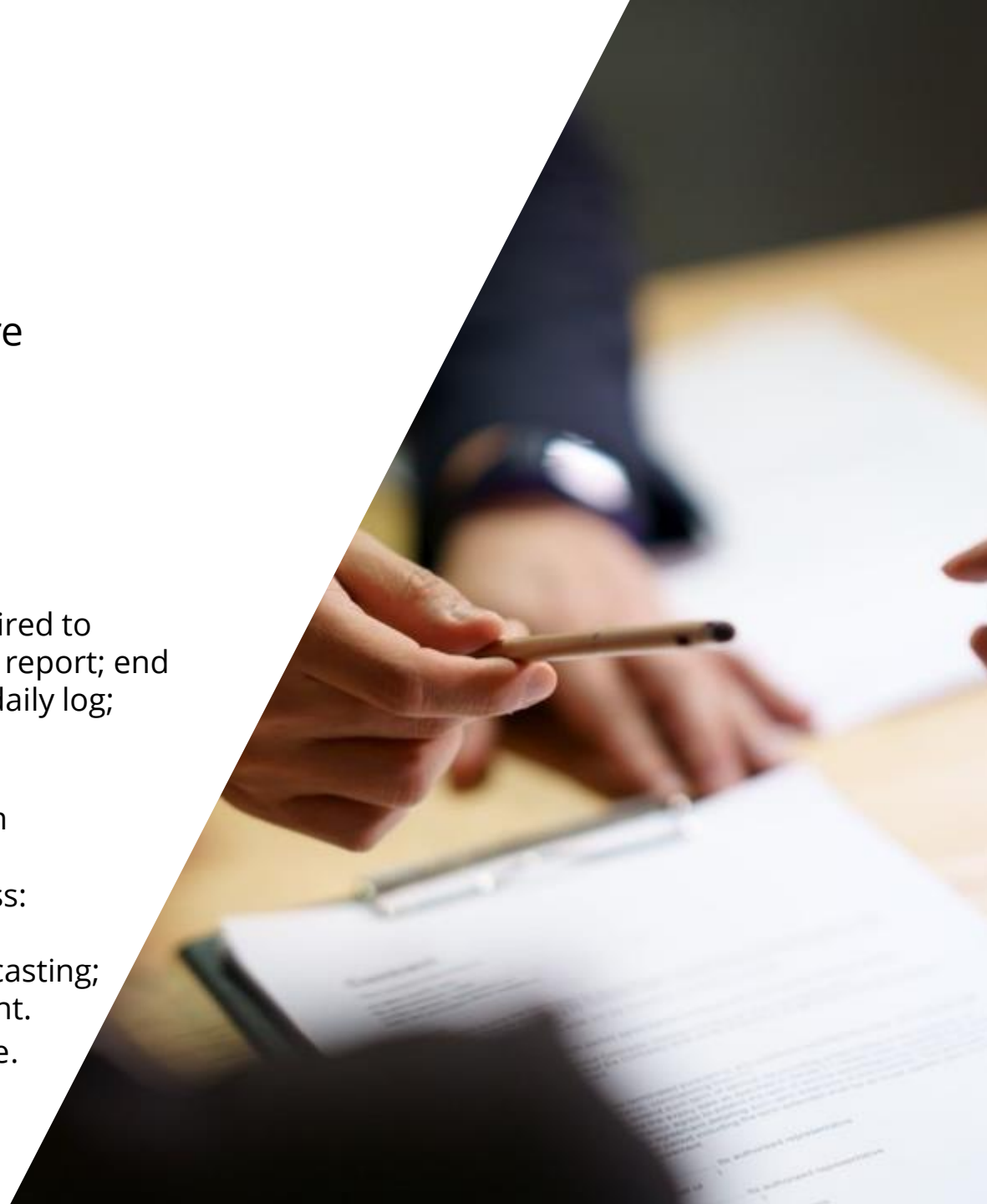
Progress


PRINCE2®
ACCREDITED TRAINING ORGANIZATION
PeopleCert ON BEHALF OF AXELOS

Syllabus

4. Understand the PRINCE2® practices and how they are applied throughout the project.
   - 4.7 Progress practice:
     - 4.7.1 Explain the purpose of the 'progress' practice.
     - 4.7.2 Describe the key relationships between the 'progress' practice and the principles.
     - 4.7.3 Explain the purpose of the key management products required to support the 'progress' practice: checkpoint report; highlight report; end stage report; lessons report; exception report; project log: daily log; project log: lesson register; PID: data management.
     - 4.7.4 Define key concepts related to the 'progress' practice: forecast; tolerance; exception; event-driven and time-driven controls.
     - 4.7.5 Describe the guidance for effective management of progress: tolerances for progress control; types of control; reviewing progress and lessons; reporting progress and lessons; forecasting; escalating; use of data and systems in progress management.
     - 4.7.6 Describe the PRINCE2® technique for the 'progress' practice.



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What you will learn

By the end of this topic, you will be able to:

- Explore and understand the purpose of the progress practice
- Know and understand key concepts relating to progress
- Know and understand the documents used for progress control
- Understand the PRINCE2® technique for progress management.

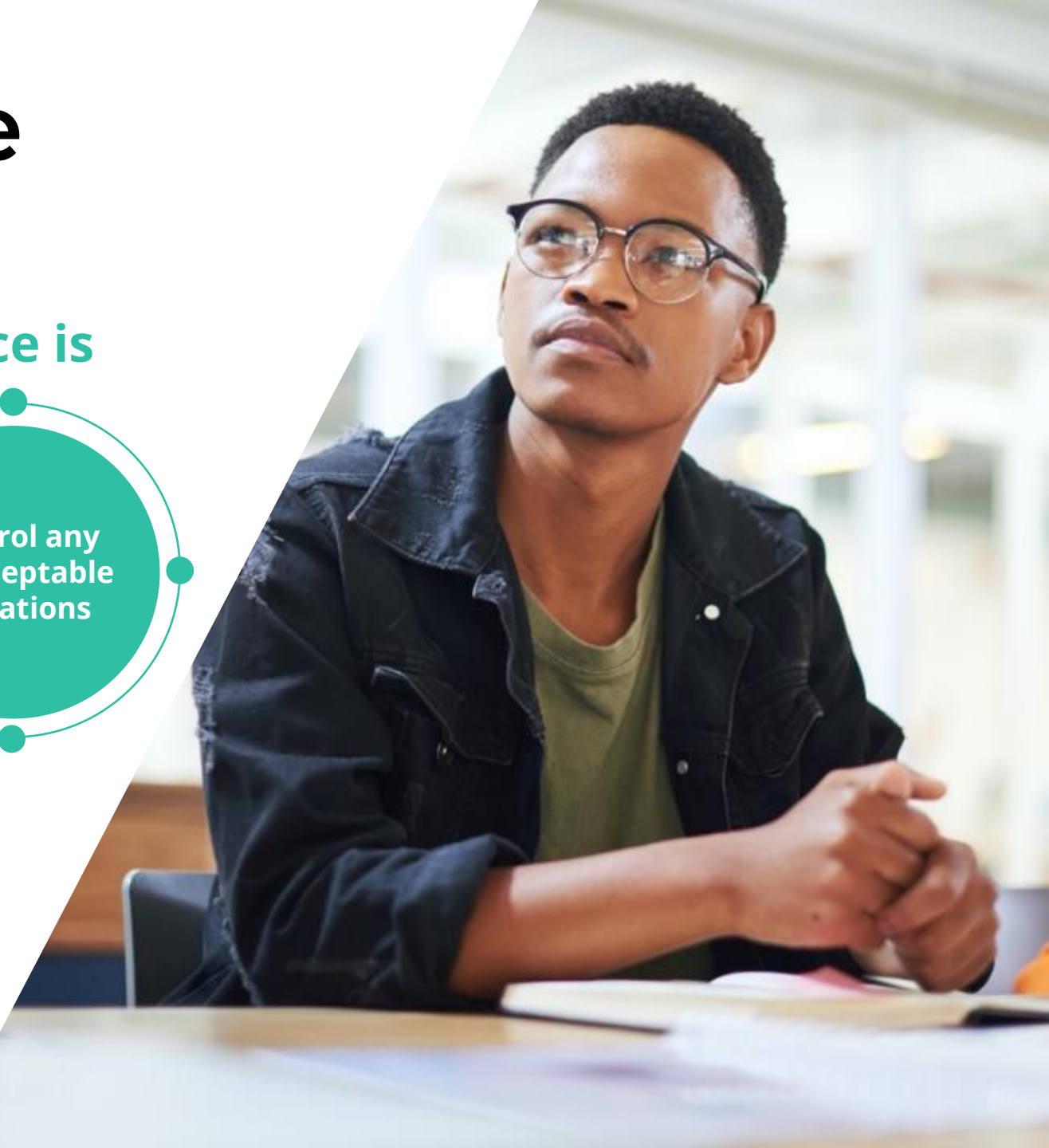


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The purpose of the progress practice

The purpose of the progress practice is to:

- Establish mechanisms to monitor and compare actual achievements against those planned
- Control any unacceptable deviations
- Provide a forecast for the project's objectives and continued viability



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Definitions

Progress

The measure of the achievement of the objectives of a plan

Forecast

A prediction made by studying historical data and past patterns

Exception

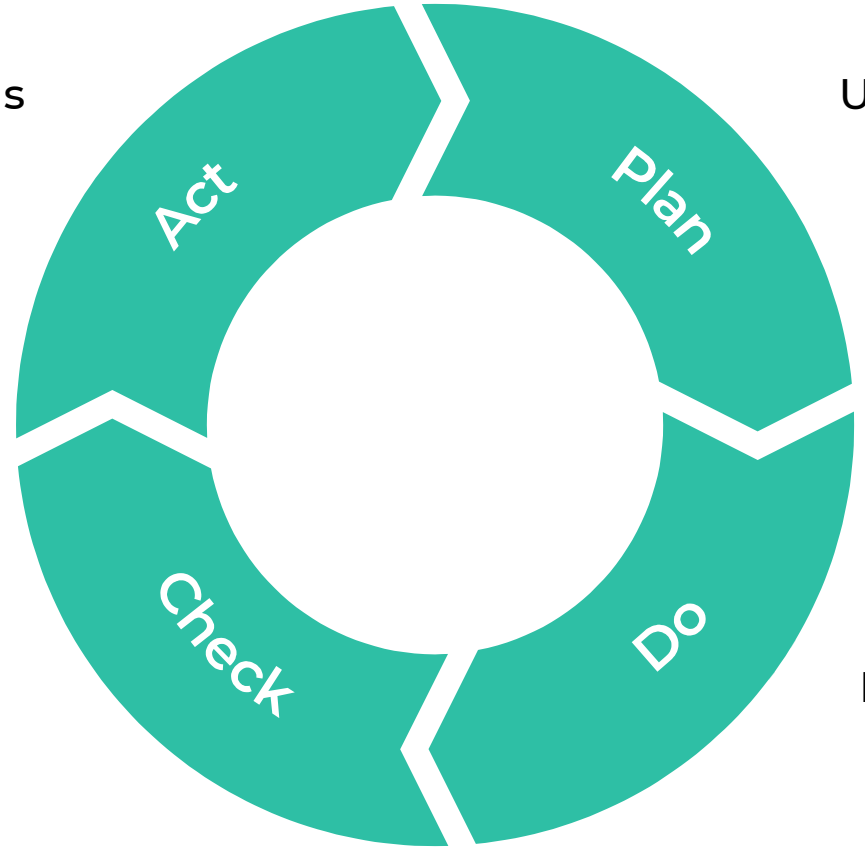
A situation where it can be forecast that there will be a deviation beyond the tolerance levels agreed between the project manager and the project board



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Effective progress management

Apply further actions
Continual improvement



Understand situation
What/how to respond

Validate results
Identify further actions

Perform specific steps

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Figure 11.1 Plan-do-check-act cycle



The seven types of tolerances



Benefits



Time



Cost



Risk



Sustainability



Scope



Quality



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Delegating tolerances and reporting progress

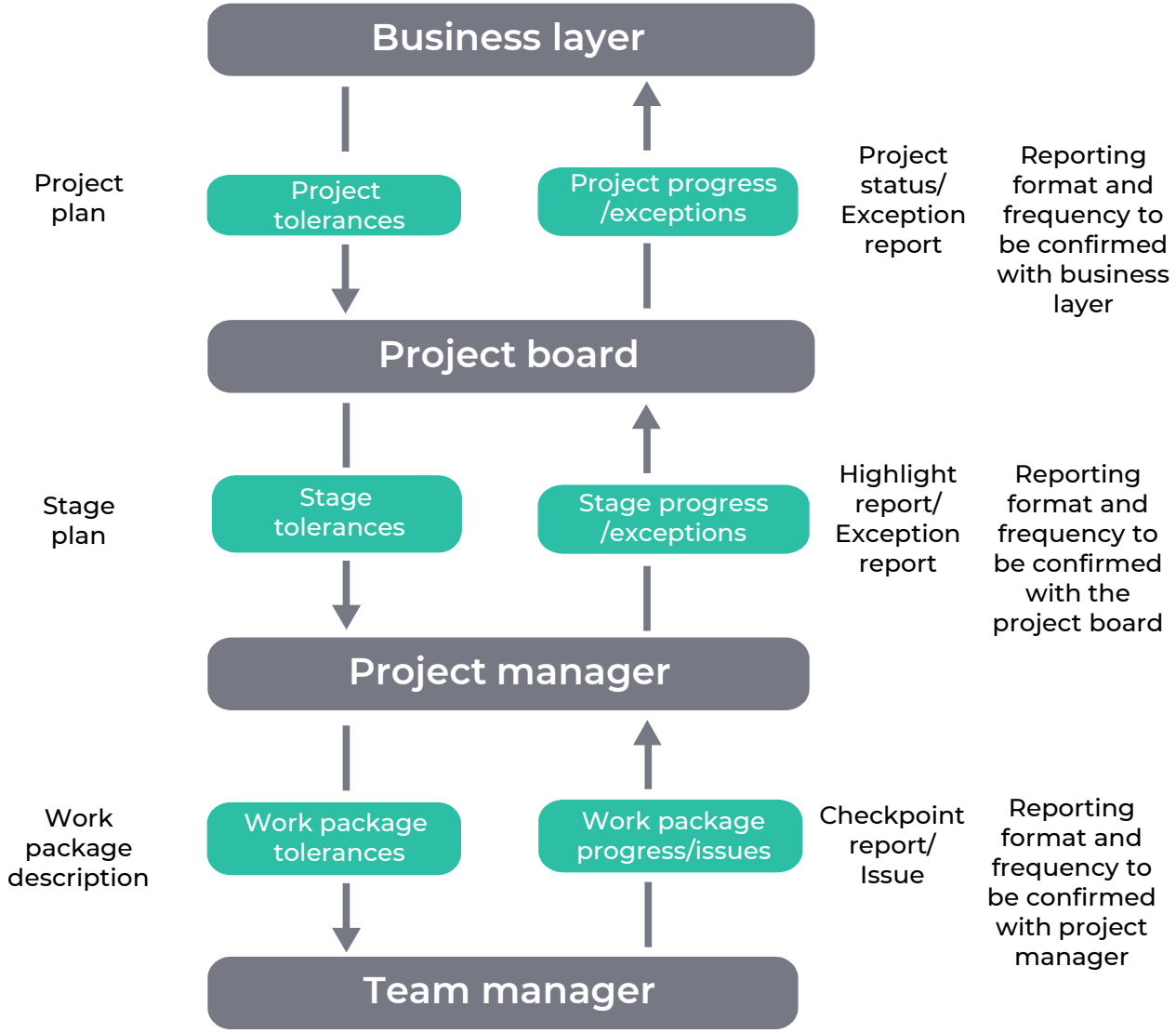


Figure 11.2 Delegating tolerance and reporting actual and forecast progress

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Types of control

Event-driven controls

Control (decision-making) is an event-based activity.

Time-driven controls

Monitoring and reporting requires a time-based approach.



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Lessons

A lesson is **information** to **facilitate the future** of the project or other projects and actively promote **learning from experience**. The experience may be **positive**, as in a successful test or outcome, or **negative**, as in a mishap or failure.

What did we expect to occur?

What actually happened?

What worked well and why?

What didn't work well and why?

What needs to be done differently or be repeated?



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Logs and reports mini quiz

Complete the sentences using log or report:

1. A **log** is an informal document.

2. A **report** provides a snapshot of certain aspects of the project.

3. How many logs does PRINCE2® have? **2**



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Reports in PRINCE2®

Frequency of reporting should reflect required level of control

PRINCE2® does not define report composition, format, or presentation



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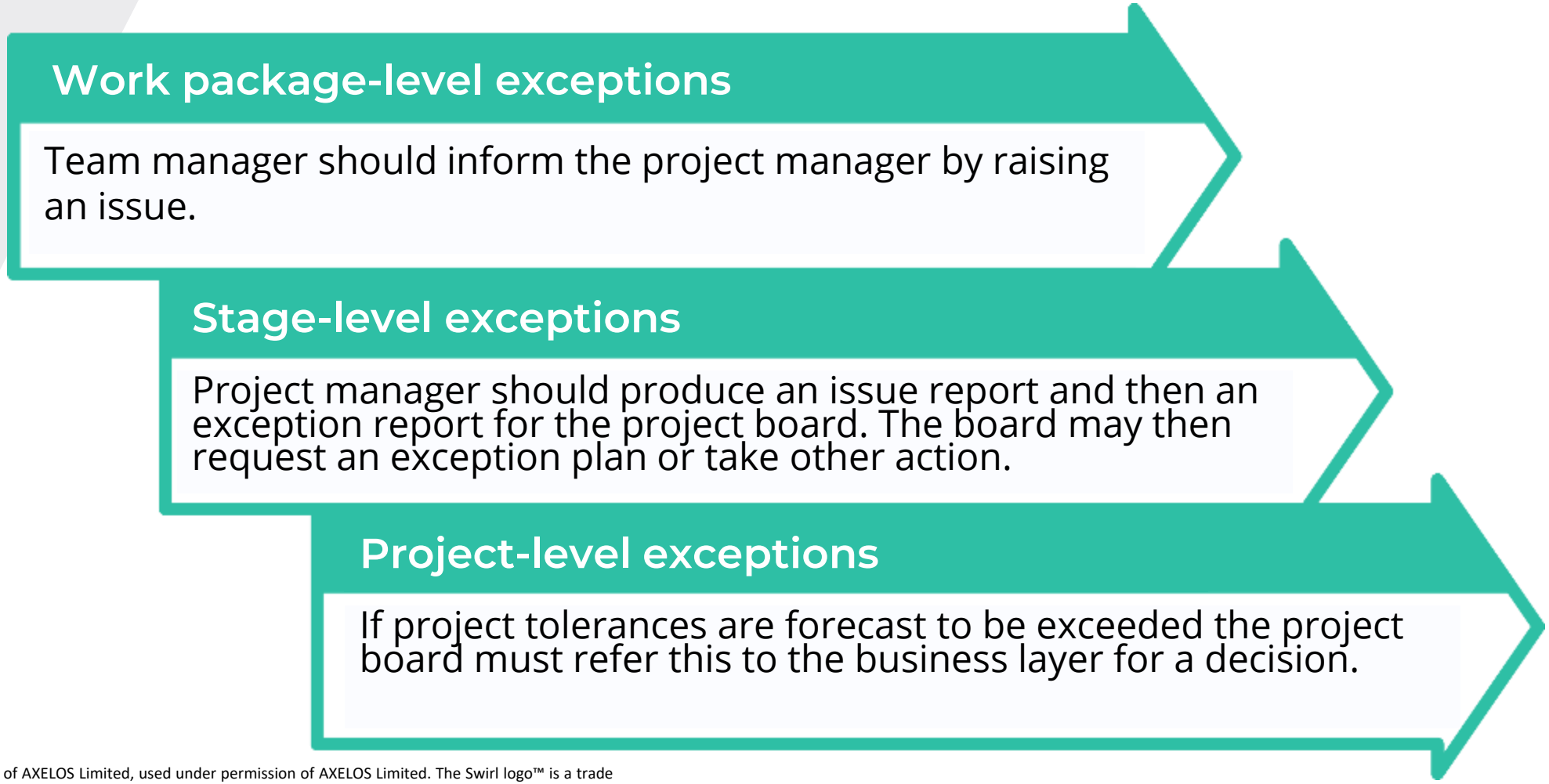
Forecasting

What role does forecasting play in progress and exception management?



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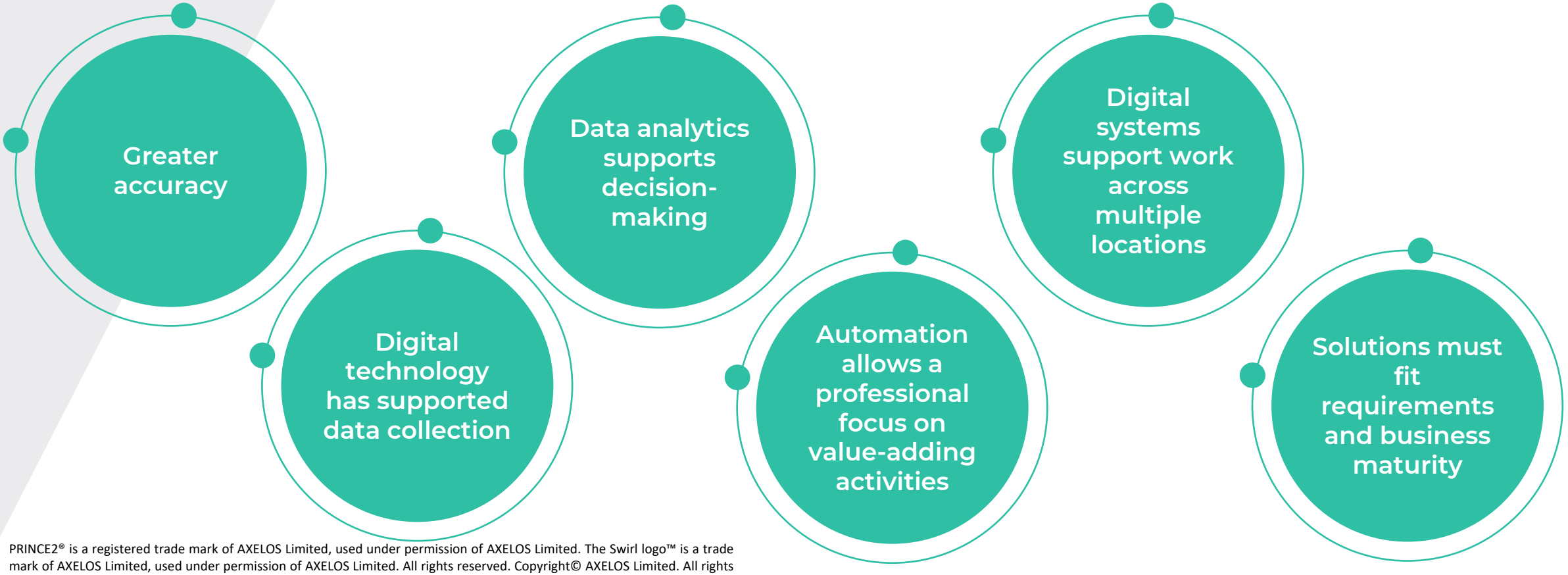
Escalating



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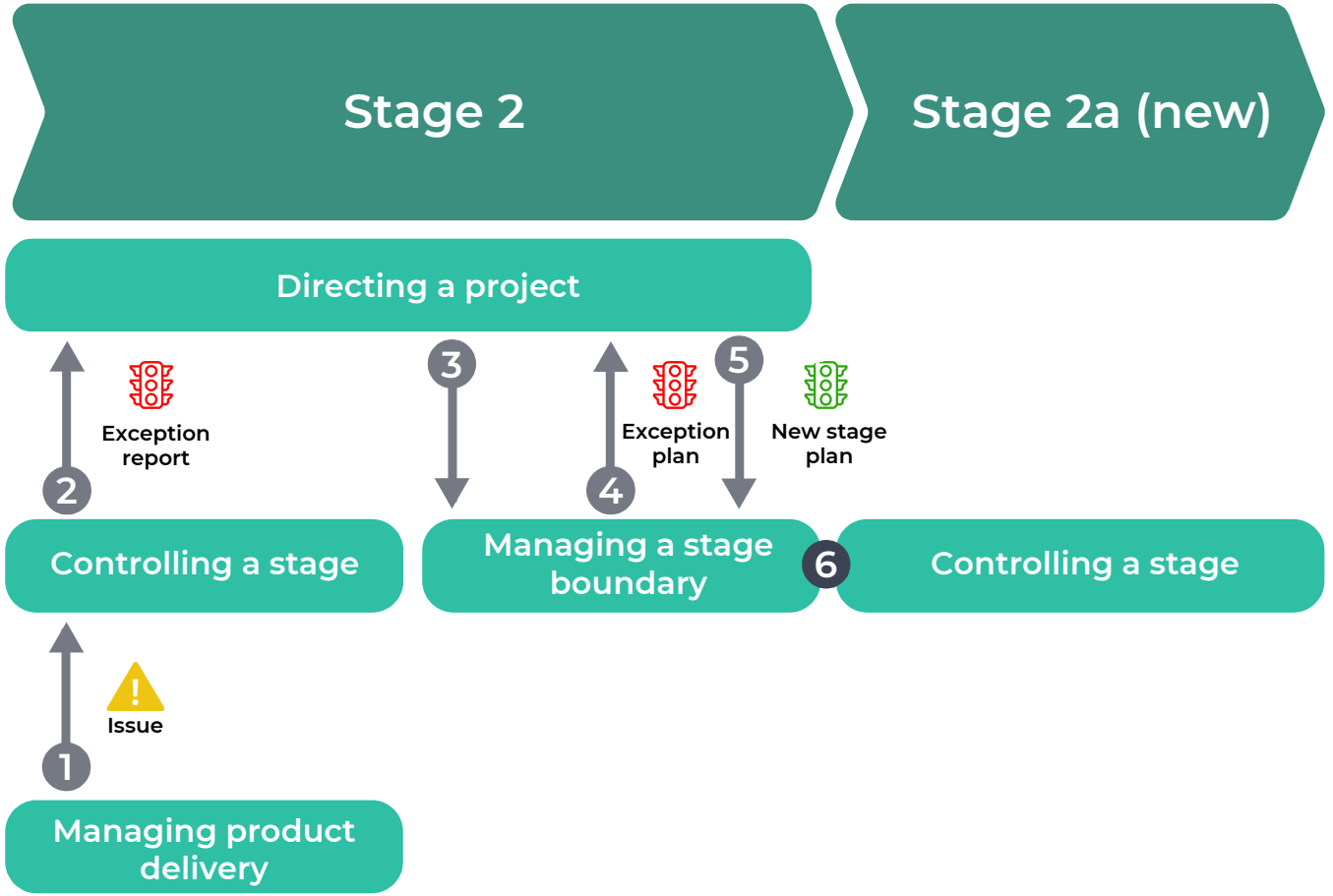
Use of data and systems

How do data and systems support progress management? What factors need to be considered?



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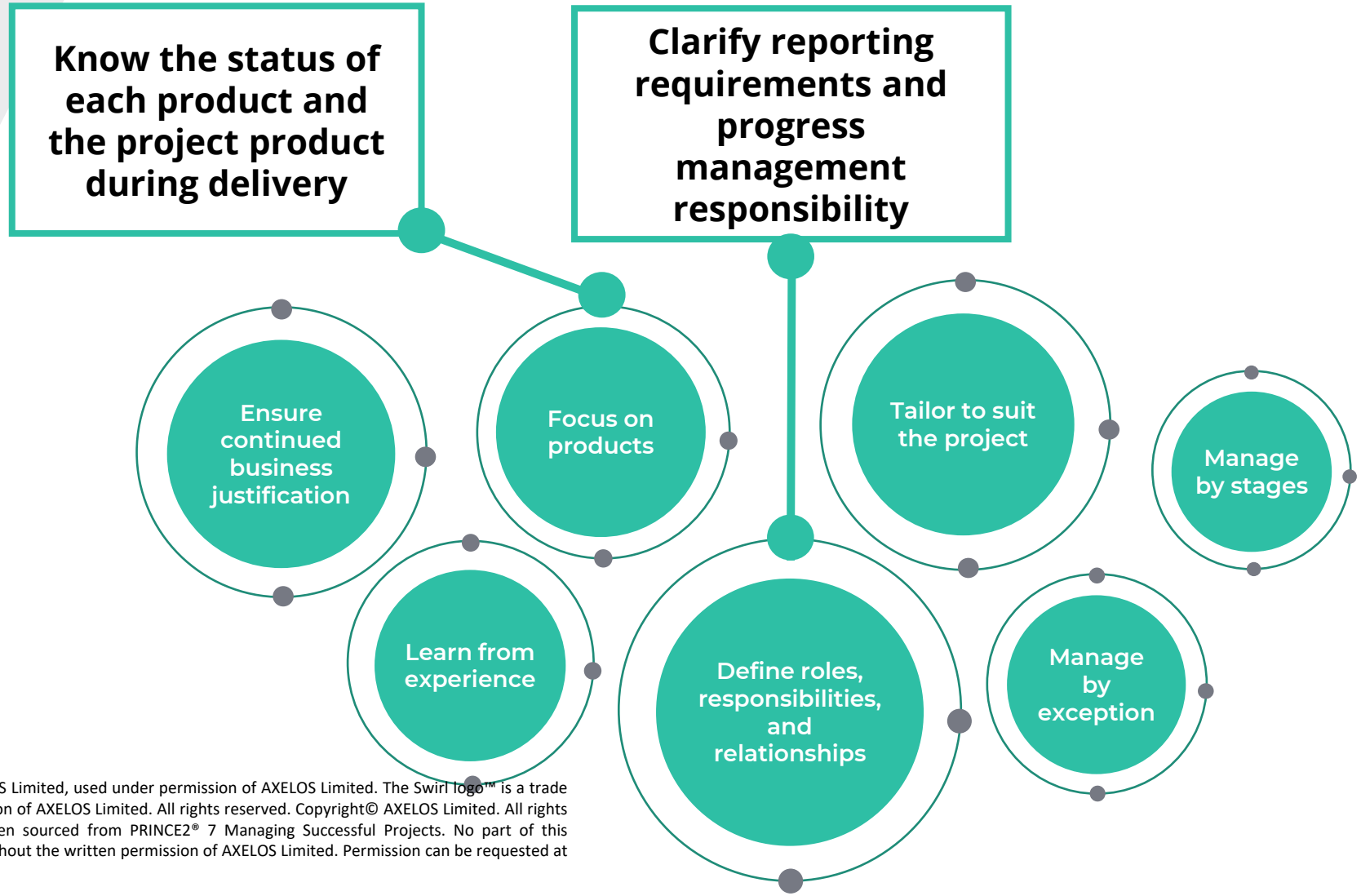
PRINCE2® technique for exception management



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Figure 11.3 PRINCE2® technique for exception management

Applying the principles



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Review

You should now know:

- The **purpose** of the **progress practice**
- **Key concepts** relating to **progress**
- The **purposes of documents** that can be **used** for **progress control**
- The PRINCE2® **procedure** for **exception management.**



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