

Project Triage: Rescuing Troubled Projects

Course Code: 1320

Course Duration: 2 days

It happens to everyone: funding is cut, scope creeps and quality drops off. The question remains, how will you recover? This course provides a solid grounding in the fundamentals of project management and discusses how these fundamentals can be used to get a project back on track within its original objectives. Students will learn about the recovery development process, key recovery indicators, how to prepare a recovery decision package, how to plan and how to conduct project recovery. They will learn how to choose the right project manager for the recovery and how to establish a project recovery team that will facilitate the project recovery effort.

Course Description: This course is designed for people who have some project management experience and want to know more about the signs of project failure, how the organization can save it, the type of team that is necessary to pull the project together and the tools and techniques experienced project rescuers use to get the troubled project back on track. Through discussion and exercises participants get to practice the tools and techniques of project triage.

Topics List:

- Project recovery function model
- Roles of the recovery project manager and recovery team
- Assessing and identifying problem areas in the project
- Developing a project recovery plan
- Implementing the project recovery plan
- Lessons learned
- Updating routine and project recovery remedies

Outline

1. Rescuing Troubled Projects
 - a. Developing a project recovery function model
 - b. Identifying recovery indicators
 - c. Assessing project and identify problem areas
 - d. Defining a troubled project
2. Project Tolerances
 - a. Understanding project tolerances
 - b. Declaring success from a project perspective
 - c. Declaring success from an organizational perspective
3. Define and Plan the Recovery Project
 - a. Prepare recovery decision package
 - b. Assess project team and stakeholders
 - c. Determine who will lead recovery
 - d. Establish recovery team

4. Assess the Troubled Project
 - a. Verify trouble areas
 - b. Perform project assessment
 - c. Manage project issues
5. Develop a Recovery Plan
 - a. Develop project recovery plan
6. Activate the Recovery Plan
 - a. Manage communications issues
7. Measure and Monitor the Recovery Plan
 - a. Compile and record data
 - b. Track project cost, schedule and scope progress
8. Close Out Project Recovery
 - a. Lessons learned
 - b. Archive project records

Who Should Attend: Project managers, project engineers, business managers, functional managers, project team members, project team leads, contractors, PMO staff members.