Welcome

Some housekeeping to ensure the day runs smoothly

- Emergency Procedures
- Comfort breaks
- Wifi
- Mobile phones
- Refreshments
- Questions
Aurecon Project Management
Training course outline

Day 1: Modules

- Introduction to Project Management
- Initiating & Planning Projects
- Scope Management
- Time Management
- Cost Management

Day 2: Modules

- Change Management
- Risk Management
- People Management and Leadership
- Quality Management
- Procurement Management
- Project Closure and Benefits Realisation

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Your Assignments
Due 22 November 2017

01
Project Charter
1. Locate and review your Project’s Charter, Business Case, Proposal

02
Stakeholder Assessment
1. Populate a communications plan
2. Create a stakeholder matrix for your project and determine power and interest levels

03
Project Management Plan
1. Create a Project Management Plan for your project.
Sections:
- **Scope** – include a WBS
- **Time** – include a Gantt Chart
- **Cost** – tracked budget with Earned Value

Review
Assess
Document
Change Management
Managing Change on a Project

Our goal is for all project change to be

- Managed,
- Documented, and
- Assessed

1. Identify and document all changes
2. Make decisions as per the Change Management process
3. Check the agreed changes have been implemented
Execute the Project Works

- Monitor and correct progress of the works
  - Measure the earned or physical progress of all the services
  - Compare progress against the baseline schedule and budget
  - Take action to correct slippage or loss of productivity

- Manage contracts and funds
  - Manage the process of payment for works to the contract
  - Respond to and approve or reject claims for cost or time from subcontractors
  - Manage and / or escalate and resolve any disputes arising
  - Manage the need for and allocation of funds to service providers

- Manage change
  - Identify trends in scope, cost or time that affect objectives
  - Seek to address trends by change to scope or execution strategy
  - Secure from the client the budget or time needed for trends that cannot be reversed
  - Identify potential changes to scope arising within the project or from external factors
  - Agree with the client whether changes to scope will be adopted
  - Adjust schedule and budget forecasts for agreed changes / accepted trends

- Manage quality
  - Establish acceptance criteria for services, materials, equipment and construction works
  - Inspect, monitor and review the deliverables against the criteria both on and off site
  - Initiate remedial action for deliverables not meeting the criteria or else client acceptance

- Manage health and safety
  - Establish a regime of preventative / leading activity to manage hazards and avoid accidents
  - Monitor the compliance of contractors with the regime and initial remedial action if required
  - Manage any incidents occurring and ensure corrective actions are taken
  - Collect and analyse leading and lagging indicators of performance and act to address trends

- Manage risk
  - Systematically identify risks and mitigation strategies
  - Track the status of risks and close out progressively
  - Monitor the draw on project funding contingency
Stakeholders
Influence on a project over time

Stakeholders’ Influence Over Time

Influence of stakeholders
Cost of changes

High
Low
Project Time

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Change Management

Q: In your estimation, what percentage of the projects completed within your organization in the past 12 months...?

Mean Percentages

- Successfully met the original goals and business intent of the project: 69%
- Included project sponsors who were actively supportive of the project: 62%
- Finished within their initial budgets: 57%
- Finished within their initially scheduled times: 51%
- Experienced scope creep or uncontrolled changes to the project’s scope: 49%
- Lost its project budget upon failure: 32%
- Were deemed failures: 14%

Q: Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to three.)

- Change in organization’s priorities: 41%
- Inaccurate requirements gathering: 39%
- Change in project objectives: 36%
- Inadequate vision or goal for the project: 30%
- Inadequate/poor communication: 30%
- Poor change management: 28%
- Inaccurate cost estimates: 28%
- Undefined opportunities and risks: 27%
- Inadequate sponsor support: 27%
- Inaccurate task time estimate: 26%
- Resource dependency: 23%
- Inadequate resource forecasting: 23%
- Limited/taxed resources: 22%
- Inexperienced project manager: 20%
- Task dependency: 11%
- Team member procrastination: 11%
- Other: 11%

Change Control
Phase 4 - Monitoring

- All requested change must be documented and controlled
- Ensure Steering Board involvement in change control process and approvals
- Avoid ‘death by a thousand cuts’ and ‘the scope creep’
- Avoid ‘gold plating’
How does the change impact...

- Scope
- Benefits
- Time
- Client Satisfaction
- Cost
- Risk
All change requests must be:

1. Documented, and
2. Controlled

Delegate authority to ensure project not held up unnecessarily (e.g. with small changes)
Change Control
Change Requests

Actions
- Preventive Actions
- Corrective Actions
- Defect Repairs

States
- Requested
- Approved
- Declined
Change Control
The Change Control Process

Potential change identified → PM documents CR → CR within delegated authority of the Sponsor?

Yes → CR approved or declined by Sponsor

No → CR presented to Project Steering Group → CR approved or declined by PSG → PM completes Change Approval → PM updates all relevant project documents
The configuration management system is the way in which you can iteratively identify, track and record all elements of the project.

Examples:

- Document control
- Version control
- Parts numbering
- Numbering of change requests
- Numbering of WBS nodes
Baseline

Remember to

1. ‘Rebaseline’ your project when changes are approved
2. Clearly communicate the (new) baseline
Change Control

Key tip: “IKIWISI”

1. What changes are you most worried about on your projects?

2. Think about other projects in your organisation – have changes been managed well?

Discuss
# Change Control

## Templates

It's good to know.

---

## Generic Change Request Template

<table>
<thead>
<tr>
<th>Project Name:</th>
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<tbody>
<tr>
<td>Prepared by:</td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Person(s) Requesting Change:</td>
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</table>

### Type of Change Requested:

- **Project Scope Change**
- **Project Budget Change**
- **Project Schedule Change**
- **Project Procurement/Contract Change**
- **Other (specify)**

### Detailed Description of Change:

### Reason for Change Requested:

### Effect on Project Cost:

- □ Projected Cost Overrun of approximately %
- □ Estimated Cost Reduction of approximately %

### Effect on Schedule:

- □ Planned Project Completion Date:
- □ New Project Completion Date:

### Additional Remarks:

---

### Change Request

### Change Register
Risk Management
Project → Unique → Uncertain → Risk
Risk Management

Proactive Approach

- How
- What
- Why
- Where
- When
- Who
Execute the Project Works

- Monitor and correct progress of the works
  - Measure the earned or physical progress of all the services
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  - Take action to correct slippage or loss of productivity
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Risk Management
The Mystery of Risk

- Known Knowns
- Known Unknowns
- Unknown Unknowns
There are **good** risks that **positively** affect the project.

There are **bad** risks that **negatively** affect a project.
How will risk management help your projects?

Discuss
Risk Management
4 steps

1. Identify Risks
2. Analyse Risk
3. Respond to Risks
4. Monitor and Control Risks
Risk Management
Step 1: Identify the risks

1. Identify risks that could impact the **project**

2. If.....**Risk event**....Then......**Consequence**

**Risk Identification Techniques:**

- ✓ SWOT analysis
- ✓ Delphi techniques
- ✓ Brainstorming
- ✓ Interviews
- ✓ Diagramming
Risk Identification technique
Cause-and-Effect Diagram

- Equipment
- Process
- People
- Materials
- Environment
- Management

Problem
Risk Management

The Risk Breakdown Structure (RBS)

- Project
  - Technical
    - Requirements
    - Technology
    - Complexity and Interfaces
    - Performance and Reliability
      - Quality
  - External
    - Subcontractors and Suppliers
    - Regulatory
    - Market
    - Customer
    - Weather
  - Organisational
    - Project Dependencies
    - Resources
    - Funding
    - Prioritisation
    - Responding to Operational Change
  - Project Management
    - Estimating
    - Planning
    - Controlling Project Change
    - Communication
    - Ethical Considerations

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Risk Management
Reducing Unwelcome Surprises in Project Management

Ask more questions, discover more risks.

## Risk Management

**Step 2: Analyse the risk**

<table>
<thead>
<tr>
<th>Risk</th>
<th>Probability</th>
<th>Impact</th>
<th>Severity</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project takes longer than expected</td>
<td>5</td>
<td>4</td>
<td>20</td>
<td>Extreme Risk</td>
</tr>
<tr>
<td>Scope creep due to lack of scope definition</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>Medium Risk</td>
</tr>
<tr>
<td>Difference between sponsor and student expectations</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Low Risk</td>
</tr>
</tbody>
</table>

...  ...  ...  ...  ...

Probability (P) x Impact (I) = Severity (S)
## Risk Management

**Probability and Impact Assessment**

<table>
<thead>
<tr>
<th>Probability Score</th>
<th>Chance of Occurrence</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>1% - 20%</td>
</tr>
<tr>
<td>2</td>
<td>20% - 40%</td>
</tr>
<tr>
<td>3</td>
<td>40% - 60%</td>
</tr>
<tr>
<td>4</td>
<td>60% - 80%</td>
</tr>
<tr>
<td>5</td>
<td>80% - 99%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Impact Score</th>
<th>Scope</th>
<th>Time</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Issues causing minor short term consequences</td>
<td>1 Day &lt; 2 Days</td>
<td>1% - 4%</td>
</tr>
<tr>
<td>2</td>
<td>Product performance shortfall in area of minor importance</td>
<td>3 Days &lt; 2 Weeks</td>
<td>4% - 7%</td>
</tr>
<tr>
<td>3</td>
<td>Product performance shortfall in area of major importance</td>
<td>2 Weeks &lt; 1 Month</td>
<td>7% - 10%</td>
</tr>
<tr>
<td>4</td>
<td>Product performance shortfall in area of critical importance</td>
<td>1 Months &lt; 4</td>
<td>10% - 15%</td>
</tr>
<tr>
<td></td>
<td>Significant failure of product to meet one of its critical purposes</td>
<td>4 Months &lt;</td>
<td>20% +</td>
</tr>
</tbody>
</table>
## Risk Management
Probability and Impact Assessment

<table>
<thead>
<tr>
<th>Probability</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Insignificant</td>
<td>Minor</td>
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<tr>
<td>Almost Certain</td>
<td>5</td>
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<tr>
<td>Likely</td>
<td>4</td>
</tr>
<tr>
<td>Possible</td>
<td>3</td>
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<tr>
<td>Unlikely</td>
<td>2</td>
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<tr>
<td>Rare</td>
<td>1</td>
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</table>
Risk Management
Step 3: Respond to risks

For Positive Risks
+ Exploit
+ Share
+ Enhance
+ Accept

For Negative Risks
- Avoid
- Transfer
- Mitigate
- Accept
Risk Management
Step 4: Monitor and control risks

The Risk Register

<table>
<thead>
<tr>
<th>Risk Category</th>
<th>Risk Event</th>
<th>Consequence</th>
<th>Probability</th>
<th>Impact</th>
<th>Severity</th>
<th>Risk Response</th>
<th>Responsible</th>
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Risks ranked by severity
Risk Management

Aurecon’s Risk Register = PRAF

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<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Risk Management Strategy</th>
<th>Approved By</th>
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</thead>
<tbody>
<tr>
<td>Client</td>
<td>Competency and understanding of the Client and timely approval of decisions needed</td>
<td>Significant</td>
<td>Very critical to occur</td>
<td>Escrowed into project contract</td>
<td>Project Director</td>
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<td>Client expected to discharge duties in a timely manner as required</td>
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Risk Management

1. Identify Risks
2. Analyse Risk
3. Respond to Risks

Monitor and Control

Risk heat map

Project: Air Traffic Management System Procurement (40526)

Impact
- Catastrophic
- Major
- Significant
- Moderate
- Minor

Likelihood
- Improbable
- Unlikely
- Possible
- Probable
- Almost certain

With Controls / Without Controls
1. Record all issues on the project
2. Document
   a) the Issue
   b) the Time frame
   c) the Consequence, and
   d) the Approach to dealing with it
3. Delegate issues

Note: Not all issues need to be closed
Risk Management
The Risk Event Graph

1. Identify Risks
2. Analyse Risk
3. Respond to Risks
Monitor and Control

Risk Event Graph:
- Chances of risks occurring
- Cost to fix risk event

Project life cycle
Risk
Cost
High
Low
Our risk management software says your idea is too risky.

Try reducing one of the inputs. Which one?

Honesty. I just threw up in my mouth.
Communication and People Management
Effective Communication

- Understanding
- Knowledge
- Positive Relationships

Effective Communication

- Understanding
- Knowledge
- Positive Relationships

Communication
The Mechanics of Basic Communication

Percentage of Project Manager’s time spent communicating

90%

Time spent communicating with project team

50% 50%
Communication
A model for Communication

Sender

Encode → Message → Decode

Noise

Feedback

Receiver

Encode → Message → Decode

Noise

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Communication
Calculation for Communication Channels

Number of Communication Channels \( n \) = \( \frac{n(n-1)}{2} \)

Tip: Remember to add yourself into the calculation

Some examples

\[n = ?\]
\[
\begin{align*}
4 & \quad 5 & \quad 6 & \quad 2 \\
5 & \quad 1 & \quad 6 & \quad 2 \\
6 & \quad 1 & \quad 5 & \quad 2 \\
2 & \quad 1 & \quad 5 & \quad 6 \\
\end{align*}
\]
\[= \frac{4(4-1)}{2} = \frac{4 \times 3}{2} = \frac{12}{2} = 6\]

\[n = ?\]
\[
\begin{align*}
1 & \quad 2 & \quad 3 & \quad 4 \\
2 & \quad 3 & \quad 4 & \quad 5 \\
3 & \quad 4 & \quad 5 & \quad 6 \\
4 & \quad 5 & \quad 6 & \quad 7 \\
5 & \quad 6 & \quad 7 & \quad 8 \\
6 & \quad 7 & \quad 8 & \quad 9 \\
7 & \quad 8 & \quad 9 & \quad 10 \\
8 & \quad 9 & \quad 10 & \quad 1 \\
9 & \quad 10 & \quad 1 & \quad 2 \\
10 & \quad 1 & \quad 2 & \quad 3 \\
\end{align*}
\]
\[= \frac{5(5-1)}{2} = \frac{5 \times 4}{2} = \frac{20}{2} = 10\]
Communication Management

The Stakeholder Matrix

- **Keep Satisfied** (Low Power - High Interest)
- **Manage Closely** (High Power - High Interest)
- **Monitor (minimum effort)** (Low Power - Low Interest)
- **Keep informed** (High Power - Low Interest)

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Communication Management
The Communication Management Plan

How? How often? Feedback?
Who? What? By whom?
Stakeholder Communication Template

<table>
<thead>
<tr>
<th>Key Stakeholders (Distribution Schedule)</th>
<th>Stakeholder Issues</th>
<th>Key Messages to Communicate</th>
<th>Communication Methods to be Used (written, one-on-one, electronic, meetings, etc.)</th>
<th>Description of Specific Communications (content, format, level of detail, etc.)</th>
<th>Timing Issues (see also Bar Chart, Project Schedule)</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Senior Management</td>
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<tr>
<td>Sponsor</td>
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