

PROJECT RECOVERY CASE STUDY

Recovering an at-risk LMS migration

Schedule recovery, budget forecasting, scope control, and executive decision support

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Project Manager | Portfolio simulation

CURRENT CONDITION

Schedule recovery, budget forecasting, scope control, and executive decision support

Recovery baseline

SCHEDULE POSITION

3 weeks behind

CURRENT FORECAST

\$482,000

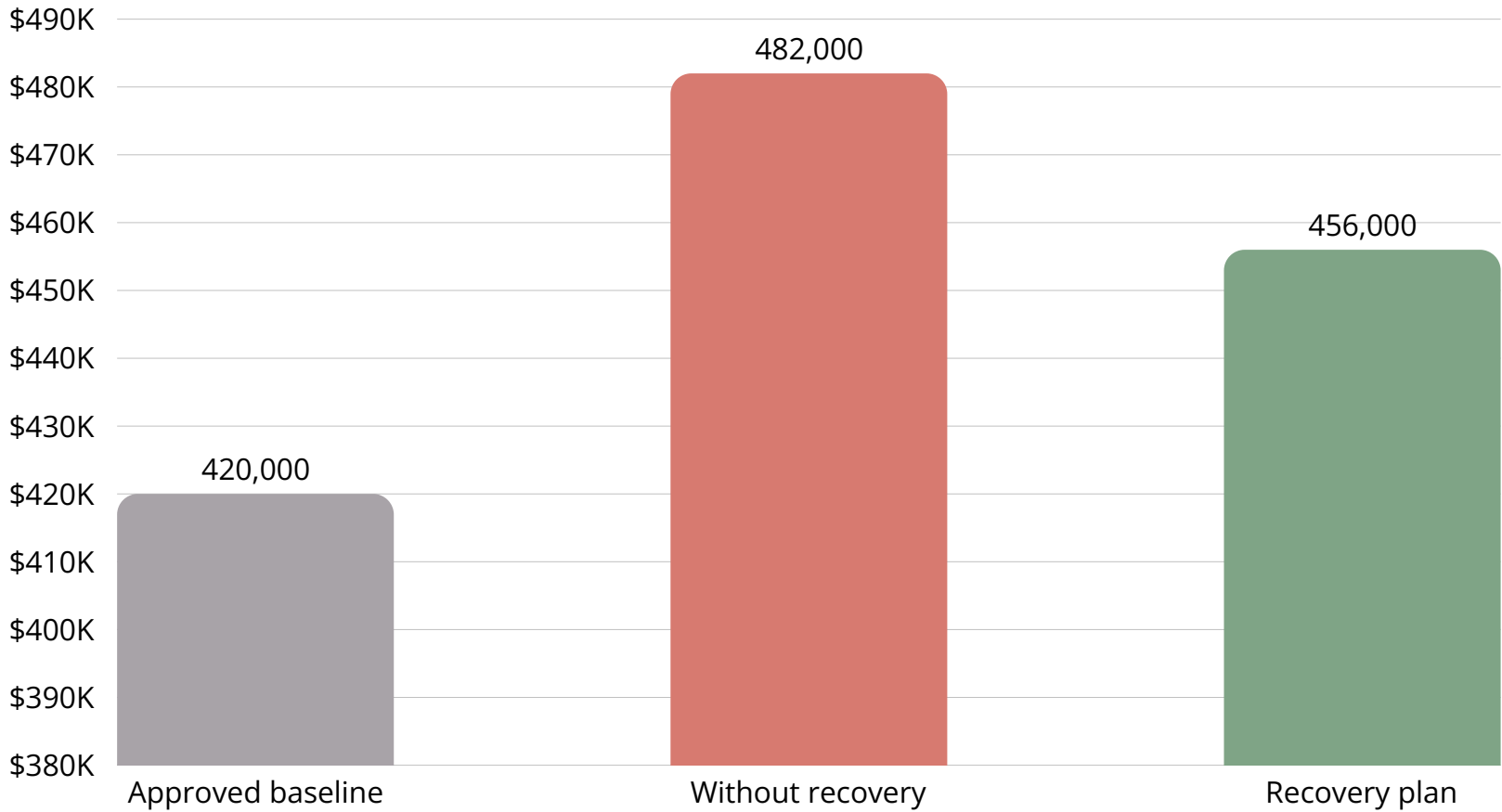
RECOVERY EAC

\$456,000

RECOVERY GO-LIVE

Apr 26, 2027

MEASURE	PLAN TO DATE	ACTUAL
Content migration	80%	65%
Data validation	75%	58%
Administrator UAT	25%	0%
Training readiness	20%	10%
Launch readiness	15%	5%



Root causes and recovery controls

Root cause	Evidence at Week 8	Project effect	Recovery control
Data quality	Duplicate learner records and inconsistent transcript fields	Migration throughput below plan	Dedicated specialist and daily defect triage
Vendor defects	Configuration issues remain outside the agreed resolution window	Testing cannot begin on schedule	Daily vendor stand-up and defect SLA
SME capacity	Business experts split time between project and operations	Decisions and validation remain queued	Temporary backfill and fixed review windows
Scope growth	Advanced analytics and expanded SSO entered the launch scope	Additional work extends the critical path	Move noncritical features to Phase 2
Decision latency	No single deadline or authority for cross-functional decisions	Open questions delay dependent tasks	Decision log with owners and due dates

Recovery strategy

01	Reduce launch scope	Move advanced analytics, expanded SSO, and low-use electives to Phase 2. Keep compliance reporting and core learning workflows in the April launch.
02	Add targeted capacity	Use a temporary migration specialist, parallel UAT groups, and operational backfill where they directly relieve the critical path.
03	Tighten delivery controls	Run daily data and vendor triage. Apply defect SLAs, objective exit criteria, and severity thresholds.
04	Accelerate decisions	Set decision owners and deadlines. Escalate unresolved launch, budget, security, and defect decisions through the sponsor.

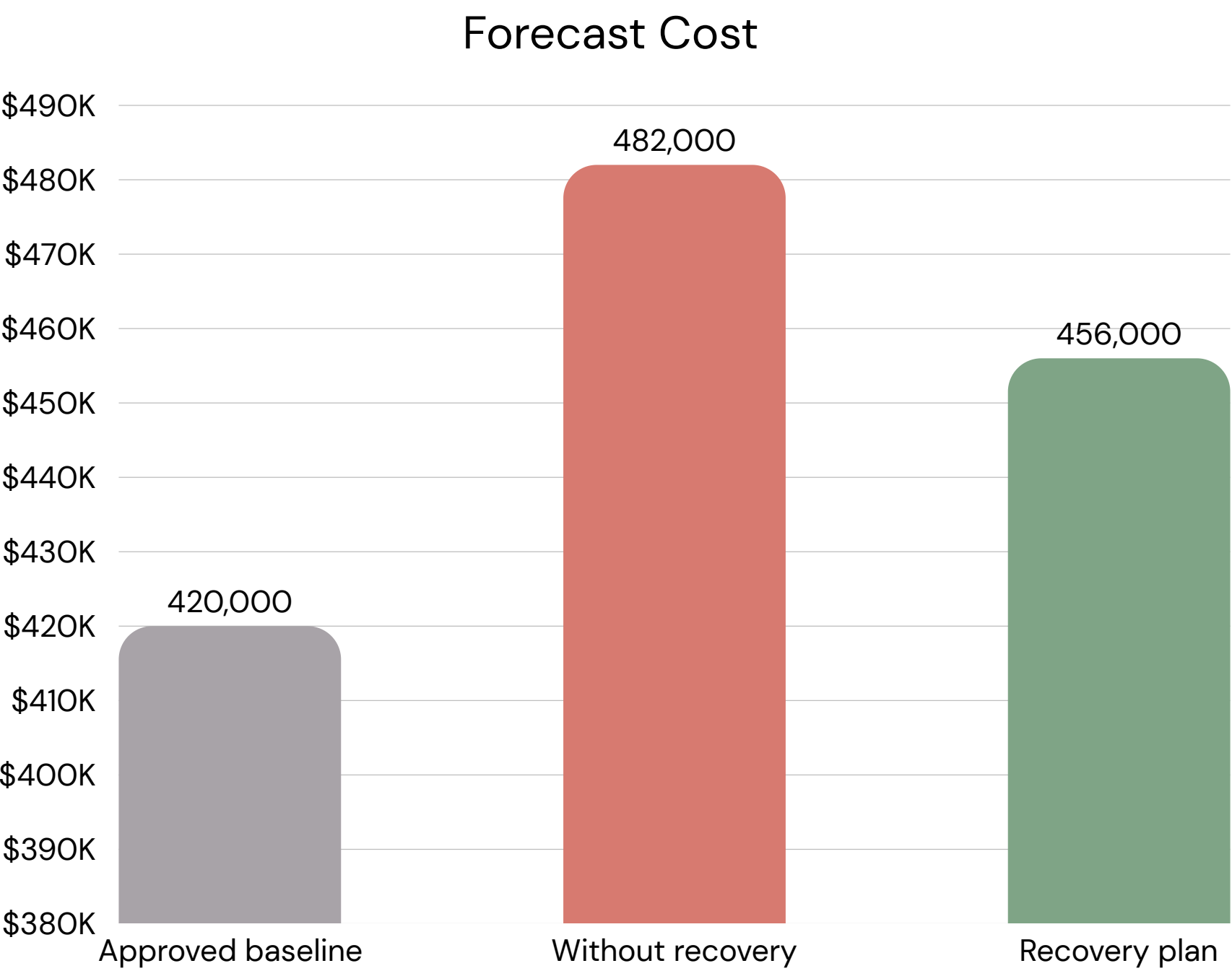
CORRECTIVE ACTION

Recovery strategy

The recovery baseline returns the core launch to April 26 by overlapping selected work and protecting decision deadlines.

WORKSTREAM	RECOVERY START	RECOVERY FINISH	CRITICAL PATH	KEY CONTROL
Data cleansing	Mar 8	Mar 19	Yes	Daily defect triage
Course mapping	Mar 8	Mar 26	Yes	Phase 2 scope deferral
Configuration remediation	Mar 8	Mar 26	Yes	Vendor defect SLA
Migration and integration testing	Mar 15	Apr 2	Yes	Parallel workstreams
UAT and remediation	Mar 29	Apr 16	Yes	Two test groups
Training and readiness	Apr 12	Apr 23	No	Readiness criteria
Production go-live	Apr 26	Apr 26	Yes	Sponsor authorization

Budget and scope tradeoffs



AVOIDED OVERRUN

\$26,000

VARIANCE TO BUDGET

+\$36,000

APPROVED CHANGE	COST IMPACT	SCHEDULE IMPACT
Data specialist	+\$15,000	5 days recovered
Parallel UAT groups	+\$6,000	7 days recovered
Analytics to Phase 2	-\$22,000	10 days recovered
Three-year transcript window	-\$8,000	4 days recovered

Schedule impacts overlap; recovered days are not additive

Budget and scope tradeoffs

DECISION	OWNER	DUE	EFFECT
Final go-live authorization	Executive Sponsor	Apr 23	Confirms launch after the readiness review
Residual defect acceptance	L&D Director	Apr 23	Prevents low-impact defects from delaying launch
Phase 2 funding	Executive Sponsor	Apr 30	Funds deferred analytics and SSO expansion

COMMUNICATION CADENCE

- Daily

Vendor defects and data quality
- Twice weekly

Steering decisions and operational readiness
- Weekly

Executive forecast, risks, and launch outlook

ESCALATION THRESHOLD

Escalate when the forecast exceeds \$456,000, the launch date slips, a critical security defect remains open, or readiness criteria miss target.

The recovery plan protects the core launch

The April 26 launch remains achievable if leadership holds the reduced scope, maintains targeted recovery capacity, and closes go-live decisions by April 23.

SCHEDULE

Apr 26 launch remains achievable

BUDGET

\$456K recovery EAC; \$26K below the no-action forecast

SCOPE

Core launch protected; analytics and expanded SSO deferred

MEASURES DURING EXECUTION

Milestone completion, migration accuracy, defect aging, training readiness, and weekly forecast variance.