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REF: AIPM Presentation



About Me

- ▶ 15 years experience in project management
- ▶ Implemented systems in Construction, IT, Pharma, Engineering and Manufacturing
- ▶ Experience of UK construction industry working with Clients and Contractors
- ▶ Assisted in recovery strategies for many cross industry projects

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Getting Out of Trouble

**“Staying out of trouble beats
getting out of trouble”**

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Strategies for dealing with projects in trouble

▶ Prevention

- ▶ High Priority
- ▶ Not all strategies will work
- ▶ Key is to recognise problems before it is too late

▶ Intervention

- ▶ Most PM's not dedicated to figuring out how to get out of trouble
- ▶ Focus on building a sound project foundation

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Why do Projects Fail – IT – Standish Group

- ▶ Lack of executive management support
- ▶ Lack of user involvement
- ▶ Lack of experienced project managers
- ▶ Lack of clear business objectives
- ▶ Minimised scope
- ▶ Lack of standard infrastructure
- ▶ Lack of firm basic requirements
- ▶ Lack of formal methodology
- ▶ Lack of reliable estimates
- ▶ Lack of skilled staff

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Why do Projects Fail – Construction

- ▶ Lack of Planning
- ▶ Lack of Clear Roles & Responsibilities
- ▶ Lack of Change Management
- ▶ Poor Budgeting
- ▶ Lack of Progress Monitoring

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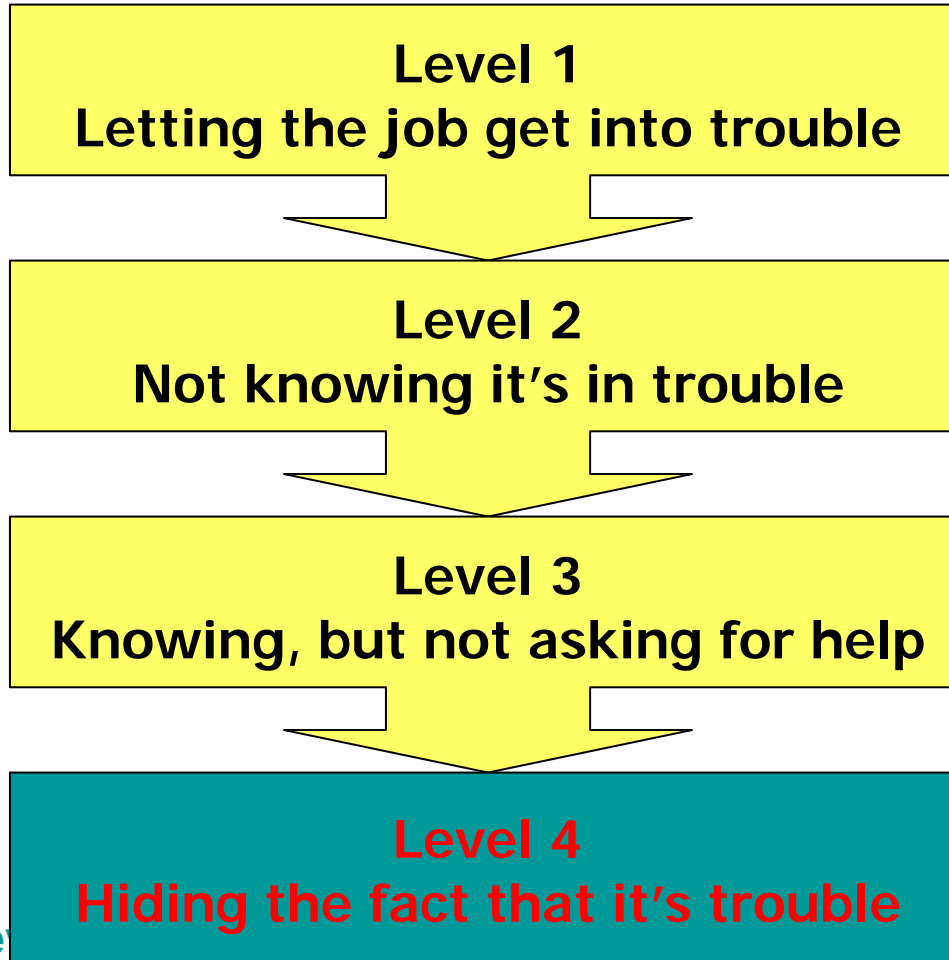
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Project Management Sins



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Not getting into trouble..

- ▶ The best is to not get in trouble in the first place of course.
- ▶ To do this:
 - ▶ We need to spend the time getting the **plan** right in the first place, and then
 - ▶ **Track** how we are progressing with the correct approaches, i.e. watch the correct ball.

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Elements of a Project Management Plan

- ▶ Vision/Goals
- ▶ Critical success factors
- ▶ Scope
- ▶ Schedule
- ▶ Financial plan
- ▶ Team organisation, resources, responsibilities
- ▶ Quality control process
- ▶ Change management process
- ▶ Communication plan
- ▶ Contingency/risk management plan

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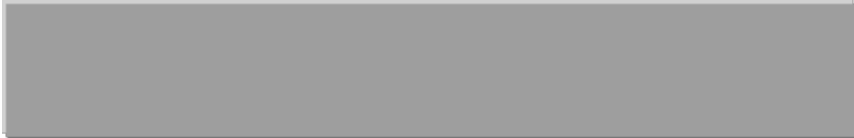
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WBS/ Scope of work

VAGUE

DETAILED



**Definition of Detail:
No Task Greater than *\$10,000***

**...or that a resource can accurately assign
time to**

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Work Breakdown Structure



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Client Responsibility Matrix



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Tracking Project Status via Earned Value

- ▶ Analyses the project plan, actual work and work-completed value to see if a project is on track. Earned Value indicates how much of the budget and time should have been spent, with regards to the amount of work done to date.
- ▶ Accurately gather % complete
- ▶ Accurately gather actual costs

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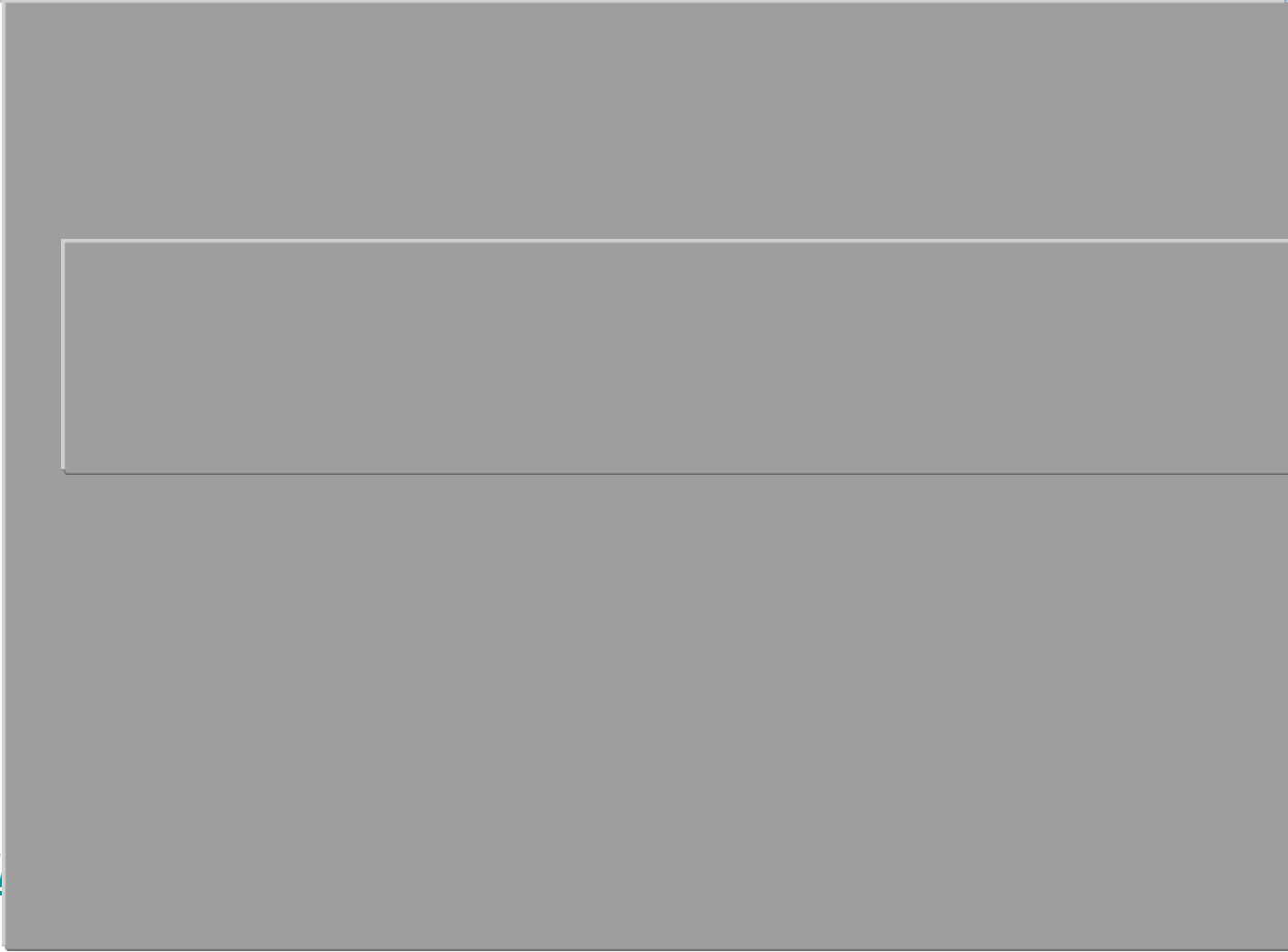
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Earned Value



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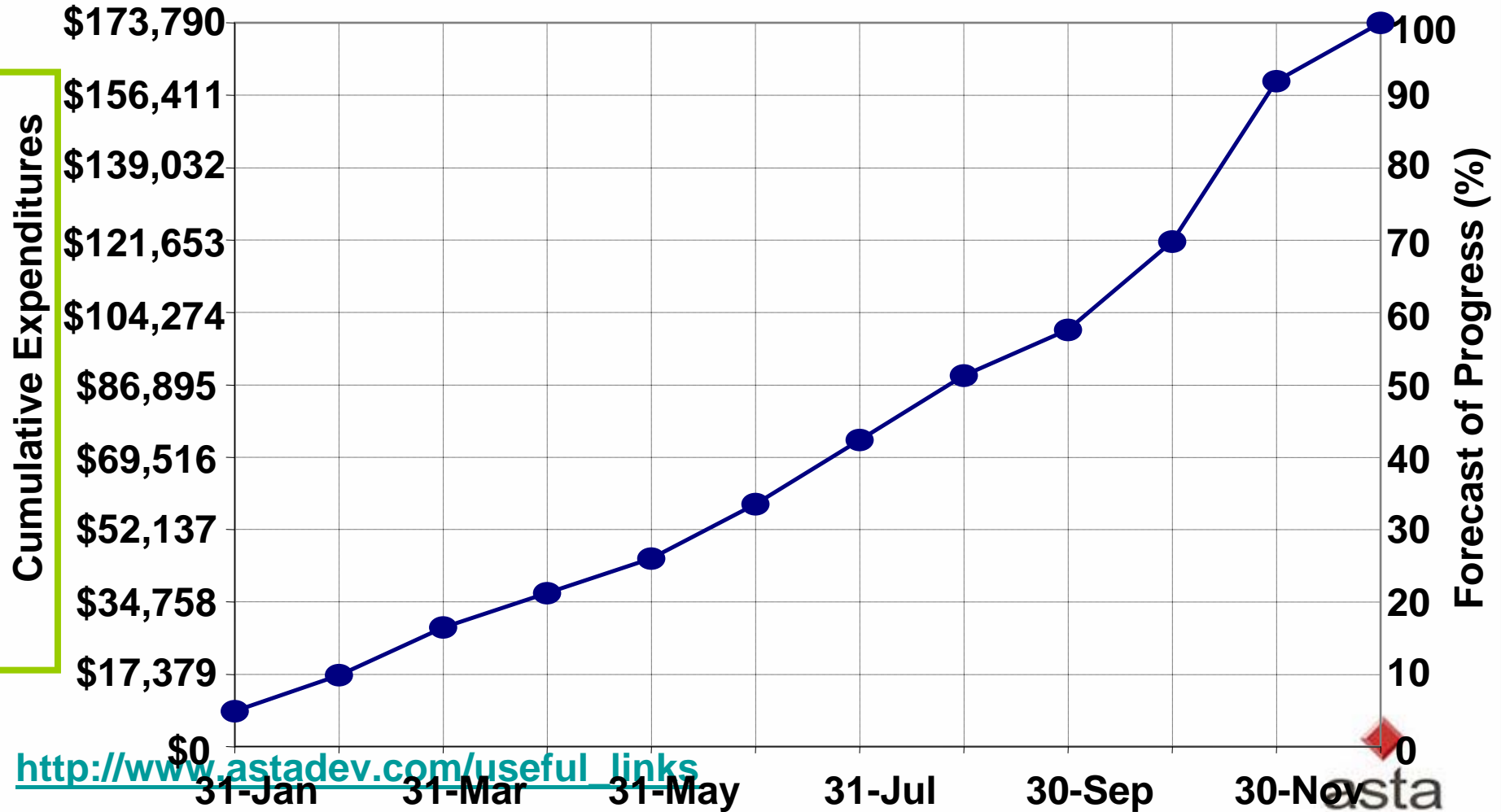
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Projected Expenditure and Progress

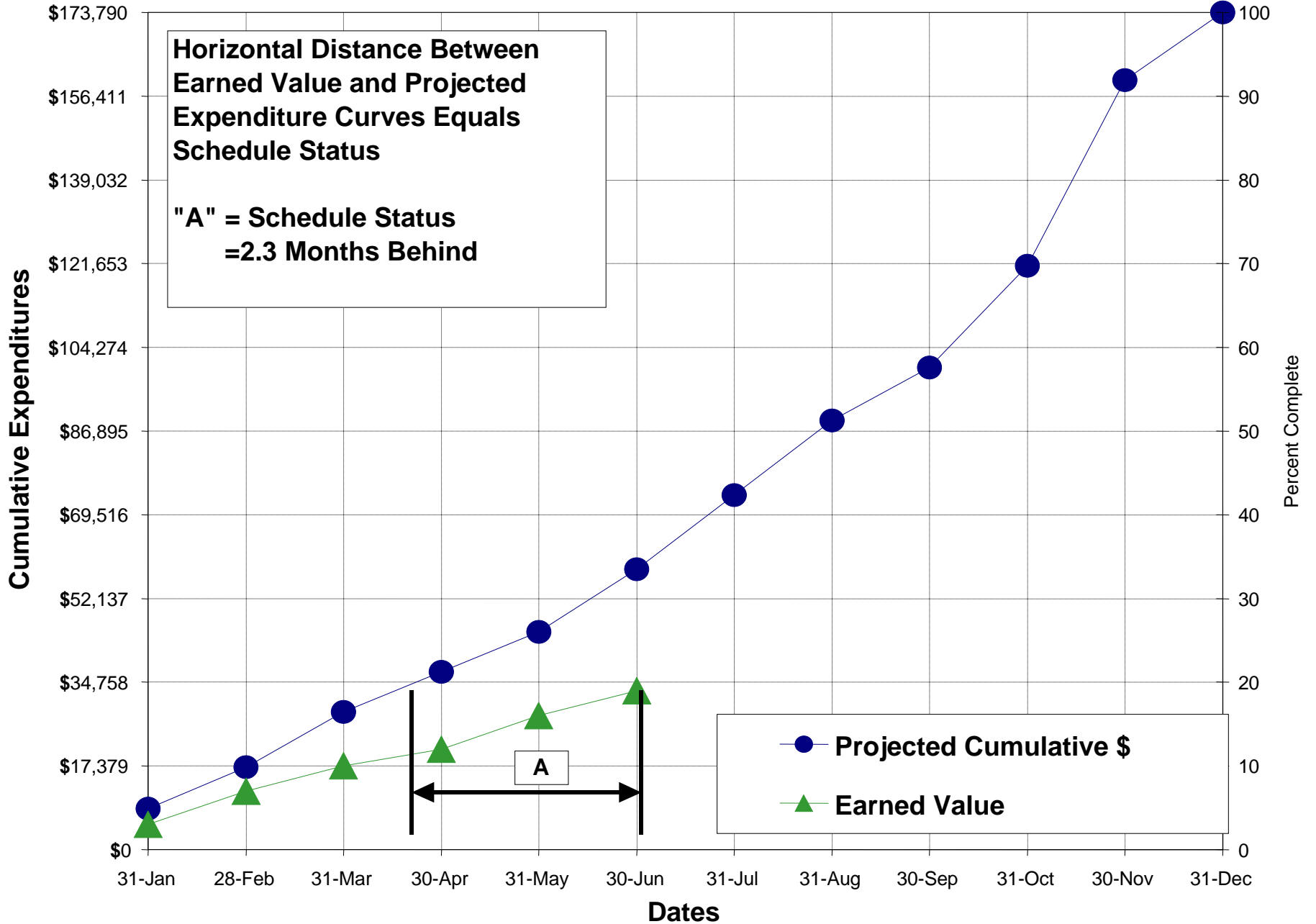


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Task Description	Task	Percent			Value
	Earned Budget		Complete		
A. Develop Background Data	\$13,140	x	65%	=	\$8,541
B. Conduct Case Studies					
1. Select Case Study Sites	2,920	x	100%	=	2,920
2. Prepare Briefing Documents	2,960	x	100%	=	2,960
3. Develop Data Management Plan	7,650	x	100%	=	7,650
4. Visit Case Study Sites	19,700	x	20%	=	3,940
5. Analyze Waste Samples	17,500	x	0%	=	0
C. Evaluate Costs for Case Studies					
1. Develop Cost Models	8,060	x	10%	=	806
2. Perform Preliminary Designs	10,860	x	0%	=	0
3. Estimate Costs	8,820	x	0%	=	0
D. Evaluate Potential for Treatment	4,420	x	30%	=	1,326
E. Assess Cost Impacts	5,260	x	0%	=	0
F. Evaluate Cost Impact Models	6,240	x	0%	=	0
G. Project Reporting					
1. Topical Reports					
a. Background Data	8,940	x	10%	=	894
b. Case Study Site Visits	8,940	x	0%	=	0
c. Waste Sampling	8,940	x	0%	=	0
2. Draft Report	18,100	x	0%	=	0
3. Final Report	7,940	x	0%	=	0
H. Project Management	<u>13,400</u>	x	25%	=	<u>3,350</u>
Totals	\$173,790				\$32,387

Total Project Progress: \$32,387 / \$173,790 = 19%

Project Schedule Status



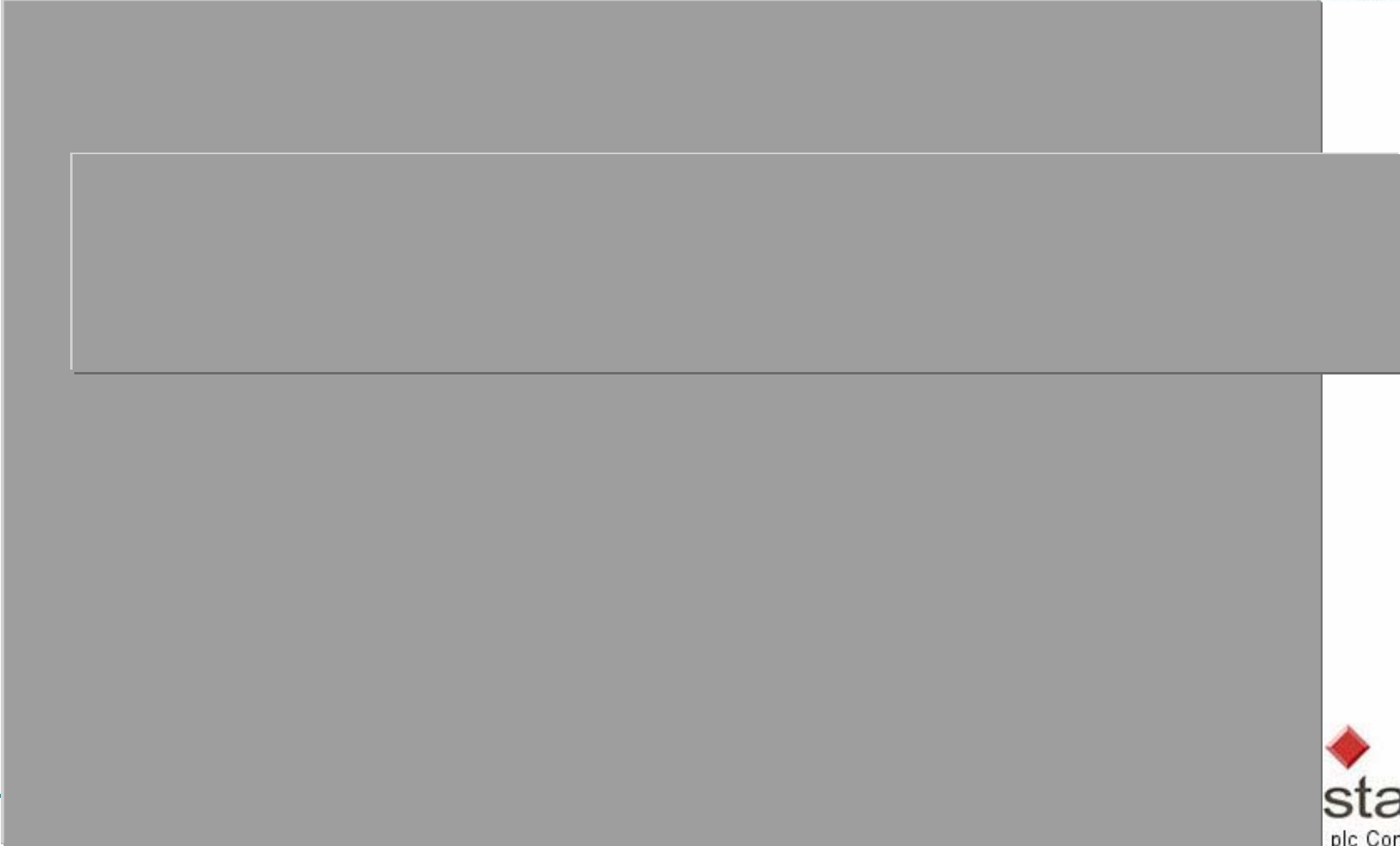
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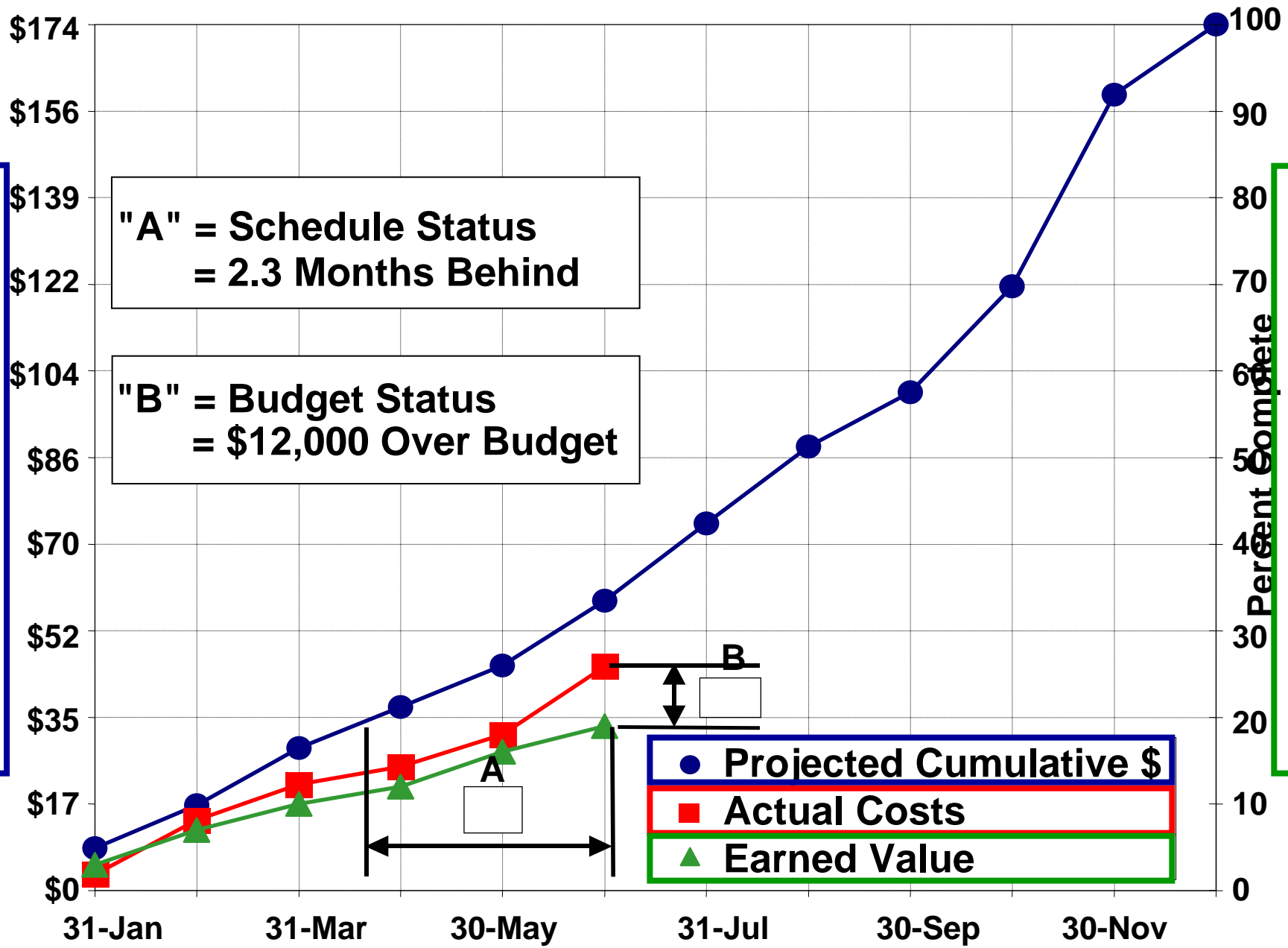
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Earned Value



Cumulative Expenditures (\$000)



"A" = Schedule Status
= 2.3 Months Behind

"B" = Budget Status
= \$12,000 Over Budget

- Projected Cumulative \$
- Actual Costs
- ▲ Earned Value

Percent Complete

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Monitoring Progress



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Monitoring Progress



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Managing change

- ▶ Define Freeze-Milestones and Client-Responsibility Matrix
- ▶ Document the change process in your PMP
- ▶ Always embrace client change with great enthusiasm
- ▶ DO NOT avoid the discussion on impacts to scope, schedule or budget
- ▶ Present the consequences of the change
 - ▶ Provide the client with alternatives
 - ▶ Make a recommendation where appropriate
 - ▶ Let the client decide on implementation!

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Change Management Plan

Project Title:	Project xyz
Client:	Pete's Contracting Co
Project Number:	PN 1234
Project Manager:	Sam

Change Management Plan

(insert contract change language in this area)

Contract Language

Identify Change:

Specify Change

Impact To:

Budget: _____

Schedule: _____

Other: _____

Overall Impact to Project

Individuals Endorsing Change:

_____	X
(name)	(signature)
_____	X
(name)	(signature)
_____	X
(name)	(signature)
Internal Approval	X
_____	(signature)
(name)	(signature)

Authorization to Proceed With Change:

_____ (A/E) _____

Date: _____

Client Approval

_____ (owner/client) _____

Date: _____

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Summary..Tools to keep us out of trouble

- ▶ Detailed Work Breakdown Structures
- ▶ Proactive client communication
- ▶ Earned Value Analysis
- ▶ Change management process
- ▶ Good and frequent progress monitoring

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Getting out of trouble

DON'T

get into trouble in the first place!

BUT

If you do.....

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Salvaging the troubled project

- ▶ Recognition Phase
- ▶ Assessment Phase
- ▶ Recovery Phase
- ▶ Signs that project is back on track

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Recognition Phase

- ▶ Major stakeholder recognises that the project is in trouble and officially requests support with an engagement letter.
- ▶ Internal score card indicates trouble

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How do we know if we are in trouble

▶ Score Card

- ▶ Project Schedule..actual v planned..% diff in days
- ▶ Milestones...% achieved on time
- ▶ Costs to date...% over or under budget
- ▶ Resources..actual v planned..% difference in staff/equipment

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How do we know if we are in trouble



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Assessment Phase

- ▶ Get your hands on all the relevant project documentation (scope, planning, specifications, etc.) and read it.
- ▶ Limit the discussions and findings to project issues, not what happened or by whom
- ▶ Initial scope v/s current + reason for change in scope (if any).
- ▶ Initial schedule v/s current schedule + reasons for schedule issues.
- ▶ Initial budget v/s money spend so far + reasons for budget overrun
- ▶ http://www.astadev.com/useful_links Current state of deliverables + initial estimation for completing them.

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Recovery

- ▶ Resolving project issues
- ▶ Re-establishing stakeholder confidence in the project
- ▶ Rebuilding the project team
- ▶ Regular communication
- ▶ Accurate and regular tracking of progress and costs
- ▶ Producing an achievable schedule and PMP
 - ▶ Revised Time Lines
 - ▶ Negotiating and updating project baselines
 - ▶ Revised Budget
 - ▶ Lessons learned so far

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Recovery

- ▶ Must NOT fail
- ▶ Subject to extraordinary scrutiny.
- ▶ Provides for broad fundamental change in scope, schedule and cost
- ▶ Will be shorter in duration
- ▶ Subject to tighter monitoring and scrutiny.
- ▶ Requires a greater and more frequent monitoring and reporting of progress

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End of Presentation