Exercise

# Contingencies and Triggers

***Consider each scenario and determine what you will use for a trigger for the contingency. In some cases you may need to create a trigger and put it in the project plan (be creative). In other cases a trigger may already exist.***

1. You are installing upgraded software in manufacturing equipment. You are ready to install, however you cannot get access to the equipment. To install the software, you require that the equipment be out of service for 72 hours. This allows you time to install the software, test the software, and remove it and restore the equipment to the previous condition if the test is not satisfactory. Because of the production schedule, you have been told that you cannot install the software until a planned shutdown of the manufacturing plant for maintenance. The next planned shutdown is not scheduled to occur until four months from now. Over the past year, the plant has had three unplanned shutdowns that lasted from five to seven days due to part shortages. You have a contingency plan to install the software during an unplanned shutdown. What should be your trigger?
2. Your project is to develop a new product. A milestone in your project is to have a working demonstration model available for an annual international tradeshow. Based upon your development schedule, you should have a working prototype two weeks before the tradeshow. However, there are numerous development risks and uncertainties. If you are unable to have a working prototype, you must provide a mockup of the product and displays or videos demonstrating some of the features that are being developed. It will require four weeks to create a mockup and the demonstration videos. If you spend four weeks on that effort, you will not be able to complete a working prototype in time. You have suggested that you plan for the mockup at the tradeshow instead of the working prototype, but senior management has directed you to proceed with your current schedule, and only switch to the mockup and demonstrations if you get to a point in the project where you know you can’t complete the working prototype in time. What should be your trigger to switch to the mockup?
3. You are managing a facility expansion project. The project has progressed well and the facility is enclosed (foundation in, walls up, roof is on). You are now managing all of the installation of utilities and the room furnishings. The facility is four stories tall and your plan is to complete one floor at a time. It will take about one month to complete each floor. There is a shortage of plumbers in the area. Your schedule calls for plumbers to work for two weeks on each floor. You are concerned that after the plumbers are done with one floor, you may not be able to get them back again two weeks later. However, they can’t do all the plumbing at once because the other three floors are not ready for the plumbers when they are scheduled to do the first floor. Your contingency plan is to do all four floors at once, but this delays the completion of the first floor by three months and the organization wants to occupy the first floor as soon as possible. What is your trigger for changing your plan?