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## **Introduction**

Your comments on this draft are invited and will assist in the preparation of the consequent standard.

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# Project controls – Specification

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## Foreword

### Publishing information

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*Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.*

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## Introduction

Project controls provide managers and decision makers with the information needed to give instruction and direction, and to make decisions in a timely manner. Undertaking project controls enables project teams to collate data, generate reliable and timely information, identify trends and variances relative to a baseline and take timely and informed actions. Effective use of project controls therefore increases the likelihood of delivering successful outcomes and realizing the expected benefits.

Project controls apply from the assessment of an idea and its potential benefit, through delivery and into the application of the outputs, which could span decades after project outputs are first put to use. Requirements can be identified and delivered incrementally. Benefits are also realized incrementally both during and after a project.

*NOTE* Figure 1 shows a typical landscape for project controls.

Once the outputs are in use, operational data, research evidence, lessons learned and expert analysis can inform improvements to practice which, in turn, can be fed back to improve project controls practices and benefits realization. Project controls take into account both detailed analysis of the current situation and a longer-range view of what is likely to happen in future.

**Figure 1 – Project controls landscape**

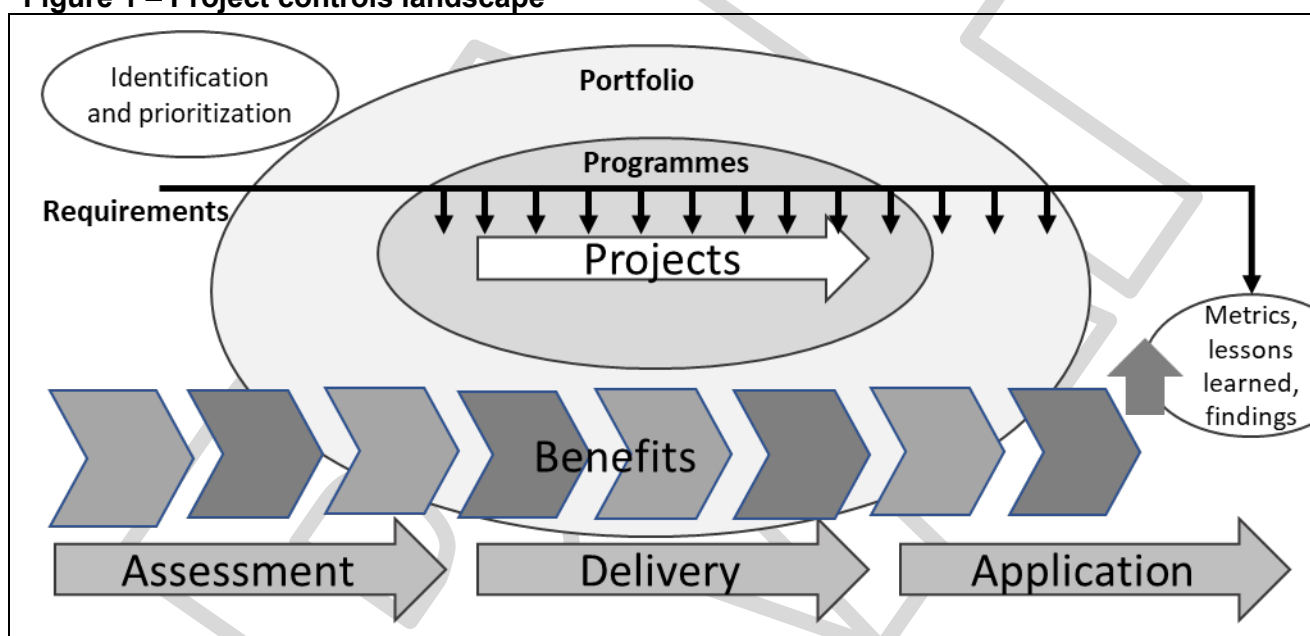


Figure 1 is intended to encourage stakeholders to recognize project controls can provide a full oversight of the project, spanning a life cycle from emerging requirements, through assessment and delivery, to application of project outputs and ongoing realization of benefits. The requirements line indicates evolution of the project and intended benefits. The benefits line indicates realization and assessment of benefits being delivered.

The implementation of project controls involves:

- design and establishment of the system for control at the required levels;
- application of controls throughout the project life cycle (including the comparison of realized benefits with intended benefits); and
- oversight of the performance of controls activities.

Requirements including intended benefits, and realized benefits, can be identified at any time before, during or after a project.

## 1 Scope

This British Standard specifies requirements for the design, operation and application of project controls.

This British Standard is relevant to all sizes and types of projects in different contexts, across all sectors or industries, including public, private and charities.

This British Standard is intended for use by those with direct responsibility for the design, operation and application of project controls, including:

- 1) higher level management responsible for governance and oversight;
- 2) project sponsors;
- 3) project managers;
- 4) managers of work packages;
- 5) project control specialists; and
- 6) those leading or working in project office and support roles.

## 2 Normative references

There are no normative references in this document.

## 3 Terms and definitions

For the purposes of this British Standard, the following terms and definitions apply.

### 3.1 baseline

agreed reference levels against which a project's plan or outputs are monitored and controlled

[SOURCE BS 6079:2019, **3.3**]

### 3.2 benefit

created advantage, value or other positive effect

[SOURCE: PD ISO/TR 21506:2018, **3.6**]

### 3.3 business case

documented justification to support decision making about the commitment to a project or programme

[SOURCE: PD ISO/TR 21506:2018, **3.8**, modified – the words “project, programme or portfolio” have been replaced by “project or programme”]

### 3.4 change control

activity for controlling the changes or deviation/waiver to the project after the formal approval of its configuration baseline

[SOURCE: BS ISO 21886:2019(en), **3.6**, modified – the word “product” is replaced by “project”]

### 3.5 configuration

traceable arrangement of parts or elements in a particular form or combination

*NOTE 1 In the context of a project, configuration management typically applies to the functional and physical characteristics of the outputs and their constituent parts and associated documentation. Configuration management can also apply to the relationships among the outputs and the project management documentation, such as project plans and contracts.*

*NOTE 2 See also BS ISO 10007 for guidance on configuration management.*

### 3.6 control

comparison of actual performance with planned performance, analysing variances and taking appropriate corrective and preventive action as needed

[SOURCE: PD ISO/TR 21506:2018, 3.13]

### 3.7 control cycle

process undertaken to carry out controls activities

### 3.8 controls

tools and techniques used to inform and enable control

*NOTE 1 Example 1: Functional analysis of need to validate objectives (see BS EN 17952).*

*Example 2: Earned value performance measurements for current status and look ahead forecast (see BS ISO 21508 and BS ISO 21512).*

*Example 3: Benefits realization reporting (BS 202002).*

*NOTE 2 Tools and techniques can be applied by higher level management at strategic level and by project controls resources at project level.*

### 3.9 corrective action

direction and activity for modifying the performance of work to bring performance in line with a plan

[SOURCE: PD ISO/TR 21506:2018, 3.15]

### 3.10 environmental responsibilities

prevention and alleviation of environmental damage that could be caused by the organization's activities and responsibility for seeking and pursuing opportunities for environmental regeneration

*NOTE E.g. greenhouse gas emissions, resource depletion, water use, land use, waste, and pollution.*

### 3.11 event

occurrence or change of a particular set of circumstances

*NOTE 1 An event can have one or more occurrences and can have several causes and several consequences.*

*NOTE 2 An event can be something that is expected which does not happen, or something that is not expected which does happen.*

*NOTE 3 An event can be a risk source.*

[SOURCE: BS ISO 31000:2018, 3.5]

### 3.12 forecast

look ahead

*NOTE 1 Example: A project team can assess multiple forward-looking projections of cost and schedule which can be analysed before determining a forecast for the work under study.*

*NOTE 2 A forecast is the result of a process of forecasting. A forecast can include elements of imagination and expectation to take into account emerging risk. A forecast is an expectation or prediction of future conditions. This look ahead records thinking about what can happen in the future and thinking about planning for these potential future scenarios. The process of forecasting could validate subsequent decision making to update a plan. Forecasting is a look ahead, taking into account multiple potential factors and scenarios which might affect the planned outcome. Forecasts are produced on the assumption that no changes are made to the plan to give a look ahead to validate or inform potential need for corrective action to the current plan.*

### 3.13 gate

decision point to confirm the outcome or recommendation of the project review and confirm readiness for next phase

*NOTE Gate is informed by the project and owned by the organization.*