

project planning and management series

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ACKNOWLEDGEMENT

The Project Planning and Management Series consists of a set of manuals and associated modules presenting practical approaches, tools and techniques for project planning and management. (See list on back cover). A product of the Government of Jamaica/USAID National Planning Project '1976-1980), the series was developed by the Project Development Resource Team (PDRT) of PAMCO for use in "action-training" workshops and reflects extensive experience in training and project development. All present PDRT members are contributing authors and have worked together in writing, revising and publishing the series. Special credits are due to Dr. Merlyn Kettering for design and development of the series; Dr. Bruce Brooks for writing final versions of many modules; Mrs. Marjorie Humphreys for assuming primary editing and production responsibility and for organizing draft papers into more useful materials; Mr. Lascelles Dixon, head of PDRT since 1979, for designing the cover and improving many of the illustrations; and Mrs. Christine Hinds and Miss Linette Johnson for typing the drafts and final manuscripts. Any comments on the series and its usefulness are welcome.

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MODULE 38

PROJECT FILES¹
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A. PREREQUISITES: None

B. DISCUSSION:

A good project file can cut down on management time and improve the efficiency of operations, the effectiveness of management and the appropriateness of decision-making information.

The creation of a project file will require the advice and supervision of a person with experience on filing for administrative and project systems. A project file must complement the filing systems of both the parent and other supporting and sponsoring organizations. Along with the creation of the file, there should be the establishment of a filing system which assures that all documents are properly classified and retained within the file. The project staff should be briefed and trained in the use of project files. Frequently, there is more information available that is used and project personnel may be unaware of what exists or how to gain access to it for problem-solving, problem identification, or background research on a project.

C. PURPOSE:

The purpose of this module is to assist project managers to develop a filing system that will assure that all pertinent information is continually available to him and other project staff.

D. USES:

There are a number of reasons for maintaining a good project file, including:

- when there is a change in the project manager or other key project staff members, the project file is an invaluable aid of achieving a rapid, smooth transition of assignment;
- when litigation occurs or is threatened, the project file provides the necessary and vital information for referencing all transactions and providing

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the background for relevant judgements;

- project conflicts and disagreements can be resolved by good documentation and filing in the project filing system;
- when similar projects are undertaken, the project file provides data which will be useful in project preparation and planning;
- project files are important for the project evaluation to be conducted upon the completion of the project;
- project files provide a continual documentation of the strengths and weaknesses of the project, indicating where improvements may be needed or where problems may lie as a part of the decision-making system.

E. PROJECT FILE OUTLINE:

The basic content of a project file will vary from project to project, and often must be tailored to the needs of a specific project and its associated organizations. In general, an outline of the project file may follow the format suggested below: 1

1.0 *General Project Information*

- 1.1 The project summary plan: scope, objectives, approach
- 1.2 Project appropriation requests (PAR)
(product development, capital facilities, data processing systems projects)
- 1.3 Research and development cases (R and D or product development projects)
- 1.4 Product plan (product development projects)
- 1.5 Contract documents (sales projects)
 - 1.5.1 Request for proposal and all modifications thereto
 - 1.5.2 Proposals
 - 1.5.3 Original signed contracts and modifications, and all documents and specifications incorporated in the contract by reference
 - 1.5.4 Contract correspondence
 - 1.5.5 Acceptance documentation
- 1.6 Statement of work
 - 1.6.1 X Company
 - 1.6.2 Y Company

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2.0 *Management and Organization*

- 2.1 Key organization chart
- 2.2 Linear responsibility chart
- 2.3 Key project personnel
 - 2.3.1 X Company
 - 2.3.2 Y Company
- 2.4 Project manager and key team member job specifications
- 2.5 Key functional managers and staff assigned to project
- 2.6 Policies and directives

3.0 *Technical*

- 3.1 Technical approach
- 3.2 System specifications
- 3.3 Component specifications
- 3.4 Production specifications
- 3.5 Drawings
- 3.6 Reports
- 3.7 Design review minutes
- 3.8 Production plans
- 3.9 Configuration status
- 3.10 Engineering change notices
- 3.11 Change control board minutes
- 3.12 Quality assurance
- 3.13 Reliability, maintainability, supportability assurance
- 3.14 Field service and engineering
- 3.15 Value engineering

4.0 *Financial*

- 4.1 Estimates
- 4.2 Budgets
- 4.3 Cost accounting reports
- 4.4 Project Profit and Loss statement
- 4.5 Contract status reports
- 4.6 Project chart of accounts
- 4.7 Billings and payment vouchers

5.0 *Works plans and schedules*

- 5.1 Project breakdown structure
- 5.2 Master schedule and milestone charts
- 5.3 Network plans or bar charts
- 5.4 Detailed schedules

6.0 *Work Authorization*

- 6.1 Work orders - internal
- 6.2 Work orders - other affiliated companies
- 6.3 Major purchase orders
- 6.4 Subcontracts

7.0 *Evaluation and Reporting*

- 7.1 Project evaluation reports and charts
- 7.2 Project evaluation meeting minutes
- 7.3 Management reports
- 7.4 Customer reports
- 7.5 Trip reports
- 7.6 Audit reports

8.0 *Communications*

- 8.1 Internal communications
- 8.2 External communications

9.0 *Project Security*

- 9.1 Work classification
- 9.2 Visitations
- 9.3 Clearance lists

Each project will require a system designed specifically with respect to the needs for information and the characteristics of the project.

¹*This paper presents the suggested format for a Project File System from Russell D. Archibald, MANAGING HIGH-TECHNOLOGY PROGRAMS AND PROJECTS, New York: John Wiley & Sons, Inc. 1976, pp. 177-179.*

Project Planning and Management Series.

MANUAL - I Planning for Project Implementation
MANUAL - P Project Planning
MANUAL - M Project Management
MANUAL - PF Pioneer Farm Implementation Planning

MODULES

1. Defining Project Objectives (Objective Trees)
2. The Logical Framework
3. Work Breakdown Structure
4. Activity Description Sheets
5. Project Organization
6. Linear Responsibility Charts
7. Project Scheduling - Bar Charts
8. Bar Charting for Project Control/Scheduling
9. Project Scheduling - Network Analysis
10. Milestones Description Charts
11. Resource Planning & Budgeting
12. The Role of PAMCO
13. Project Technology Analysis
14. Demand Analysis
15. Market Strategy Analysis
16. Project Area Analysis
17. Project Costs & Benefits
18. Project Profile
19. Financial Analysis
20. Cash Flow Analysis
21. Discounting
22. Net Present Worth Analysis
23. Cost-Benefit Analysis
24. Benefit-Cost Ratio Analysis
25. Internal Rate of Return
26. Social Analysis of a Project
27. Economic Analysis of Projects (including Border Pricing)
28. Financial Statements & Ratios
29. Project Selection & Ratios Analysis
30. Brainstorming
31. Decision-making System for Projects
32. Project Institutional Environmental Analysis
33. Ecological Analysis for Projects
34. Introduction to Contracts, Jamaican Contract Documents & Tendering Procedures
35. Selection & Use of Consultants
36. Project Documents for Planning & Implementation
37. Report Writing for Projects
38. Project Files
39. Formats for Pre-Feasibility & Feasibility Studies
40. Motivation of Employees and Personnel Evaluation
41. Design of a Project Management Control System
42. Evaluating & Forecasting Project Progress & Performance
43. Project Termination
44. Introduction to Lending Agencies
45. Organizing and Conducting Conference Meetings
46. Withdrawal of and Accounting for Loan Funds in the Financing of Projects