple support and acknowledgment for work well done.

A successful project manager has the ability to vary the leadership style to suit to individuals and teams.

**Above all communication and visible involvement in all aspects of the project are important for you to succeed.**

Communicate clearly and regularly with all involved, and don't sit in the background of your office and lead by remote control. There is no such thing! Remember the following seven things and you will be successful as a leader:

- observe and take notes
- listen to people
- ask lots of questions
- remember that you don't know everything
- make decisions when they are needed
- delegate work that needs to be delegated
- don't be a control maniac - let people do what you hired them for.

**Think**

Have you worked in teams before? What made that experience successful - or unsuccessful? How much of that was due to the management of the team by the project manager?

**Establish project control tools**

As the project manager, you are responsible for **ensuring that the project goal and objectives are met.** This is done by controlling the project throughout the full project life cycle. Control is an ongoing activity, like quality assurance. Control can be achieved by **comparing** the planned status of the project to its actual status. If necessary you can take corrective action when necessary. You are responsible for the control of the human, financial and physical resources. Control is the process of modifying work, objectives and expenditure in order to complete a project successfully. This usually
involves making changes to the original plan, which is a normal part of managing projects.

The development of a project therefore is a cyclic process of monitoring, controlling and directing work.

Figure 1: An example of the cycle process of developing a project

Why are project controls necessary?

Project controls are usually designed to focus on the three major aspects of project measurements of cost, time schedules and performance levels, as well as managing change. Project controls are necessary to:

- **monitor and track progress**, by having in place a periodic reporting system that identifies the status of every activity in the project for the current reporting period as well as for the entire project

- **detect variation from plan**, by using exception and variance reports that provide information on activities and resources that vary from expected criteria
• **take corrective action** by examining alternatives, and modifications to the schedule and resource usage to correct any detected deviation from plan

• **assess, approve and manage change.**

**Controls in large projects**

In larger projects, reports that say everything is on target, on budget etc. are usually too long and boring to be read and digest.

Monitoring and control is usually achieved through:

• **exception** reports
• **variance** reports and
• **graphical** reports.

These assist in management decision making because they are in a concise format and are easy to read.

Once a significant variation from the plan is detected, the next step is to determine appropriate **corrective action** and timing of the action needed to get back on plan. This may be as simple as a resource reallocation to assist in a task completion, or it may be as complex as a complete rescheduling of the current phase to overcome a major equipment supply problem for example.

**Variance can be both good and bad.** For example being ahead of schedule at any phase and under budget is music to the ears of project managers and stakeholders. Positive variances usually allow some replanning that could bring the whole project in ahead of schedule, under budget or both.

Negative variance on task time is bad but in most cases this will only affect the project completion if the variances occur in tasks that are on the critical path.

It is very easy to get carried away and implement too many controls and associated reports. The project manager must balance the rigidity of a tightly controlled project with the need for flexibility and creativeness.

**Risk management**

**Risk** is a potential problem or constraint that may have an impact on the outcome of the project. It is important to understand the level of risk for a project at the start. Then we can put in place appropriate control and monitoring procedures to test the project at each phase. For example high risk comes about when:
• a similar project has not been undertaken before, thus limiting the history documentation that can be reviewed
• new technology is being developed
• many new staff and contractors need to be hired.

**Project risk management** is a process that recognises, assesses and reduces risk in the life cycle of a project. Risk management should begin at the project definition stage so that assumed risks can be included in the **project scope document**.

There are many textbooks written on risk management and it is beyond the scope of this topic to cover it in any detail. We will introduce you to the concepts and terms so that you will learn a basic understanding of this area of expertise in project management.

### Types of risk

There are risks associated with each of the nine areas of project management expertise. They range from **poor task time estimation**, **insufficient cost budgets**, and **ineffective recruitment** of skilled personnel, to even **ignoring risk management** itself. There are many sources of risk but we will group them into two broad categories for the purpose of this topic. They are:

- **project risks**, which deal with the technical area of projects such as cost, time, materials, resources, and people
- **process risks**, which deal with the procedures, team work and communication, of the project.

**Think**

What might be some examples of risk in the following areas or expertise: cost management, time management, procurement management, and change management?

### Risk Assessment

Risk is part of projects and it is inevitable that you will have to deal with risk during the life of a project. Risk is a continuous factor and there should be regular review of potential risks. Risk assessment involves the following:
• identifying potential risks
• analysing risks
• prioritising risks.

A project risk database should be established to record details of the risk. An example of a risk audit log is shown below. It is used to gather information for the risk database and highlights at what stage various risks may arise. This database is reviewed regularly.

Figure 2: An example of a risk audit log.

![Risk Audit Log](image)

Risk Monitoring

Having completed a risk database, you can then develop contingency plans to prevent these risks impacting the project. The contingency plans include
allocating responsibility to team members to monitor and report on risk changing characteristics.

If risks become real issues, then these need to be monitored. Appropriate action must be taken to correct them and to bring the project back on track. The type of correction taken depends on the project, the impact and the style of management.

Assessing and implementing change

Change usually occurs in all projects but the most important aspect is that change must be controlled to make sure that the changes have a positive affect on the project. Without a rigorous and negotiated process to evaluate the need for and impact of changes, the business case and associated project plan can be disrupted, and so cause drastic rescheduling of tasks or even the entire project. In this context, changes can be internal or external.

- **Internal changes** are those that arise during project development due to misinterpretation of requirements, errors of principle or fact, estimation errors, project team member changes, invalid logic, or technical issues that could not be foreseen during the initial planning of the project.

- **External changes** arise through user or client department policy decisions, oversights, new ideas, requirements of other projects and so forth. These cannot be construed as being part of the original system specification.

Controlling change

Although it is likely that an internal change will be accepted as essential for control purposes, both internal and external changes must be treated in the same manner.

Sensible change control requires:

- that all changes are to be requested in writing and submitted on a trackable form for approval by change control team, which is usually made up of key stakeholders and the project manager
- identifying that a change is necessary and making sure that the change is beneficial to the project
- that changes to the product scope are reflected in the definition of the project scope document.
- the integrity of the performance measurement criteria—all changes must be reflected on the scope, time and cost lines
- determining that a change has taken place
- management of the actual change.
Control of change involves three key steps:

- request for change
- evaluation
- decision.

The request for change

All requests for change must be in writing no matter the source, otherwise control is lost.

The requirement is for a brief memorandum addressed to the project manager, which includes:

- the originator's name
- date of request
- description of the problem addressed
- description of the change
- justification for the change.

Evaluating the change request

The project manager liaises with other people, such as project team members or user professionals to evaluate the change. Evaluation should cover the following points:

- Is the change justified?
- If justified, is it essential that it be made at this time or could it or another feature be deferred until the post-implementation review phase at the end of the project?
- Does the change alter the business case of the project?
- Which tasks are affected? Those completed, in progress, or to be commenced?
- What is the estimate of duration and work effort required to implement the change?
- Will it require rescheduling of the project and/or extension of the completion date of the project?
- Will it require additional resources to carry out?
- Does the change impact across subprojects or systems?
- Does the change require an alteration to the project development strategy?
- Does it alter the complexity and risk of the project?
- What risks are involved, whether the change is implemented or not implemented?

The results of the evaluation and impact analysis should then be added to the memorandum requesting the change.

Decision and acceptance

In the first instance, the change is likely to be accepted if the project manager has no doubt that change should be made at this time, providing it will not require additional resources, alter the complexity, change the business case, and/or extend the completion date of the project. However, if one or more of these conditions is not met, reference must be made to a steering committee for further consideration.

If there is some doubt, or if the change is extensive, the project manager calls a meeting of interested parties, including the requester and evaluator of the change. At this meeting all aspects of the decision are discussed and a recommendation is made to proceed or act otherwise. This recommendation, in turn, may be referred to system and/or user department management for confirmation and approval by a steering committee.

**Decisions must be communicated in writing to the requester.**

Furthermore, the proposed change may be scheduled as a planned enhancement following successful system or product installation. Decisions at this level are considered final for the duration of the project to avoid wasteful re-evaluation of old issues.

Change control—an example

Let's now look at an example of change control in a project. Below is a simple change request form layout that could be used.
### Table 4: A sample change request form (2 cols)

**Change request number 152**

<table>
<thead>
<tr>
<th>Project name:</th>
<th>Flash!</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>15/2/2002</td>
</tr>
<tr>
<td>Requested by:</td>
<td>Rod McCleod, Sales and Marketing Manager</td>
</tr>
<tr>
<td>Phone:</td>
<td>(02) 9784-4501</td>
</tr>
<tr>
<td>Change requested:</td>
<td>Add a new report that lists customer preferences from the customer management database.</td>
</tr>
<tr>
<td>Reason for change:</td>
<td>To provide information to the marketing department to assist with product development.</td>
</tr>
</tbody>
</table>

### Table 5: A sample approval / denial details form (2 cols)

**Approval / denial details**

<table>
<thead>
<tr>
<th>Approved:</th>
<th>YES/NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditions for approval:</td>
<td>None</td>
</tr>
<tr>
<td>Approved by:</td>
<td>Luke Long, Project Manager</td>
</tr>
<tr>
<td>Date:</td>
<td>28/2/2002</td>
</tr>
<tr>
<td>Signature:</td>
<td>(L. Long)</td>
</tr>
<tr>
<td>Reason for denial:</td>
<td>Implement the project: Worksheet 19 2002_329_043 July 2003</td>
</tr>
</tbody>
</table>
Table 6: A sample impacts on project form (2 cols)

**Impacts on Project**

Technical: None  
Budget: $2800 increase  
Schedule: 2 days  
Outcomes: An additional report  
Other projects: None

The close phase

Now we turn to the close phase. Early in this topic you looked at the various activities in each phase. Do you remember the five main activities in the close phase?

They are the implementation processes shown below.

- complete final deliverable  
- obtain stakeholder acceptance and signoff  
- document project results and achievements of team  
- write and issue final report  
- conduct review of project lessons.

Why is a close phase necessary?

After the final deliverable has been completed, people need to be acknowledged for their achievements. Also, techniques and processes need to be reviewed and analysed by project managers so that they can be adapted and improved.

The following list details the tasks which must be done in this phase. The list includes the major activities already shown above. They are all necessary to bring the project to a final close.

- Obtain stakeholder acceptance and get final signoff, as stakeholders are the reason for the project starting and their signoff signals completion of the project.  
- Complete all contract commitments with clients, vendors and suppliers. This includes reports, payments, evaluations and letters.
• **Transfer ownership and responsibilities** if required. For example a new system is handed over to the business unit that uses it, and maintenance of the system becomes the responsibility of the software support group. This has to be formalised and documented.

• **Release all resources**, including staff, contractors, materials, and equipment. People are returned to their functional area or assigned new projects.

• **Complete the final accounting** for the project, including paying the bills and closing the books.

• **Document all results** and include recommendations for the future, and final status reports showing variations from original plan.

### Project lessons and issues

Completing a project deliverable does not mean that the jobs of the project manager or project team members are over. They need to complete **reports** concerning any issues they encountered and they need to include suggestions on how they feel these issues could have been prevented or better handled.

You will then review performance of the overall project against the original project plan, looking at resource usage, cost, timings, products. As well as performance criteria you will examine the issues that come out and that will benefit future projects through the lessons learned from the project that has just completed.

You will have to write a report called the **post-implementation report**, which outlines the following:

- The actual **deliverable**, compared with the deliverable described in the **scope document**, ie what variations if any, any costs that changed and the number of changes in required resources
- Whether the deliverable meets all the client requirements, its functions, and its potential impact on the department and organisation.
- When the changes to the deliverable can be scoped.
- The estimated costs to maintain the system.
- This report is handed to the key stakeholders and will be filed in the project file for others to access and view.

Adapted from TAFE Connect (2003) *Apply Skills in Project Integration 3655D* TAFE NSW; used with permission