



The Applied Recovery Planning for Troubled Projects: Emergency Application to an Emergent Phenomenon (Agile PMO Book 1)

Dr. Akram Hassan, Mr. Ahed Zarzar

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This Book discusses the application of recovery planning as a feasible solution for the phenomena of troubled projects. The information and studies discussed was generated from a major Project Management Office (PMO) implemented at a government ministry in the Middle East. The total value of this ministry's projects was 720 million dollars distributed between 123 projects in 13 regions. The recovery planning in the PMO project focused on 55 troubled projects with a value ranging between 1 and 100 million dollars. The researcher of this paper, who was assigned a program manager by the owner on those troubled projects, along with the PMO team started to draw a proper recovery plan for each one of those projects. The recovery planning was preceded by a full Ishikawa scan to discover the major causes that resulted in the tripping of those projects. Pareto diagramming was then used to categories the most and least important causes (80/20 Rule). A site survey was then conducted using a detailed questionnaire to evaluate the current status of each of the projects. Finally, a road map was designed to determine the main elements of recovery implementation including a fast track schedule and a critical path. The overall recovery plan for those troubled projects included the initial delivery of at least 4 projects every month in a period of 12 months. The implementation of the 12 months plan succeeded to deliver 41 of the planned 48 projects. The average schedule performance index (SPI) of the 41 delivered projects equaled 0.85. The plan was 85% successful. The success of that plan was a result of the full collaboration between the key project stakeholders including the owner representatives, the contractors, and the consultants. The book also contains case study about the project management experience in Saudi Arabia. The case study discusses the results found after conducting an OPM3 assessment to a government municipality for a major city in Saudi Arabia.

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