

Boosting Project Bottomlines thru' Effective  
**PROJECT AUDIT**



14 PDUs awarded by  
Project Management  
Institute, USA



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## KEY WORKSHOP BENEFITS & LEARNING OUTCOMES

- Understand how to get a project that's in crisis back on track.
- Discover how to complete an effective project audit from beginning to end that will :
  - Uncover opportunities for successful completion of a project or program within the constraints of time, budget and customer expectations.
  - Identify issues, concerns and challenges preventing program and project success.
- Find out how to uncover leadership's "success criteria" for the program audit so that you are able to meet management's individual and collective needs.
- Understand how to plan the audit and conduct interviews with: steering committee members, sponsors, project team members and key stakeholders who will be impacted by the program to clarify expectations.
- Learn how to analyze a project to get to the root cause of problems and opportunities.
- Review the project's risk management process.
- Review the project's change management process.
- Discover how to audit the project's quality.
- Audit the project's methodology, processes, tools and templates.
- Apply the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) and ISO 10006:2003 Guidelines for Quality Management in Projects to project audits.
- Analyze the project schedules, budgets and quality performance.
- Discover how to prepare a project audit report to management with specific recommendations for overall performance improvement of the project.

## INTRODUCTION

Effective project management is critical for operational success. Organizations can drive their productivity, market share and shareholder value through improved management of their projects. Today, many organizations are faced with the challenge of how to preserve output, deliver their strategic and operational plans and stay poised to meet increasing consumer demand. New projects are created, new resources assigned and new demands placed upon them. The greatest challenge everyone faces is how to be certain that projects will be successfully managed within their constraints.

As organizations continue to look for immediate ways in which to save money and time, a project audit or health check can be a great way of getting to the source of project delays and other problems. It provides an opportunity to review and improve the project plan. Project audits and health checks usually create future project successes and savings to the organization/department by helping to identify the root cause of problems and getting projects back on track. They have a direct, bottom-line impact for both public and private organizations.

## WHY PROJECT AUDITS?

Corporations throughout the world are losing billions in wasted project spending owing to their mis-management, poor quality processes, lack of knowledge in how to manage projects, etc. These projects are often not included in the normal auditing practices. Understanding the process of auditing projects, in addition to their other best practices; give auditors the ability to positively impact the organization's profits, shareholders and customers by ensuring these organisations make well-informed decisions about their key projects.

The outcome of project failure is wasted dollars that steal investor profits and have a negative impact on the organisation's bottom-line. A project audit provides an opportunity to **uncover the issues, concerns and challenges encountered throughout a project's execution**. It affords you with an interim view of **what has gone well and what needs to be improved** within the project to successfully complete it within schedule. Conducting an audit mid-way can **help struggling projects to get back on track**. At the close of a project, a project audit can help to **develop success criteria for future projects** by providing a forensic review.

## JOIN US NOW

Make a date with industry expert; **Michael Stanleigh**; and take away latest & proven techniques on how you can boost your project bottomlines thru effective **PROJECT AUDIT !**

# WORKSHOP AGENDA

## DAY 1

### MODULE 1 THE CRITICAL IMPORTANCE OF PROJECT HEALTH CHECK AND AUDITS

- Why we must conduct project health checks and/or audits in order to identify the opportunities for cost savings, reduction of non-value added projects, etc.
- Understanding the stages in the management of projects in order to identify where opportunities for improvement through audits exist.
- Identifying the opportunities for project audits in both the public and private sectors.
- Recognizing the difference between the auditing of a programme and a project.
- Using the Project Management Institute's Project Management Body of Knowledge (PMBOK) for project health checks and audits.
- Following the ISO 10006:2003 Guidelines for Quality Management in Projects for project health checks and audits.
- Determining the organizational readiness for a consistent approach to the management of projects by undertaking an organizational project culture review.

#### Introductory Exercise

All delegates will have an opportunity to discuss their issues, concerns and challenges in the management or project audits and the assessments of risk on projects. As well, we will discuss the opportunities that project health checks and project audits present for the organization and/or department. Delegates will undertake an examination of the culture of their organization and determine what is necessary to create the right environment which ensures consistency in the management of projects.

### MODULE 2 PLAN THE PROJECT AUDIT

- Defining the scope and objectives of the audit.
- Identifying the expected success criteria for the audit.
- Understanding the difference between a health check audit and a project closeout audit.
- Building your team and resources
- Identifying and recognizing the impact of the audit on various stakeholder groups.

#### Individual Case Studies – What are the Projects you are managing or must audit?

All delegates will be encouraged to bring samples of projects that they are currently managing and/or that require a Health Check or Project Audit. We will work with these as well as other cases and examples provided by the instructor, throughout these two days.

### MODULE 3 ANALYZE THE PROJECT INITIATION AND DEFINITION PROJECT STAGES

- Examining the chartering of the project to ensure it identified how the project aligned to organizational and/or departmental strategies.
- Reviewing the project manager and project team member competencies.
- Identifying how the project team was created and structured.
- Ensuring the project's sponsor, customer and other stakeholders have been correctly identified.

#### Case Study - Managing the Project in Crisis

Examples of actual projects in crisis will be presented to the delegates. They will have to identify what they believe is necessary in order to bring these projects into control. Their previous and expert knowledge will be used to help them identify the correct approach to start the project audit and bring the project under control.

*“ Great session, would recommend to anyone – Mike knows his subject and presented with enthusiasm, humor and expertise“*

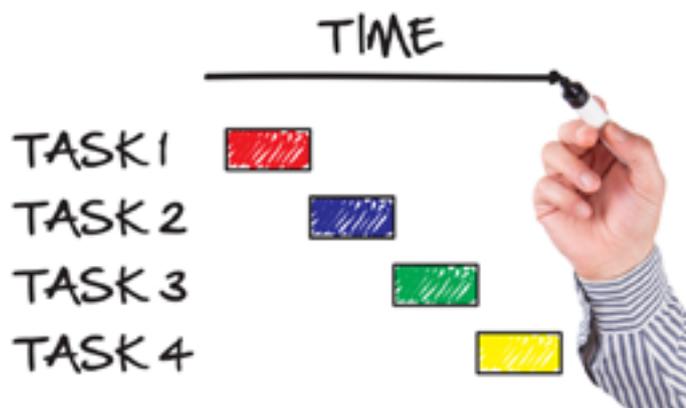
- American Society for Quality



## DO YOU NEED THIS COURSE?

If your organization is facing any of these challenges below, you can benefit from this workshop :

- There are many projects of various sizes within the organization and each department but it is unclear how each one aligns with overall corporate strategy. This leads to resource over-allocation on non-priority projects.
- Resources are stretched and not sure where to spend their time.
- The organization is clear on the expected outcomes from Strategic Initiatives but aren't sure which ones will help them reach these.
- There is no strategic vision for the management of projects, though the organization may have an overall corporate strategic vision.
- There is no culture which supports the consistent management of all projects.
- Projects are in crisis and there is lots of fire-fighting.
- There is blame and excuses for poor project management.
- Projects are not aligned with the strategic imperatives and are therefore wasting resources, time and budget.
- Organizations are not seeing a positive impact on their bottom-line and/or customers from projects.
- Projects are over-time, over-schedule and/or under-resourced.
- Innovations are failing owing to the poor management of projects.
- Organizations don't really know how to fix the problem and look for the "new" trend rather than looking at the root cause of the problem which is how projects are being managed.



# WORKSHOP AGENDA (Cont'd)

## DAY 2

### MODULE 4 ANALYZE THE PROJECT PLANNING STAGE

- Analyzing the Project Scope Statement.
- Ensuring Project Plans have a sufficient amount of detail to ensure project control.
- Reviewing the Work Breakdown Structure to ensure all of the activities and related tasks are identified to meet all project deliverables identified in the Project Scope Statement.
- Identifying whether or not all of the resource requirements are allocated.
- Examining whether or not external resource requirements including suppliers and vendors have been allocated in the project plan.
- Ensuring that duration estimates have been identified per task and that total Work Effort has been calculated.
- Reviewing the project plan to ensure that all task dependencies (predecessors and successors) have been identified.
- Identifying that the milestones have been created and validating they are on the critical path.
- Ensuring that the budget has been sufficiently broken down.
- Reviewing the project plan in the software to ensure it has been correctly entered and managed.

#### Case Study – Auditing Project Scope and Plans

Delegates will be given a case study and/or use their own examples of projects scope statements and detailed project plans. They will have to complete an in-depth audit of these documents and provide their recommendations. The correct examples will be provided afterwards.

### MODULE 5 AUDIT THE MANAGEMENT OF PROJECT ISSUES AND CHANGES

- Understanding the issues around the on-going execution of the project plan
- Examining the project in order to identify how issues have been managed.
- Identifying whether or not Project Changes have been managed correctly.

#### Case Study – Auditing Project Change

Delegates will review a project that must be completed in less time than originally planned. They will identify the process required to ensure the correct management of change on this project.

### MODULE 6 COMPLETE THE IN-DEPTH PROJECT AUDIT

- Conducting individual research interviews with the Project Sponsor, Project Manager and Project Team members in order to identify the past, current and future issues, concerns, challenges and opportunities.
- Conducting individual research interviews with stakeholders including vendors, suppliers, contractors, other project internal and external resources and selected customers.
- Identifying and determining the expectations of all stakeholders regarding the project and whether or not these expectations have been met.
- Assessing the issues, challenges and concerns in more depth to get to the root causes of the problems.
- Reviewing historical and current documentation related to the project including:
  - Team Structure
  - Scope Statement
  - Business Requirements
  - Project Plan
  - Milestone Report
  - Meeting Minutes

- Action Items
- Risk Logs
- Issue Logs
- Change Logs
- Reviewing the Project Plan to determine how the Vendor Plan has been incorporated into the overall project plan.
- Reviewing the Project Quality Management and the Product Quality Management to identify the issues, concerns and challenges in the overall management of the project and to identify the opportunities that can be realized through improvements to the attention of project and product quality.
- Identifying the Lessons Learned that can improve the performance of other future projects within the organization.

### MODULE 7 CONDUCT AN IN-DEPTH RISK ASSESSMENT

- Reviewing the project's risk assessment to identify whether contingencies and preventative measures have been identified and managed or whether the project has been managed through crisis management.
- Undertaking an in-depth risk assessment
- Identify the Risks
- Prioritize the Risks
- Assess the Risks
- Develop Responses to the Risk
- Develop Preventative Measures
- Develop Mitigation Plans

#### Case Study – Conducting a Risk Assessment on a Project

Delegates will complete a detailed risk management process against their own projects or one that the team or instructor has identified. They will explore the risk inherent in conducting a Project Audit and identify how to overcome these challenges.

### MODULE 8 ANALYSE THE PROJECT AUDIT INFORMATION

- Compiling and analyzing the information collected from all of the interviews.
- Compiling and analyzing the information collected from the project documentation.
- Identifying the issues, concerns and challenges presented through the review of the Project Quality Management and Product Quality Management plans and isolating the opportunities that can be realized.
- Identifying all of the project's issues, concerns and challenges.

### MODULE 9 REPORT ON THE PROJECT AUDIT AND GAIN COMMITMENT TO IMPLEMENT THE RECOMMENDATIONS

- Identifying all of the project's opportunities that can be realized through the development and presentation of a report and recommendations.
- Identifying the Lessons Learned that can improve the performance of future projects within the organization.
- Identifying how Lessons Learned will be transferred to Knowledge Retention.
- Finalizing the creation of the report and recommendations based on the findings and presenting this detailed report and recommendations including the Road Map to get future projects to the "next level" of performance.

## CUSTOMISED HEALTH-CHECK

Participants are encouraged to bring samples of projects that they are currently managing and/or that require a Health Check or Project Audits.

## SESSION FOCUS

Learn how to conduct an in-depth audit; what elements of a project should be audited, how to complete a risk assessment on a project and how to develop and report on the audit findings to ensure the report findings are implemented. We will use case examples during this workshop to engage you throughout the major stages of projects.

You will gain from expert insights that will ultimately help you to: develop, simplify and/or concurrently improve your auditing processes. And you will learn how to uncover the issues, concerns and challenges encountered during the execution of a project so you know exactly what is required to bring a problem project back on track and ensure that mistakes are not repeated on future projects.

## TRAINER'S PROFILE



**Michael Stanleigh, CMC, CSP, is the CEO of Business Improvement Architects (bia™).**

Michael is a certified management consultant who works with organizations around the world to improve their operational performance. He helps leadership teams to define their strategic direction and increase their leadership effectiveness. He directs organizations to create the strategy, culture and process for innovation. He ensures their project and quality processes are managed effectively. He has been instrumental in helping his clients increase productivity and profits with his clear processes and quality approach.

One of Michael's core competencies is project management. He provides consulting, coaching, and customized training for Project Audits, Health Checks and Risk Analysis. These provide an opportunity to uncover the issues, concerns and challenges encountered during the execution of a project. His approach to risk ensures issues, concerns and challenges are uncovered, early in the project and that preventative measures are put into place to reduce risk likelihood. This risk assessment also provides a Risk Mitigation plan so that risks can be managed proactively vs. reactively. When project audits are done at a project's close, they identify success criteria for future projects (by providing a forensic review), which direct significant bottom-line improvement.

Michael is an accomplished professional speaker and dynamic presenter. He is among a handful of speakers worldwide who hold the Certified Speaking Professional (CSP) designation. He delivers keynote presentations for conferences and events around the world about his research and experience in his organization's core practice areas. Michael is a leading expert and keynote presenter on Project Management as well as Innovation and Quality Management. More info at [www.michaelstanleigh.com](http://www.michaelstanleigh.com)

Michael holds a number of leadership positions including: Council member of the Ontario Institute of the Canadian Association of Management Consultants, faculty member of Memorial University, Gardiner Institute and faculty member of the American Society for Quality. Michael is a certified member of the Canadian Association of Management Consultants (CMC Canada), professional member of the Canadian Association of Professional Speakers (CAPS), member of the Global Speakers Federation and senior member of the American Society for Quality (ASQ). He has also served as a past executive member of the Project Management Institute (PMI), International Society for Strategic Management and Planning and past president of the Ontario Society for Training and Development.

## PARTIAL CLIENTS LIST

- . Project Management Institute (PMI)
- . American Express
- . Dubai Customs
- . Baxter Corporation
- . Ingersoll-Rand Global
- . Pepsico
- . Tata Consulting
- . OCBC Bank
- . Bharat Petroleum
- . Telekom R&D
- . Oil India
- . Brunei University
- . HSBC
- . Civil Aviation Authority of New Zealand
- . Honeywell
- . American Society for Quality
- . Aureon Laboratories
- . Campbell Soup
- . Canadian Broadcasting Corporation
- . Canada Health Infoway
- . City of London
- . Department of National Defense Canada
- . Genum Corporation
- . GlaxoSmithKline
- . Government of Nova Scotia
- . Government of Ontario
- . Steel Authority of India
- . MDS Sciex
- . Avon
- . Nike
- . AstraZeneca
- . Regional Municipality of Waterloo
- . Research in Motion Limited
- . Abbott Laboratories
- . Royal Group Technologies
- . Schulich School of Business
- . Scotiabank
- . Siemens
- . Sonic Foundry
- . Star Group Hong Kong
- . Bharat Aluminium
- . Waterloo North Hydro
- . City of Vaughan
- . Mitsubishi Motors
- . Canadian Society for Industrial Engineers
- . European Organization of Quality



*" Our project actually finished two weeks ahead of time.*

*I don't recall ever being in this situation before and I have to say – the relaxation is nice!!*

*Thanks to you on behalf of the team for giving us the tools  
that have enabled us to generate this success "*

*- MDS Analytical Technologies*

## WHO SHOULD ATTEND

This workshop will be of benefit to External and Internal Auditors, Accounting Department Directors and Managers, Project Management Offices, Senior Project Managers and Programme Managers. It may also be of interest to management who are responsible for the successful execution of projects. Individuals from both the private sector and public sector will benefit.

Boosting Project Bottomlines thru' Effective

## PROJECT AUDIT

15 & 16 May, 2016 | Dusit Thani Dubai

### INVESTMENT FEE

**EARLY REGISTRATION  
USD 3990**  
(Register by 5 January 2016)

**STANDARD REGISTRATION  
USD 4490**  
(Register by 10 March 2016)

**LATE REGISTRATION  
USD 4990**  
(Register after 10 March 2016)

**GROUP BOOKING : Send 3 delegates & above, and enjoy 10% additional savings !**

### DELEGATES

Name 1 : ..... Job title : .....

Direct Line / Mobile : ..... Email : .....

Name 2 : ..... Job title : .....

Direct Line / Mobile : ..... Email : .....

Name 3 : ..... Job title : .....

Direct Line / Mobile : ..... Email : .....

### ORGANISATION

Company Name : ..... General Line : .....

### INVOICE SHOULD BE DIRECTED TO :

Name : ..... Job Title/Dept : .....

Direct Line / Mobile : ..... Fax : .....

Mailing Address : ..... Email : .....

### AUTHORISATION (This booking is invalid without a signature)

Name : ..... Job Title/Dept : .....

Signature : ..... Date : .....



"It was the best course from all aspects (presentation, content and what I learnt, etc.) that I have attended in a number of years."  
- Civil Aviation Authority of New Zealand

"...the knowledge gained has been applied to a number of projects representing at least \$50 million."  
- Royal Group

"Michael Stanleigh's presentation was outstanding - a fantastic job! Everyone I spoke with afterwards thought the same as well and many of them could not stop talking about it!"  
- ASQ Toronto

"It was an excellent workshop and we have already implemented several of the learning's that we gleaned from the program."  
- Star India

To register, kindly fill-out this Registration Form, and return it to us by fax/email :

Fax : +603-7966 5675  
Scan and email to : contact@oricles.com

### PAYMENT DETAILS

There are 2 ways to make your payment :

#### i. Telegraphic Transfer

Bank : Malayan Banking Berhad  
Branch : Taman Maluri, Kuala Lumpur  
Malaysia

Account Name : ORICLE SYNERGY  
Account no : 5644 0960 7055  
Swift code : MBBEMYKL

#### ii. Foreign Demand Draft in USD to be drawn in a MALAYSIAN Bank.

All payments should be made in favour of:

**ORICLE SYNERGY**  
5-17-3, Pearl Tower,  
Serimas, Jalan 4/89A,  
56000 Kuala Lumpur,  
Malaysia.

#### Notes :

- i. Confirmation Letter & Invoice will be sent immediately upon receipt of registration.
- ii. Payment must be made within 7 days upon receipt of the invoice.
- iii. Payment must be done prior to the event. An official receipt will be issued.

### CANCELLATIONS / SUBSTITUTION

Due to contractual obligations, cancellation charges are as follow :

- 30 to 10 days notice : 50% of the workshop fee
- 9 to 3 days notice : 70% of the workshop fee
- 2 days or less notice: 100% of the workshop fee

(\*Based on working days only)

However, a complete set of documentation will be sent to you. Substitutions are welcomed at any time. All cancellations of registration must be made in writing.

Note: It may be necessary for reasons beyond control, to change the content and timing of the event, speaker(s) or venue, every effort will be made to inform the participants of the change.

### EVENT VENUE & ACCOMODATION

Dusit Thani Hotel Dubai  
133, Sheikh Zayed Road  
P.O. Box 23335  
Dubai, UAE.

Tel : +971 (4) 343 3333  
Fax: +971 (4) 343 4222

Room Reservation shall be made by delegates directly with the hotel. To enjoy privileged room rates, please Contact reservation at +971 (4) 343 3333.



### CERTIFICATE

Delegates who successfully complete this course will receive the prestigious Oricle's Certificate of Achievement endorsed by world renowned subject matter experts.



### PRE-COURSE QUESTIONNAIRE (PCQ)

To help you get the most out of this course, you are encouraged to fill-out the Pre-Course Questionnaire (PCQ) 2 weeks before the event. This will help our speaker understand your unique requirements & expectations, hence, tailor the course contents accordingly.