

GMP Dynamic Sourcebook - Appendix B: Project Initiation

B.2 Examples of Project Agreement Sections - B.2.b Project Management Section

Excerpt from the Project Agreement for the National Mall

Scope Change Control. Often public scoping reveals levels of controversy or new issues that require a project scope correction. Changes in scope include additions or deletions of primary products, expansion of public involvement to include additional newsletters, and additional public meetings, etc. Scope creep typically adds to what was originally scoped for a project. After project scoping has been completed and on a semiannual basis, the scope of the project will be reexamined to determine if the Project Agreement needs to be revised. Reexamination will occur in conjunction with NCR-DSC work sessions.

Schedule Control. Complex projects with many different players are likely to run into justifiable schedule delays. It is often hard to schedule meetings when most team members can participate. Cumulative small project delays result in changed schedules affecting team member's ability to balance the demands of this complex project along with other work. Unforeseen events and critical staff turnover can also adversely affect a project schedule. Unrealistic or unmet review times constitute the major culprit resulting in scheduling delays. The importance of consolidated review comments cannot be stressed too heavily. Roundtable reviews will be used periodically to ensure more efficient use of review time. Differing numbers of reviews depending on types of product will facilitate keeping the project on track. The schedule will be updated for semiannual work sessions, and changes affecting major milestones, such as publication date goals, will require a project agreement amendment.

Cost Control. Costs are difficult to estimate until public scoping is completed. After public and internal scoping has been completed, the cost estimates for the project will be reexamined to determine if the project agreement needs to be revised. The cost estimate will be updated for semiannual work sessions, and changes affecting funding requests will require a project agreement amendment.

Quality Control. Quality control begins with the planning proposal and this project agreement. Initial concept reviews for each product will be used to evaluate whether the project is on track and at an appropriate level of quality. Project feedback to the Project Executive from those in key positions will occur in conjunction for preparation of semiannual work sessions. Quality course corrections will be made. If quality corrections affect scope, schedule, or cost, the project agreement will be updated.