

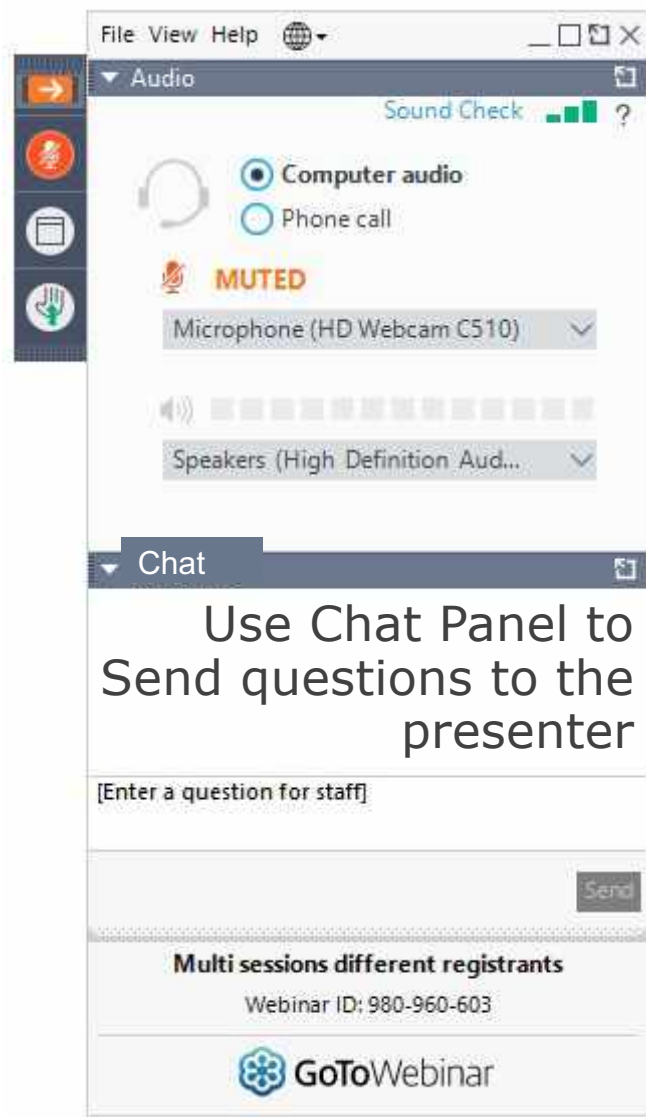


Project Management (Common Problems)



padraig.mccabe@dcmlearning.ie

Hide / Show Control Panel
Mute / UnMute
Control Slideview
Raise your Hand



The screenshot shows a control panel with two main sections: Audio and Chat. The Audio section includes a 'Sound Check' indicator, radio buttons for 'Computer audio' (selected) and 'Phone call', a 'MUTED' status with a microphone icon, a dropdown menu for 'Microphone (HD Webcam C510)', a volume slider, and a dropdown menu for 'Speakers (High Definition Aud...'. The Chat section contains the text 'Use Chat Panel to Send questions to the presenter', a text input field with the placeholder '[Enter a question for staff]', and a 'Send' button. At the bottom, it displays 'Multi sessions different registrants', 'Webinar ID: 980-960-603', and the 'GoToWebinar' logo.

Send to all

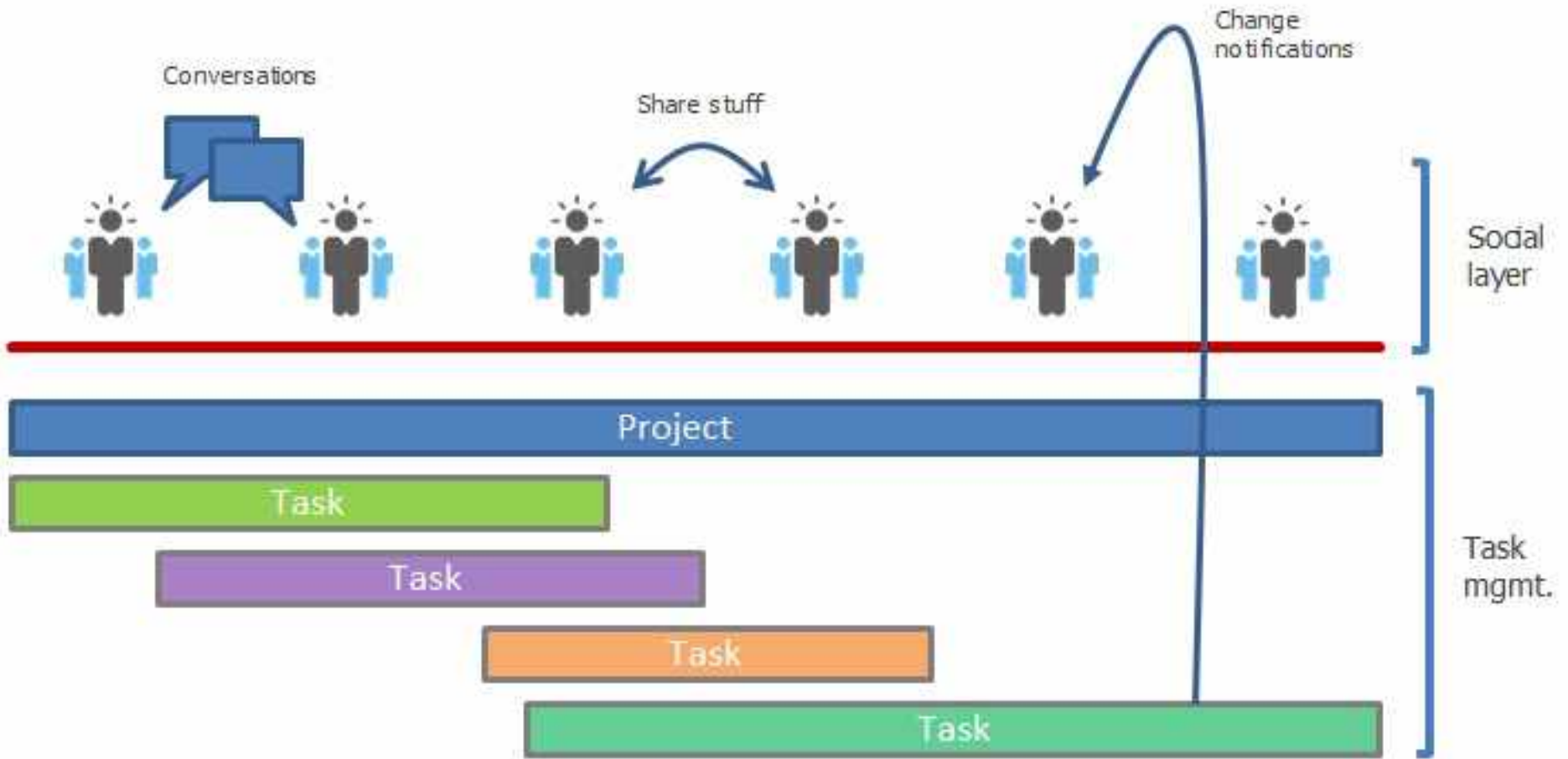


Project Baselines





Common Problems





Common problems

■ Lack of clear goals

■ Scope creep

■ Lack of communication

■ Budgeting issues

■ Schedule control

■ Activity Monitoring

■ Accountability ambiguity

■ Risk control

■ Stakeholder Management

■ Change Control



Lack of clear goals

■ Lack of project goals - Achieving a desired outcome (performance goal) at a specific end date (time goal) employing a specific amount of resources (resource goal).

■ To be used as a measure for goal achievement, performance goals must be clearly formulated and the degree of accomplishment verifiable.

Lack of clear goals





Scope creep

- Scope creep is a natural and expected phenomenon for any project. There are times when it can be beneficial but mostly the cons outweigh the pros.
- Scope creep is defined as a subtle deviation of the project from the original scope through the addition of new features.



Scope creep - Countermeasures

- Be proactive
- Prioritize your tasks
- Put a price on it
- Use technology
- Learn to say no



Lack of Communication

- Effective communication in project management is extremely important for a successful project.
- Miscommunication is also dangerous for project teams because it affects their teamwork.

Use a Communications Plan

Communication	Frequency	Goal	Owner	Audience
Email				
Project status report	Weekly	Review project status and discuss potential issues or delays	Project manager	Project team + project sponsor
Meetings				
Team standup	Daily	Discuss what each team member did yesterday, what they'll do today, and any blockers	Project manager	Project team
Project review	At milestones	Present project deliverables, gather feedback, and discuss next steps	Project manager	Project team + project sponsor
Post-mortem meeting	At end of project	Assess what worked and what did not work and discuss actionable takeaways	Project manager	Project team
TeamGantt				
Task progress updates	Daily	Share daily progress made on project tasks	Project manager	Project team



Budgeting Issues

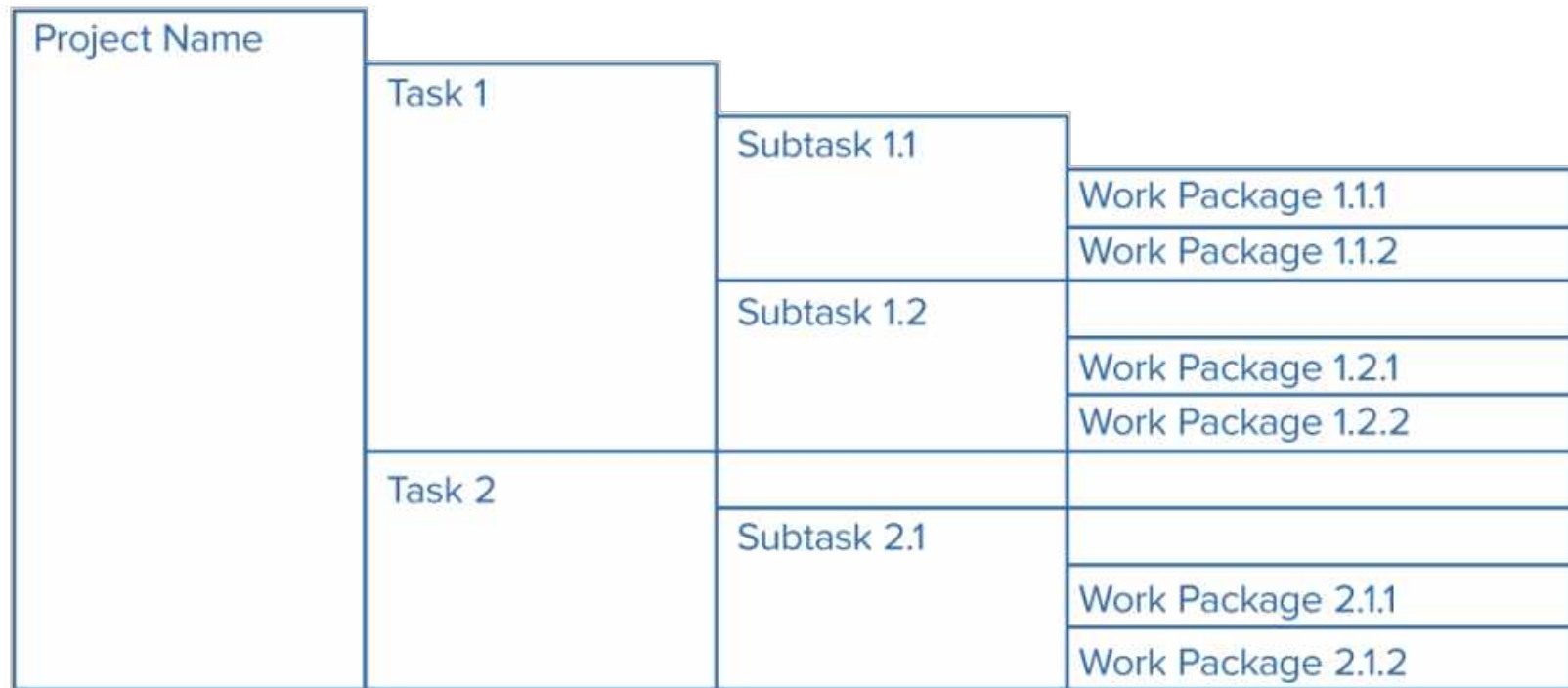
- Most managers consider financial issues as one of the biggest hurdles in effective project management.
- A study in 2020 revealed that >50% of managers report costs as the biggest project management challenge they face.



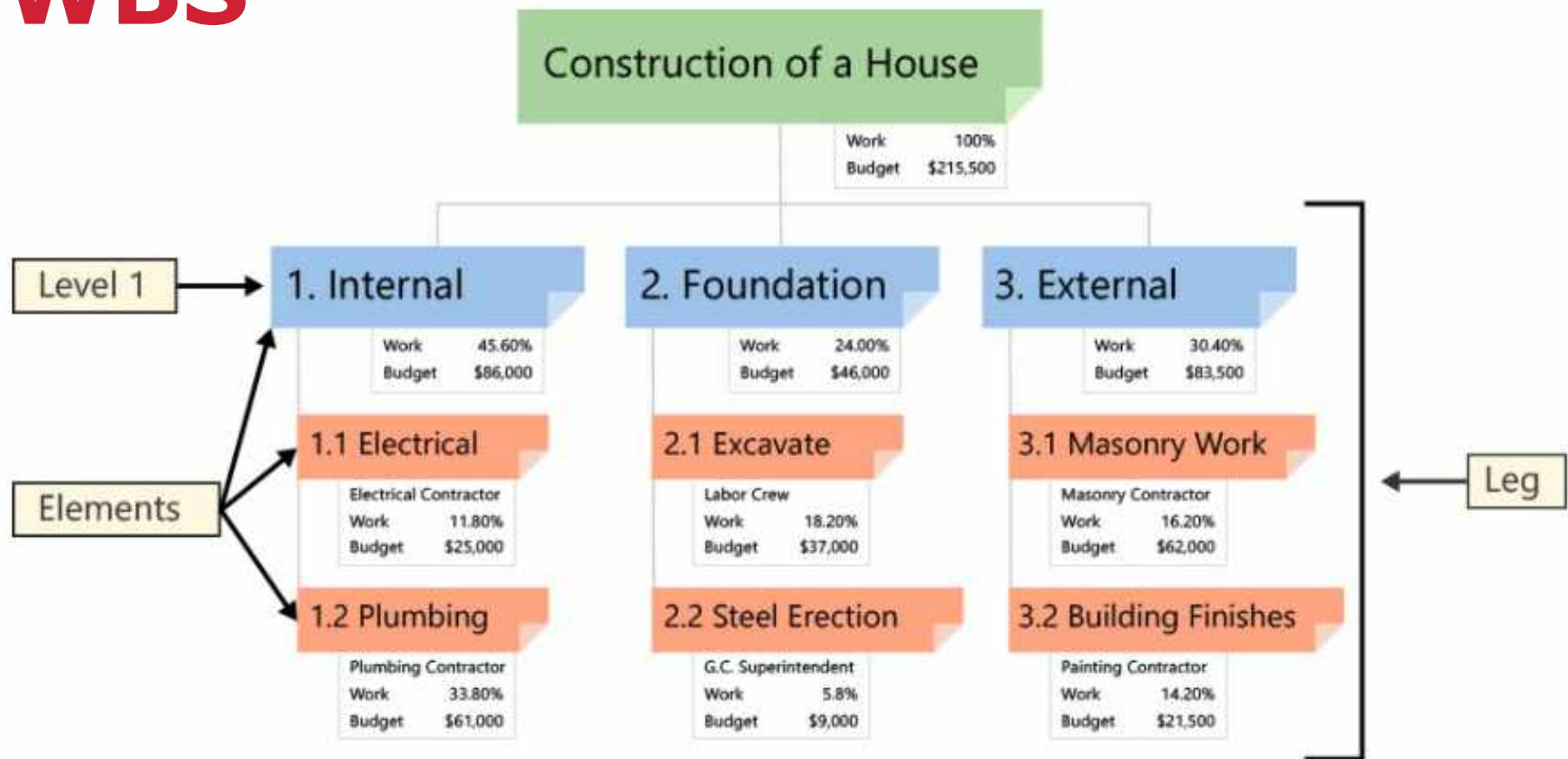
Budget Issues- Countermeasures

- Budget correctly to begin with
- Capture costs correctly
- Monitor using EVA
- Review and Report costs frequently.

Project Budget – Use the WBS



WBS



Project Budget Tracking

File Alerts & Actions Forms Project Budget Template [Share](#)

Grid View Filter

	Category	Flagged	Task	Labor Rate	Total Cost Labor	Materials Quantity	Price Per Unit	Total Cost Materials	Fixed Costs	Actual	Budget	Difference	
1	PROJECT A								TOTALS	\$1,000.00	\$1,025.00	\$25.00	
2	- CATEGORY 1								TOTALS	\$750.00	\$725.00	-\$25.00	
3	CATEGORY 1		Task A	5	\$20.00	\$100.00	50	\$2.50	\$125.00	\$75.00	\$300.00	\$325.00	\$25.00
4	CATEGORY 1		Task B	8	\$25.00	\$200.00	25	\$10.00	\$250.00	\$0.00	\$450.00	\$400.00	-\$50.00
5	CATEGORY 1		Task C			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
6	CATEGORY 1		Task D			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
7	CATEGORY 1		Task E			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8	- CATEGORY 2								TOTALS	\$250.00	\$300.00	\$50.00	
9	CATEGORY 2		Task A			\$0.00			\$250.00	\$250.00	\$300.00	\$50.00	
10	CATEGORY 2		Task B			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
11	CATEGORY 2		Task C			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
12	CATEGORY 2		Task D			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
13	CATEGORY 2		Task E			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
14	- CATEGORY 3								TOTALS	\$0.00	\$0.00	\$0.00	
15	CATEGORY 3		Task A			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
16	CATEGORY 3		Task B			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
17	CATEGORY 3		Task C			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
18	CATEGORY 3		Task D			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
19	CATEGORY 3		Task E			\$0.00			\$0.00	\$0.00	\$0.00	\$0.00	
20													



Earned Value Analysis

The amount of work that should have been done by a particular date is the **Planned Value (PV)**. (Budgeted Cost of Work Scheduled)



Earned Value Analysis

The **Actual Cost (AC)** is the sum of the amounts actually spent on the items done at a point in time.



Earned Value Analysis

The budgeted cost of work performed (BCWP) is the budgeted cost of work scheduled that has been done.

If you sum the BCWP values up to that point in the project schedule, you have the Earned Value (EV).

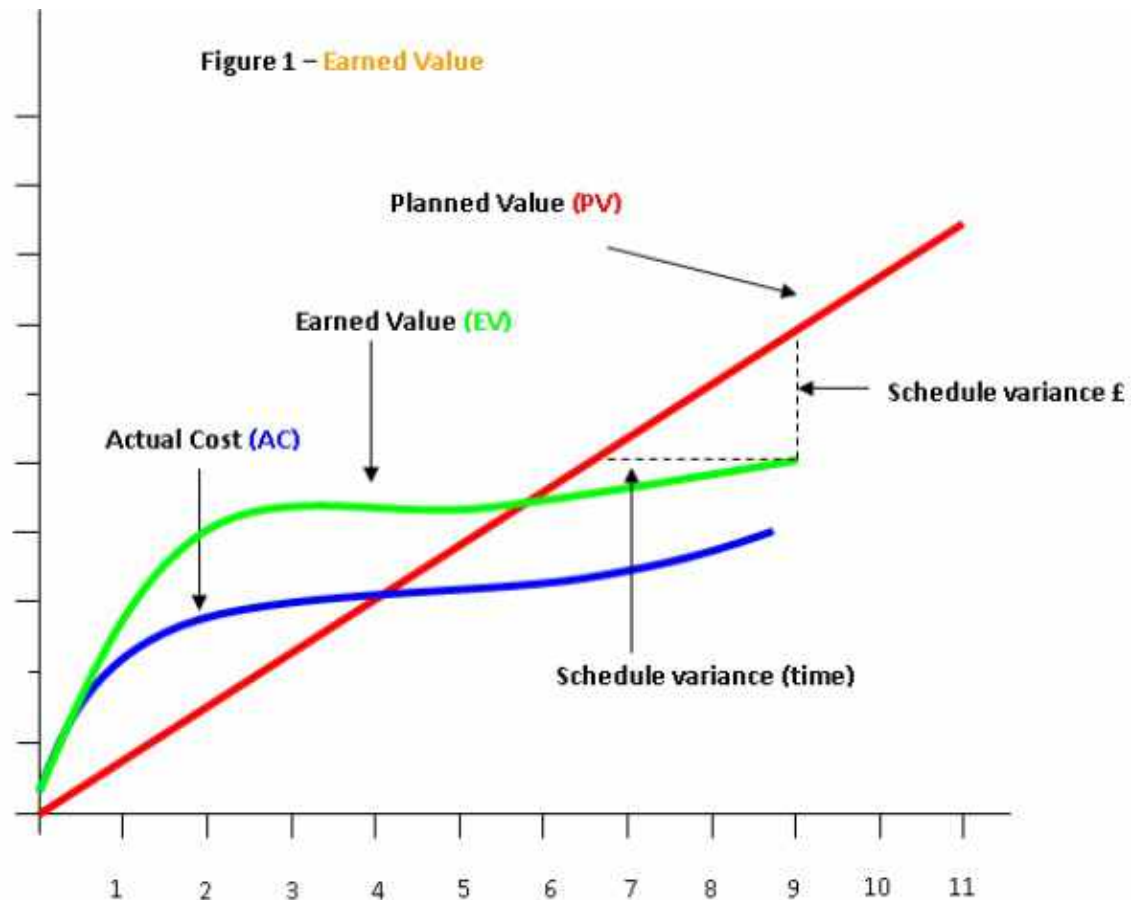
Earned Value Analysis

The Planned Value (PV) = Budgeted Cost of Work Scheduled

The Actual cost (AC)

The Earned value (EV) = Budgeted Cost of Work Performed

Project Budget Reporting



Earned Value Analysis

The difference between the earned value (EV) and the actual cost (AC) is the cost variance (CV).

Expressed as a formula, $CV = EV - AC$.

A positive CV indicates the project is under budget.

Earned Value Analysis

The ratio of earned value to planned value gives an indication of how much of the project is completed.

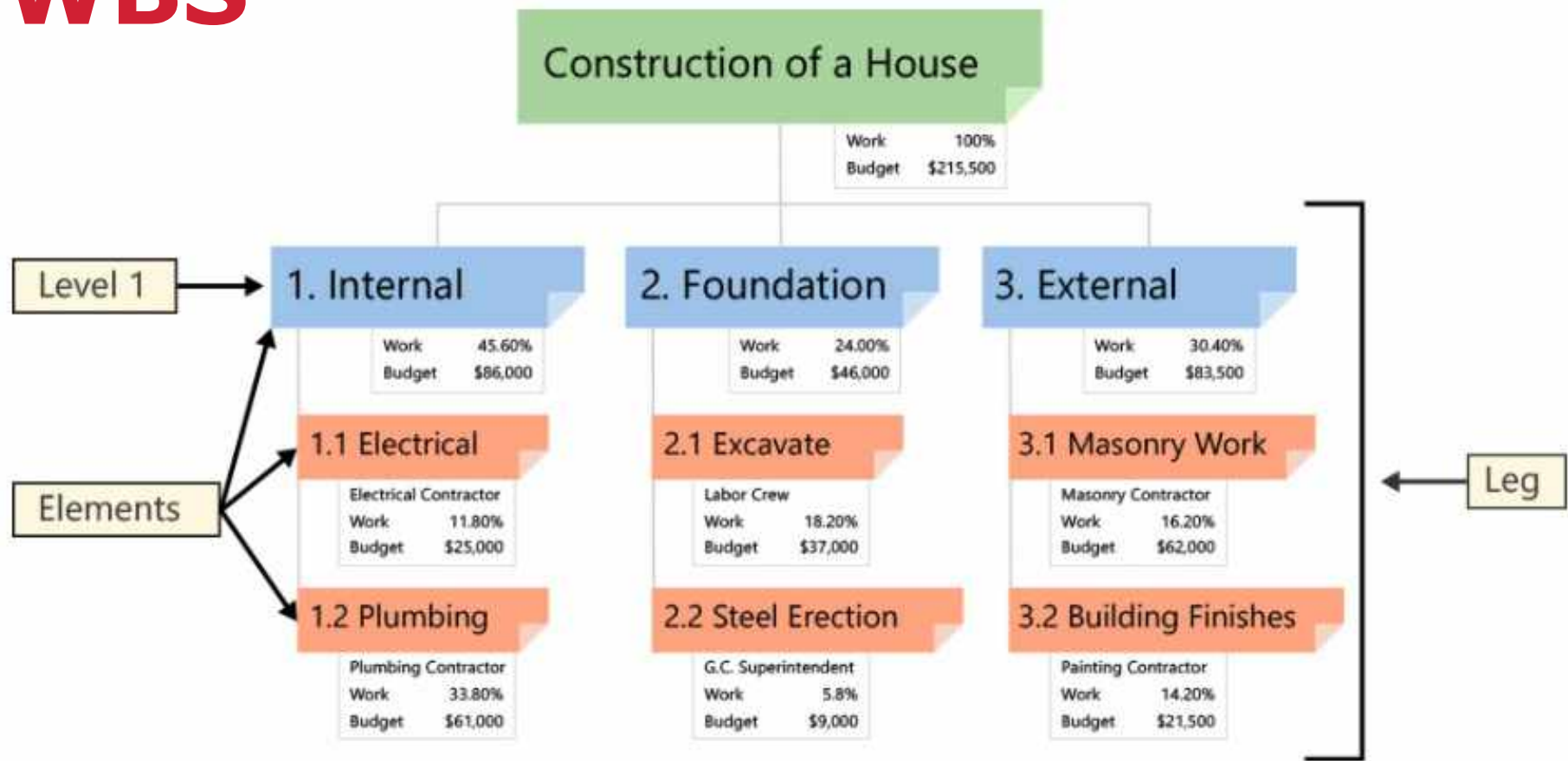
The ratio of the earned value to the actual cost is the cost performance index (CPI). The formula is $CPI = EV/AC$.



Schedule Control

- Schedule Management
- Budget correctly using WBS
- Track progress through TL reporting structures
- Monitor using EVA

WBS



Schedule Control

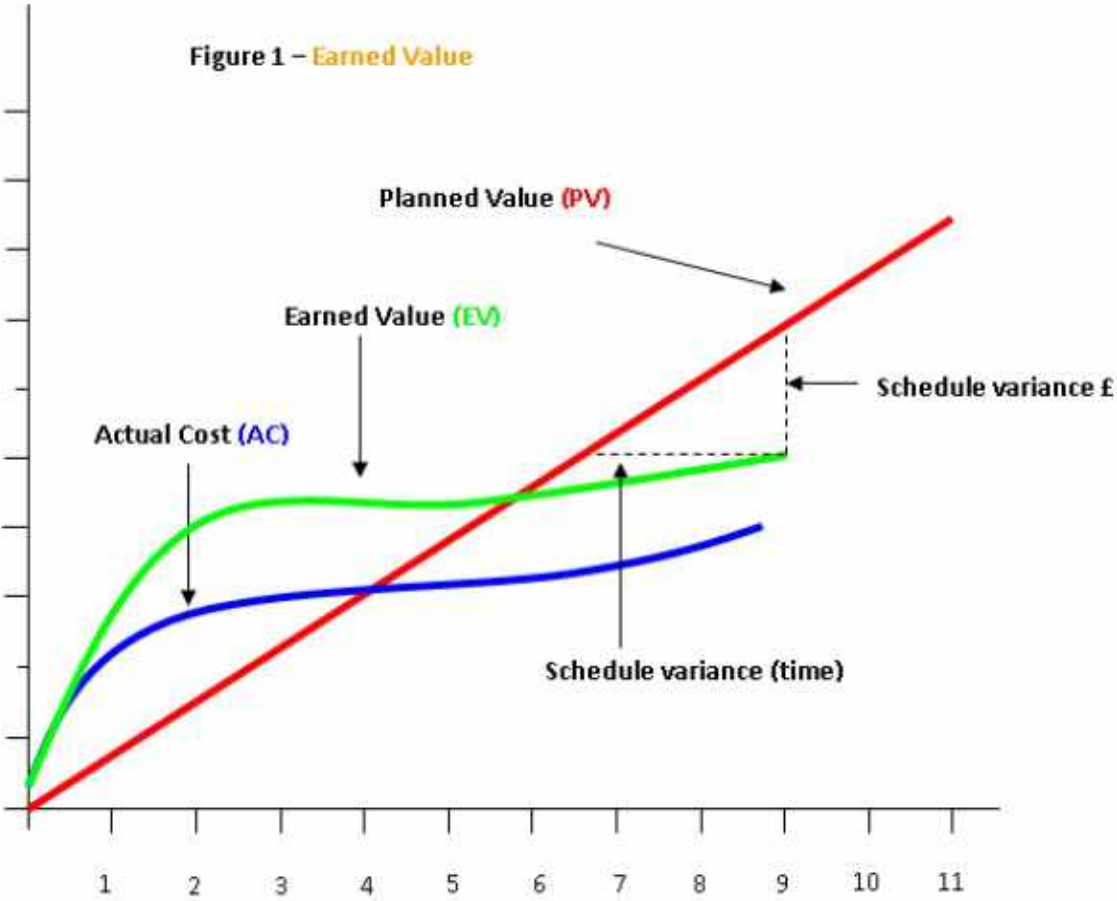


Project Activities

	A	B	C	D	E	G	
1	Project SAP Rollout Tire Group						
2	No	Area	Task	Responsible	Due date	Status	Comment
3	1	PM	Organize Kick-off meeting	Project Manager	31.10.2017	open	
4	2	PM	Find suitable conference room	Project Manager	05.10.2017	open	
5	3	PM	Prepare kick-off presentation	Project Manager	17.10.2017	in work	
6	4	Accounting	Name project resource	John Smith	15.10.2017	done	Amanda will support
7	5	Logistics	Name project resource	Marc Bellamy	15.10.2017	in work	
8	6	Materials Mgt.	Name project resource	Heather Stone	15.10.2017	in work	
9	7	PM	Finish communication plan	Project Manager	31.10.2017	open	



Figure 1 – Earned Value



Earned Value Analysis

The difference between planned and actual progress is the variance.

The schedule variance (SV) is the difference between the earned value (EV) and the planned value (PV).

Expressed as a formula, $SV = EV - PV$.

If less value has been earned than was planned, the schedule variance is negative, which means the project is behind schedule



Earned Value Analysis

This ratio is the schedule performance index (SPI).

The formula is $SPI = EV/PV$.

An SPI value less than 1 indicates the project is behind schedule.



Team Skills Issues

- A chain is as strong as its weakest link and in the case of project teams, performance highly depends on their individual skill levels.

Project RACI (S)

Example RACI Chart

Project Deliverable (or Activity)	Project Manager	Strategist	Designer	Front End Developer	Back End Developer
Design site map	C	R	A	I	I
Design wireframes	C	A	R	I	I
Create style guide	A	C	R	C	I
Code templates	A	I	C	R	C

Responsible
The team member who does the work to complete the task

Accountable
The person who delegates work and provides final review on a task or deliverable before it's deemed complete

Consulted
People who provide input on a deliverable based on the impact on their work or their domain of expertise

Informed
People who need to be kept in the loop on project progress

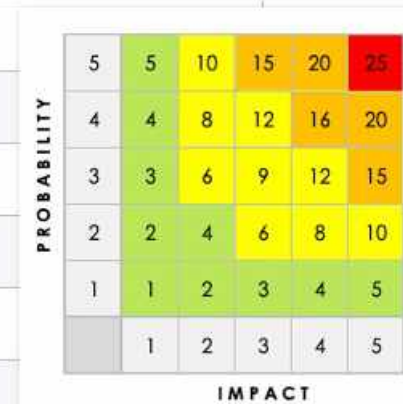


Risk Control

- Identify Risks
- Evaluate Risks
- Record Risks
- Select Risk management strategy
- Track Risk responses

Project Risk Log

RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Brief summary of the risk.	What will happen if the risk is not mitigated or eliminated.	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY) Address highest first.	What can be done to lower or eliminate the impact or probability.	Who's responsible?
Leaks from roof during rain make the floor slippery	Slips and falls	3	5	15	<ul style="list-style-type: none"> Order 'slippery when wet' signs. Have mops on hand Fix roof 	Allen
Shortage of eye protection	Increase in injuries Production delayed Increased insurance premiums	5	1	5	<ul style="list-style-type: none"> Increase supply Low inventory warnings Find alternative suppliers. 	Linda
		4	5	20		
		5	5	25		
		2	1	2		
		3	4	12		
		1	1	1		
		2	4	8		
		4	4	16		



Project RAID Log

#	Type	Description	Status	Priority	Due Date	Assigned to	Mitigation/Follow-up	Discussion
1	A	POC for Kick-Off Meet?	O	High	12-Dec-19	Peter	Weekly Meeting	Peter is the Point of Contact; Kick-off to be done by 12-Dec-19
2	A	Project Management Plan	O	Medium	01-Jan-20	Project Manager	Follow up during meeting with Sponsor	Identify the project manager
3	R	Identify the Project Manager	A	High	01-Dec-19	Sponsor	Weekly Meeting	Need to identify or hire a PM
4	D	Knowledge sharing Topics - DBA	O	Low	20-Jan-20	Project Manager	Knowledge sharing meeting	Topics to included in BOTS (Build, Operate, Transfer, Sustain)
11	I	VPN Access	C	Medium	15-Dec-19	IT Infrastructure team	Weekly Meeting	Issue with VPN Access

Legend

Type = (R, A, I, D) R - Risk, A - Actions, I - Issues, D - Decisions

Status (O - Open, C - Closed, A - Active (for risks), P - Postponed, C - Cancel)

Priority (H - High, M - Medium, L - Low)



Stakeholders

- Anyone impacted during the project
- Anyone impacted once the project completes
- Anyone who perceives themselves to be impacted



Stakeholders

- Identify all potential stakeholders
- Evaluate all stakeholders in terms of
 - Power / Interest / Proximity
- Arrange on P.I. Grid
- Devise stakeholder comms strategy

Stakeholders Management

Stakeholder Register

File Edit View Insert Format Data Tools Add-ons Help Last edit was 8 minutes ago

fx May need developer for month end processing

	A	B	C	D	E	F	G	H
1	ID	Name	Title	Role	Power (H/L)	Interest (H/L)	Needs & Wants	Concerns
2	1	Gary Moore	VP Sales	Sponsor	H	H	Project completed by end of quarter 3	Competition may deliver competing product sooner
3	2	Ronnie McKinney	Sr. Developer	Developer	L	H	Development region set up	Complexity of interface to 3rd party vendor
4	3	Julie Johnson	Quality Assurance II	Tester	L	H	Test region set up; implementation of new stress testing software	Uncertain as to how the new stress testing software will perform
5	4	Ron Hall	Sales Manager	Subject Matter Expert	L	H	New features in sales tool	Working on two other projects
6	5	Sales Agents	Agents	Users	L	H	Ability to quote quicker; competitive pricing	Complexity of sales tool
7	6	Dawn Smith	Programming Manager	Functional Manager	L	L	May need developer for month end processing	
8	7	Kelley Reece	VP, Best Data	Vendor	L	H	Access to data center to install new servers	Current operating system is not compatible with new servers
9	8	Gene Autry	CEO		H	H	5% increase in revenue by end of year	Pending regulatory requirements
10	9	Keith Rogers	Director of Sales	Team Member	H	H	To train 350 sales agents on new software	Uncertain about the new learning management system
11	10	Bill Monroe	Director of Accounting		L	L	Weekly expense report	Last project like this one went 30% over budget



Change Control

- Record Change requests
- Evaluate change impacts
- Cost it
- Obtain Stakeholder buy in
- Accept or deny the change
- Integrate and track

Project Change Log

Total Change requests

xxx

Open Change requests

xxx

Approved Change requests

xxx

ID	Change Description	Requester	Date Raised	Decision	Comments
0002	UI design Contract	ZDB	4/12/2015	Pending	Budget Impact of \$20,000
0003	New Workflow Option	DFG	1/12/2015	Pending	Schedule Impact of 1 week

dcm THE
LEARNING
EXPERTS