

Project planning and risk management

Overview

Many organisations find that project teams struggle to create and maintain effective plans. Estimates are often overly optimistic and risks go unmanaged until the inevitable happens. Resource managers also find it hard to forecast the likely loading on their departments and requests for support are not provided in a consistent format. This programme has been developed to address these needs in a very practical, hands-on format. Case study work can be based on simulations or on the organisation's current projects for maximum benefit to participants.

Training objectives

The aim of this training is to develop and enhance participants' planning and risk management skills in order to maximise the success of project work undertaken by the organisation.

The principal training objectives for this programme are to:

- Provide a structured, integrated approach to planning and risk management
- Demonstrate practical tools and techniques for each stage of planning
- Show how to organise and involve relevant people in the planning process
- Explain how to use the plan for forecasting and pro-active project control
- Identify ways to improve planning, both individually and corporately

The course will emphasise the importance of participative planning techniques that improve the quality of plans whilst reducing overall time and cost of planning.

The course will encourage discussion of internal procedures and practices and may be customised to include them if required.

Audience

Typically, this programme will target the needs of a specific group such as technical staff, project leaders, project engineers or project managers. For maximum benefit, however, the entire project team should participate, the common denominator being that they should all have a broad understanding of planning concepts.

Format

A thoroughly practical two-day course involving exercises, a case study, formal presentations and tutor-facilitated discussions.

Special features

To facilitate the knowledge transfer and performance improvement process, we recommend that the programme sponsor both introduce the course and be present for the final session.

For maximum benefit, this programme can be tailored to incorporate internal procedures and practices. This can include reference to methodologies such as PRINCE2™ and the APM's Body of Knowledge.

The expert trainer

John is a highly qualified (BSc, MSc, CEng, MIMechE, MAPM, AMInstP) trainer and independent consultant, specialising in project management and management team development. He has extensive experience of designing and running training programmes and project workshops, facilitating business improvement initiatives and providing consultancy support to help clients improve

their project management capability. His clients include leading organisations in engineering, manufacturing, constructions, retailing, consulting and education. John is also a Seminar Director for Hawksmere and a visiting lecturer at UMIST.

Before setting up his consulting practice in 1990, John gained a broad range of industrial management experience with Ilford Limited, a leading manufacturer of photographic products. Joining the company in 1974 he progressed through technical and team leadership roles to become Manager of Engineering Development in 1980. From 1980 to 1990 his role broadened from managing a portfolio of smaller multi-disciplinary projects to include management of a number of significant business improvement projects.

John's project management experience includes the design and installation of new manufacturing equipment, the development of new products, the improvement of manufacturing procedures, the relocation of offices and staff and organisation restructuring. John has also co-ordinated international project teams and carried out assignments in support of strategic business development programmes.

Prior to joining Ilford Limited, John trained in the automotive industry and gained an honours degree in Applied Physics. He subsequently carried out post-graduate research at Oxford University where he was awarded a Masters degree in Engineering Science.

A highly experienced, popular and professional trainer, John's courses are always much appreciated by the participants, as the following comments show:

'I really liked the practical exercises'

'There was certainly a lot to think about'

'John's experience was excellent'

'The group was encouraged to interact very well'

'A very useful course'

'A very worthwhile, productive and enjoyable two days'

Course outline

DAY ONE

1 Introduction (Course sponsor)

- Why this programme has been developed
- Review of participants' needs and objectives

2 Projects and planning

- Why plan? The benefits of good planning / penalties of poor planning
- Planning in the project lifecycle; the need for a 'living' plan
- The interaction between target setting and the planning process
- *Team exercise: planning the project*

3 Planning the plan

- Defining the application and structure of the plan
- Impact of planning decisions during the project lifecycle
- Using available time to create an effective plan

4 Defining deliverables

- Assessing the context; reviewing the goals and stakeholders
- Developing the scope and defining deliverables; scope mapping
- Understanding customer priorities; delivering value for money
- *Case study: defining the project deliverables*

5 Creating the work breakdown

- Building the work breakdown structure
- Detailing the tasks and sub-tasks; structured brainstorming
- Defining task ownership; the task responsibility matrix

6 Creating and using a logical network

- Developing the logical network; task boarding
- Determining the critical path and calculating float
- Accelerating the plan; concurrent programming and risk
- *Individual and group exercises*

DAY TWO

7 Developing resource schedules

- Deriving the Gantt chart from the network
- Developing the detailed resource schedules
- Calculating the expenditure profile ('S' curve)

8 Estimating task durations and costs

- Understanding estimates: effort, availability and duration
- Estimating tools and techniques
- Application of estimating techniques during the project lifecycle

9 Case study

- *Developing the project plan*
- *Refining the project plan*
- *Team presentations and discussion*

10 Managing risks and refining the plan

- Awareness of contractual issues associated with risk
- Identifying and evaluating risks; deciding ownership
- Managing risks: determining levels of provision and contingency
- Controlling risks: maintaining an up-to date risk register

11 Planning for pro-active control

- The earned value analysis (EVA) concept and its predictive value
- Deriving the measures needed for cost and delivery performance
- Practical issues associated with implementing EVA

12 Using and maintaining the plan

- Tracking progress and updating the plan
- Publishing and controlling the plan

13 Course review and transfer planning (Course sponsor present)

- Identify ways of implementing the techniques learnt
- Sponsor-led review and discussion of proposals
- Conclusion

© The In-House Training Company / the trainer

**TO DISCUSS YOUR TRAINING REQUIREMENTS
PLEASE CALL 01582 469080**

<http://www.in-house-training.com>

Email: info@in-house-training.com