Project Portfolio Management

Customer Satisfaction

PREPARED FOR:

Ross Little

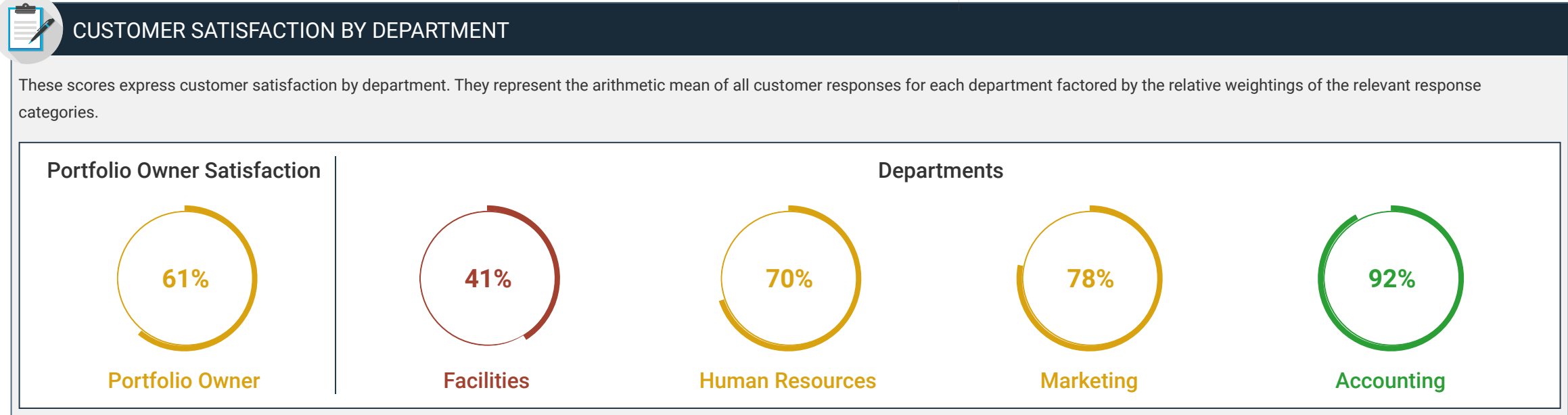JANUARY 13TH, 2017

— PPM —
DIAGNOSTIC PROGRAM
POWERED BY INFO-TECH RESEARCH GROUP

Customer Satisfaction
Dashboard

IAG CONSULTING | powered by INFO~TECH RESEARCH GROUP

69% Overall Score

- PROJECT DELIVERY
- PROJECT MANAGEMENT
- CUSTOMER MANAGEMENT
- ALIGNMENT
- PROJECT CANCELLATION
- CAPACITY

CUSTOMER SATISFACTION BY DEPARTMENT

These scores express customer satisfaction by department. They represent the arithmetic mean of all customer responses for each department factored by the relative weightings of the relevant response categories.

Portfolio Owner Satisfaction	Departments			
61% Portfolio Owner	**41%** Facilities	**70%** Human Resources	**78%** Marketing	**92%** Accounting

CUSTOMER SATISFACTION BY CATEGORY

PROJECT DELIVERY — CATEGORY SCORE: 75%

Category	Weighting	Portfolio Owner	GAP	Customer Avg.
Project Delivered On Time	8.0	17%	56%	73%
Projects Delivered On Budget	5.0	33%	42%	75%
Projects Delivered In Scope	9.0	100%	23%	77%

CAPACITY — CATEGORY SCORE: 72%

Category	Weighting	Portfolio Owner	GAP	Customer Avg.
IT as a Bottleneck	9	50%	17%	67%
IT Capacity	8	83%	10%	73%
IT Value Contribution	9	100%	23%	77%

PROJECT MANAGEMENT — CATEGORY SCORE: 65%

Category	Weighting	Portfolio Owner	GAP	Customer Avg.
Quality	8	83%	23%	60%
Communication	7	100%	33%	67%
Productivity	4	67%	6%	73%
Agility	6	50%	15%	65%

PROJECT CANCELLATION — CATEGORY SCORE: 60%

Category	Weighting	Portfolio Owner	GAP	Customer Avg.
Avoidance of Cancelled Projects	10	33%	25%	58%
Handling of Cancelled projects	8	17%	46%	63%

CUSTOMER MANAGEMENT — CATEGORY SCORE: 67%

Category	Weighting	Portfolio Owner	GAP	Customer Avg.
Clarity of Business Goals	10	17%	52%	69%
Analysis of Requirements	5	33%	34%	67%
Involvement in Testing	5	100%	31%	69%
Leadership in Change Communication	7	33%	32%	65%

ALIGNMENT — CATEGORY SCORE: 71%

Category	Weighting	Portfolio Owner	GAP	Customer Avg.
Strategic Alignment	8	100%	27%	73%
Alignment with Operational Goals	6	100%	31%	69%

REPORT OVERVIEW

01 Dashboard
02 Customer Satisfaction All Departments
03 Customer Satisfaction and Feedback By Department
04 Scoring Methodology
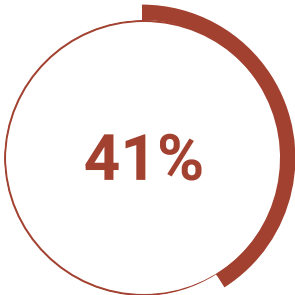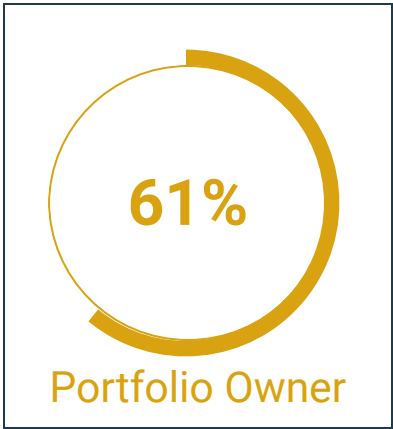
2

These scores express customer satisfaction for all departments. They represent the arithmetic mean of all customer responses for each department factored by the relative weightings of the various response categories.

41% Facilities
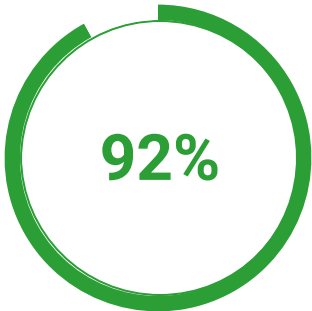
61% Portfolio Owner

70% Human Resources

78% Marketing

92% Accounting

DEPARTMENT SCORE

70%

Compared to all department score of: 69%

PROJECT DELIVERY

Despite the movement towards Agile, customers still think about the three-constraints model of time, cost, and scope.

Project Delivered On Time	Weighting	8

"Our project are delivered on time."
Project timeliness depends on making sure you get the resources that were allocated.

Strongly disagree — Strongly agree
Port. Owner
Department
GAP

Projects Delivered On Budget	Weighting	5

"Our projects are delivered without exceeding the original budget estimate."
Hold to realistic timelines early in the project to contain the people-related costs.

Strongly disagree — Strongly agree
Port. Owner
Department
GAP

Projects Delivered In Scope	Weighting	9

"Our projects are delivered within the intended scope of results."
Putting the right processes in place is the key to managing scope in any project management paradigm.

Strongly disagree — Strongly agree
Port. Owner
Department
GAP

CAPACITY

IT capacity is a fundamental driver of throughput, satisfaction, and value.

IT as a Bottleneck	Weighting	9

"To what extent is your group constrained by IT from reaching its strategic goals?"
IT services can drive or impede strategic goals.

Very constrained — Very unconstrained
Port. Owner
Department
GAP

IT Capacity	Weighting	8

"To what extent are you satisfied with your ability to get IT capacity to complete projects?"
Your analysis should distinguish IT's capacity from their ability to execute.

Very dissatisfied — Very satisfied
Port. Owner
Department
ALIGNED

IT Value Contribution	Weighting	9

"To what extent are you satisfied with the value IT delivers on completed projects?"
Rather than simply delivering technology services, look to IT for the value they contribute.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

CUSTOMER RESPONDENTS — Blazes Boylan, Patrick Dignam

PROJECT MANAGEMENT

Effective project delivery revolves around clear communication, prudent prioritization, and realistic expectations. Ensure that your funding goals are properly aligned with the level of resourcing.

Quality	Weighting	8

"Overall, how satisfied are you with the quality of project results?"
Emphasize quality to keep the projects moving forward.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Communication	Weighting	7

"Overall, how satisfied are you with the quality of project communications?"
Communication is fundamentally about aligning resources with requirements.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Productivity	Weighting	4

"Overall, how satisfied are you with the productivity of your project teams?"
Productivity is not about how much you do, it's about what you get done.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Agility	Weighting	6

"Overall, how satisfied are you with the agility of project teams when the scope, resourcing, or timing of projects needs to change?"
Agility requires timely analysis of the changing requirements to maintain quality and effectiveness.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

PROJECT CANCELLATION

Cancelled project costs are the purest form of resource waste.

Avoidance of Cancelled Projects	Weighting	10

"How satisfied are you that the organization minimizes spending if projects get cancelled before completion?"
Effective project portfolio management limits waste by recognizing projects that shouldn't be started in the first place. This is an essential skill for traditional (i.e. non-Agile) organizations.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Handling of Cancelled projects	Weighting	8

"How satisfied are you that the organization stops spending time and money as early as possible if projects are cancelled?"
If a project needs to be cancelled, then the sooner the better. This is an essential skill for Agile organizations.

Very dissatisfied — Very satisfied
Port. Owner
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CUSTOMER MANAGEMENT

As more organizations move toward Agile methodologies, customers are becoming increasingly involved throughout the project cycle. Clarifying customer roles, requirements, and expectations is important for project success.

Clarity of Business Goals	Weighting	10

"How satisfied are you that project goals are clearly stated by the customer and understood by the project teams?"
Project quality suffers when the business goals are unclear or unstable.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Analysis of Requirements	Weighting	5

"How satisfied are you that the project teams are helping the customer to understand the broader implications of their project requirements?"
The project customer needs to be aware of the broader impact of their requirements to ensure their improvement doesn't cause another area to suffer.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Involvement in Testing	Weighting	5

"How satisfied are you that the project teams are getting the customers engaged in the appropriate amount of testing and validation of the project deliverables?"
Customer validation needs to ensure quality before changes are made.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

Leadership in Change Communication	Weighting	7

"How satisfied are you that the customer takes the lead in communicating the rationale, timing, and impact of project-related changes?"
Communications are more effective coming from the area that sponsored the project.

Very dissatisfied — Very satisfied
Port. Owner
Department
GAP

ALIGNMENT

The integrity of your project intake process is measured by Strategic and Operational alignment.

Strategic Alignment	Weighting	8

"To what extent is your project portfolio aligned with the organization's business strategy?"
Avoid a high-quality focus on the wrong projects.

Not at all aligned — Fully aligned
Port. Owner
Department
GAP

Alignment with Operational Goals	Weighting	6

"To what extent is your project portfolio aligned with the organization's operational goals?"
Align the portfolio with operational metrics to avoid causing new problems as you solve the old ones.

Not at all aligned — Fully aligned
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REPORT OVERVIEW

01 Dashboard   **02** Customer Satisfaction All Departments   **03** Customer Satisfaction and Feedback By Department   **04** Scoring Methodology

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What is your most pressing pain point regarding project portfolio practices?

Blazes Boylan	I don't really have any pain points. The PMO is doing a great job.
Patrick Dignam	There's too much paperwork involved in requesting a new project. I shouldn't have to fill out three forms.

What is the greatest opportunity to improve the effectiveness of project portfolio management practices?

Blazes Boylan	Maybe let me know about the status of my projects more often? Bi-weekly updates are great, but weekly would be even better!
Patrick Dignam	Make forms digital, and streamline the intake process to make it less work.

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5

78%

DEPARTMENT SCORE

Compared to all department score of: 69%

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Strongly disagree — Strongly agree
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CUSTOMER MANAGEMENT

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Analysis of Requirements	Weighting	5

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ALIGNMENT

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Strategic Alignment	Weighting	8

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Not at all aligned — Fully aligned
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Marketing Customer Feedback

What is your most pressing pain point regarding project portfolio practices?

Buck Mulligan	I don't really have any pain points, although I wish our projects would get done faster.
Molly Bloom	We could do better identifying when projects are failing.
Myles Crawford	We need a better project tool than just Excel. It's too hard to manage version control, and the spreadsheet project plans become too big and unworkable.

What is the greatest opportunity to improve the effectiveness of project portfolio management practices?

Buck Mulligan	Find some outsourcing partners for when we need to get things done but don't have capacity in house.
Molly Bloom	Cancel projects earlier. We waste a lot of time on projects that aren't going to succeed.
Myles Crawford	Adopt a dedicated project tool.

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7

DEPARTMENT SCORE

41%

Compared to all department score of: 69%

PROJECT DELIVERY

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Project Delivered On Time — Weighting **8**

? "Our project are delivered on time."
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Strongly disagree → Strongly agree
Port. Owner / Department — **ALIGNED**

Projects Delivered On Budget — Weighting **5**

? "Our projects are delivered without exceeding the original budget estimate."
! Hold to realistic timelines early in the project to contain the people-related costs.

Strongly disagree → Strongly agree
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Projects Delivered In Scope — Weighting **9**

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Strongly disagree → Strongly agree
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CAPACITY

IT capacity is a fundamental driver of throughput, satisfaction, and value.

IT as a Bottleneck — Weighting **9**

? "To what extent is your group constrained by IT from reaching its strategic goals?"
! IT services can drive or impede strategic goals.

Very constrained → Very unconstrained
Port. Owner / Department — **GAP**

IT Capacity — Weighting **8**

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IT Value Contribution — Weighting **9**

? "To what extent are you satisfied with the value IT delivers on completed projects?"
! Rather than simply delivering technology services, look to IT for the value they contribute.

Very dissatisfied → Very satisfied
Port. Owner / Department — **GAP**

CUSTOMER RESPONDENTS — Josie Breen, Stephen Dedalus

PROJECT MANAGEMENT

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Quality — Weighting **8**

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Productivity — Weighting **4**

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PROJECT CANCELLATION

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Avoidance of Cancelled Projects — Weighting **10**

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Very dissatisfied → Very satisfied
Port. Owner / Department — **ALIGNED**

Handling of Cancelled projects — Weighting **8**

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Clarity of Business Goals — Weighting **10**

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! Avoid a high-quality focus on the wrong projects.

Not at all aligned → Fully aligned
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Alignment with Operational Goals — Weighting **6**

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REPORT OVERVIEW

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What is your most pressing pain point regarding project portfolio practices?

Josie Breen	Project teams don't have enough dedicated space.
Stephen Dedalus	People never think through the consequences of their projects on our facilities.

What is the greatest opportunity to improve the effectiveness of project portfolio management practices?

Josie Breen	Create better work spaces for project teams.
Stephen Dedalus	Identify facilities needs up front, and communicate them early in the project.

DEPARTMENT SCORE

92%

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PROJECT DELIVERY

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What is your most pressing pain point regarding project portfolio practices?

What is the greatest opportunity to improve the effectiveness of project portfolio management practices?

Leopold Bloom	I think you're doing a great job. Keep it up.

Scores in this report are calculated using the following methodology:

1 Each question is assigned a weighting out of 10, which is factored by the actual score to create the scoring weights on the Scoring Weight Table.

2 Overall and departmental scores are calculated by dividing the sum of all applicable scoring weight values by the maximum potential score or maximum potential department score.

*NOTE: If there is more than one respondent per department, scores in this department are reported as the arithmetic mean of the responses for each question.

**NOTE: For question responses of N/A, maximum potential scores are reduced by the maximum possible question score weighting for the applicable question.

***NOTE: When scores are compared to determine gap or alignment, variances of 5% or less are considered to be aligned. Variances greater than 5% are considered to be a gap.

Scoring Weight Table

Category	Subcategory	Actual scores					
		1	2	3	4	5	6
Project Delivery	Projects Delivered on Time	8	16	24	32	40	48
	Projects Delivered on Budget	5	10	15	20	25	30
	Projects Delivered in Scope	9	18	27	26	45	54
Project Management	Quality	8	16	24	32	40	48
	Communication	7	14	21	28	35	42
	Productivity	4	8	12	16	20	24
	Agility	6	12	18	24	30	36
Customer Management	Clarity of Business Goals	10	20	30	40	50	60
	Analysis of Requirements	5	10	15	20	25	30
	Involvement in Testing	5	10	15	20	25	30
	Leadership in Change Communication	7	14	21	28	35	42
Project Cancellation	Avoidance of Cancelled Projects	10	20	30	40	50	60
	Handling of Cancelled Projects	8	16	24	32	40	48
Alignment	Strategic Alignment	8	16	24	32	40	48
	Alignment with Operational Goals	6	12	18	24	30	36
Capacity	IT as a Bottleneck	9	18	27	36	45	54
	Projects Delivered on Budget	8	16	24	32	40	48
	Projects Delivered in Scope	9	18	27	26	45	54