

Monitor and control the delivery of an IT project

Overview

IT Project Management involves the competencies required to plan, execute and deliver, monitor and control all the activities and tasks required during an IT project to meet its stated objectives.

This standard concerns monitoring and controlling IT project execution to keep the project on track and taking corrective actions as required. This requires the project manager to act when the tolerances (time, cost, quality) are at risk of being exceeded. This includes checking project progress toward meeting its objectives, determining the cause of deviations from the plan and taking corrective actions to address deviations.

Performance criteria

You must be able to:

1. Monitor the status of IT project execution and delivery activities against tolerances
2. Develop project status reports defining project progress in line with organisational standards
3. Communicate the progress of the project to stakeholders in line with organisational standards
4. Re-plan the schedule of activities and/or allocate additional resources to maintain the project within tolerance limits
5. Manage agreed project changes in line with change control procedures
6. Monitor project income and expenditure to ensure project remains within budget
7. Assess project risks and take action to mitigate their impact on project outcomes
8. Deliver the IT benefits for the project in line with customer and stakeholder requirements

Knowledge and understanding

You need to know and understand:

1. The organisation's strategy, policies and standards relating to project delivery
2. The project control life cycle: including planning, monitoring achievement, identifying variances, taking corrective action
3. The need to implement corrective actions to bring the development of a product back on course if there are any deviations from plans outside set tolerance limits
4. The importance of tracking and monitoring changes to any aspect of project delivery or implementation
5. The procedures and guidelines for handling project change requests
6. The need to monitor resources to ensure that they are available when required
7. The types of corrective action that can be taken to address project deviations
8. The need to consider alternative measures to deal with deviations from the project plan that emerge during the course of a project
9. The content of project management progress reports
10. The procedures for gathering and communicating information on project progress
11. The importance of keeping management, project sponsors or stakeholders effectively informed about project progress

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