Project Planning & Control

guidance, training and certification
Professional guidance, training and certification designed to help project managers implement effective planning, monitoring & control for increased chances of project success.

Approved training courses available globally via APMG’s network of accredited training organizations (ATOs).

Foundation and Practitioner level certification available.
Project Planning & Control

Planning, Scheduling, Monitoring & Control
Official guidance

Published by The Association for Project Management (APM)

Approved Training via Accredited Training Organizations (ATOs)

Accredited by APMG to offer approved training services

Certification Foundation + Practitioner

Syllabus & exams developed by APMG
Background / Introduction

- Planning, monitoring and control are critical aspects of project management.
  - Implemented effectively, project success rates can increase dramatically.
  - Implemented poorly, project scope, schedule and costs can quickly overrun.

- Effective project management requires effective planning and control, which requires:
  - The clear definition of the project;
  - A robust approach to planning the project;
  - Selection and use of appropriate scheduling techniques;
  - Rigorous monitoring that enables proactive control of the project;
Definitions

- **Planning**: Planning determines what is to be delivered, how much it will cost, when it will be delivered, how it will be delivered and who will carry it out.
  
  *APM Body of Knowledge, 6th edition, section 3.1.5*

- **Monitoring**: The recording, analysing and reporting of project performance as compared to the plan in order to identify and report deviations.
  
  *APM Body of Knowledge, 5th edition, Glossary*

- **Control**: Comprises of tracking performance against agreed plans and taking the corrective action required to meet defined objectives.
  
  *APM Body of Knowledge, 6th edition, section 3.1.2*

- **Earned Value**: A project control process based on a structured approach to planning, cost collection and performance measurement. It facilitates the integration of project cost and scope, time and cost objectives and the establishment of a baseline plan for performance measurement.
  
  *APM Body of Knowledge, 5th edition, section 3.6*
The challenge:

59% mostly or always create a scoping document as part of planning (41% do not!)

Change Control, Cost Management, Planning, Progress Measurement all listed as most difficult PM processes to embed

Planning identified as one of top 3 processes which, when applied well, add the most value

Lack of planning and lack of visibility of project status skills identified as one of the largest project management challenges

48% mostly or always baseline their project schedules

Source: Wellingtone State of Project Management Annual Report 2018

The challenge:

Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months...?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successfully met the original goals and business intent of the project</td>
<td>69%</td>
</tr>
<tr>
<td>Included project sponsors who were actively supportive of the project</td>
<td>62%</td>
</tr>
<tr>
<td>Finished within their initial budgets</td>
<td>57%</td>
</tr>
<tr>
<td>Finished within their initially scheduled times</td>
<td>52%</td>
</tr>
<tr>
<td>Experienced scope creep or uncontrolled changes to the project’s scope</td>
<td>52%</td>
</tr>
<tr>
<td>Project budget lost when a project fails</td>
<td>32%</td>
</tr>
<tr>
<td>Were deemed failures</td>
<td>15%</td>
</tr>
</tbody>
</table>

Q: Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to 3)

<table>
<thead>
<tr>
<th>Cause</th>
<th>Global Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in organization’s priorities</td>
<td>39%</td>
</tr>
<tr>
<td>Change in project objectives</td>
<td>37%</td>
</tr>
<tr>
<td>Inaccurate requirements gathering</td>
<td>35%</td>
</tr>
<tr>
<td>Inadequate vision or goal for the project</td>
<td>29%</td>
</tr>
<tr>
<td>Inadequate/poor communication</td>
<td>29%</td>
</tr>
<tr>
<td>Opportunities and risks were not defined</td>
<td>29%</td>
</tr>
<tr>
<td>Inaccurate cost estimates</td>
<td>28%</td>
</tr>
<tr>
<td>Poor change management</td>
<td>28%</td>
</tr>
<tr>
<td>Inadequate sponsor support</td>
<td>26%</td>
</tr>
<tr>
<td>Resource dependency</td>
<td>26%</td>
</tr>
<tr>
<td>Inaccurate task time estimate</td>
<td>26%</td>
</tr>
<tr>
<td>Inexperienced project manager</td>
<td>25%</td>
</tr>
<tr>
<td>Limited/taxed resources</td>
<td>21%</td>
</tr>
<tr>
<td>Inadequate resource forecasting</td>
<td>18%</td>
</tr>
<tr>
<td>Team member procrastination</td>
<td>13%</td>
</tr>
<tr>
<td>Task dependency</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: PMI Pulse of the Profession 2018
https://www.pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2018
Planning, Scheduling, Monitoring and Control
The Practical Project Management of Time, Cost and Risk

❑ Gives practical guidance on all planning aspects of preparing to undertake a project, executing a project, controlling its delivery to budget, time and quality, and delivering it safely.

❑ Published by The Association for Project Management, the UK chartered body for the project profession.

❑ Publication underpins the Project Planning & Control syllabus, courses & exams.

❑ APM’s first comprehensive set of guidance and best practice for project planning and control.

❑ An output of APM’s Planning, Monitoring & Control Specific Interest Group (SIG).

❑ Written to be accessible to all levels – from student to senior project management.

❑ Applicable to a wide range of industries and sectors.

❑ Based on practitioner experience from both customer and supplier perspectives.
What's in the publication?

1. Part One: DEFINITION
   Business Case / Scope management / Requirements management / Stakeholder management / Project familiarisation

2. Part Two: PLANNING
   Introduction to planning / Breakdown structures / Dependency management
   Health, safety and environmental / Cost estimating / Budgeting

3. Part Three: SCHEDULING
   Introduction to scheduling / Types of schedule / Schedule design
   Building the schedule / Communicating the schedule / Schedule review
   BIM (Building information modelling) / Agile

4. Part Four: MONITORING AND CONTROL
   Baseline / Performance reporting / Cost control / Short-term planning
   Change management / Risk Management / Forensic analysis

5. Part Five: RECORD KEEPING AND LEARNING
   Record keeping / Document management / Handover and closeout
   Lessons learned
Training and Certification
Project Planning & Control Syllabus

Four topic areas:-

❖ Definition
❖ Planning
❖ Scheduling
❖ Monitor & Control
## Project Planning & Control Exams

<table>
<thead>
<tr>
<th>FOUNDATION</th>
<th>PRACTITIONER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple-choice format</td>
<td>Objective-testing format</td>
</tr>
<tr>
<td>50 questions</td>
<td>8 questions (10 marks each)</td>
</tr>
<tr>
<td>50% pass mark (25/50)</td>
<td>50% pass mark (40/80)</td>
</tr>
<tr>
<td>40 minutes</td>
<td>3 hours</td>
</tr>
<tr>
<td>Closed-book</td>
<td>Open-book (core publication permitted)</td>
</tr>
</tbody>
</table>
Training

Approved training courses available via APMG ATOs (Accredited Training Organizations) (RECOMMENDED)

APMG accredited processes, courseware and trainers.
ATOs offer a range of course options, from traditional tutor-lead to fully online.

Self-study is also an option.
Who is it for?

The guidance, training courses and supporting qualifications are designed for those involved in planning and managing projects, including:

- Project & Programme Managers
- Planning Managers & Engineers
- Project Control Managers & Engineers
- Cost Engineers
- Project Support
Benefits and learning outcomes

Successful candidates will be able to use, interpret or assess:

- The approaches and key products used to gain a clear definition of a project
- The approaches and techniques used to plan and close a project
- The selection and use of appropriate scheduling techniques and presentation of the outputs
- The management of risk in the planning, execution and evaluation of a project
- The practices and data used for rigorous monitoring to enable proactive control of the project.
- The basis for good record keeping, which also facilitates the virtuous feedback and learning cycle.
SUCCESSFUL CANDIDATES

#ShareYourSuccess

WITH A DIGITAL BADGE

apmg-international.com
Find out more….

www.apmg-international.com/ppc

https://apmg-businessbooks.com/books/project-programme-management/planning-scheduling-monitoring-and-control-practical-project
The APM Planning, Monitoring and Control (PMC) SIG was formed in 2012. The team is formed of Planning and Control experts from across the community, with a common vision to identify best practice and to share it with the membership of APM, and beyond.

The SIG prides itself with a can do attitude, providing speakers for APM events, branch evenings, national exhibitions, and other related organisations.

https://www.apm.org.uk/community/planning-monitoring-and-control-sig/
You may also be interested in….