Project Portfolio Management Customer Satisfaction

PREPARED FOR:

Ross Little

JANUARY 13TH, 2017

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Data is comprised of feedback from 9 respondents, including: James Joyce, Blazes Boylan, Buck Mulligan, Josie Breen, Leopold Bloom, Molly Bloom, Myles Crawford, Patrick Dignam, Stephen Dedalus







Dashboard

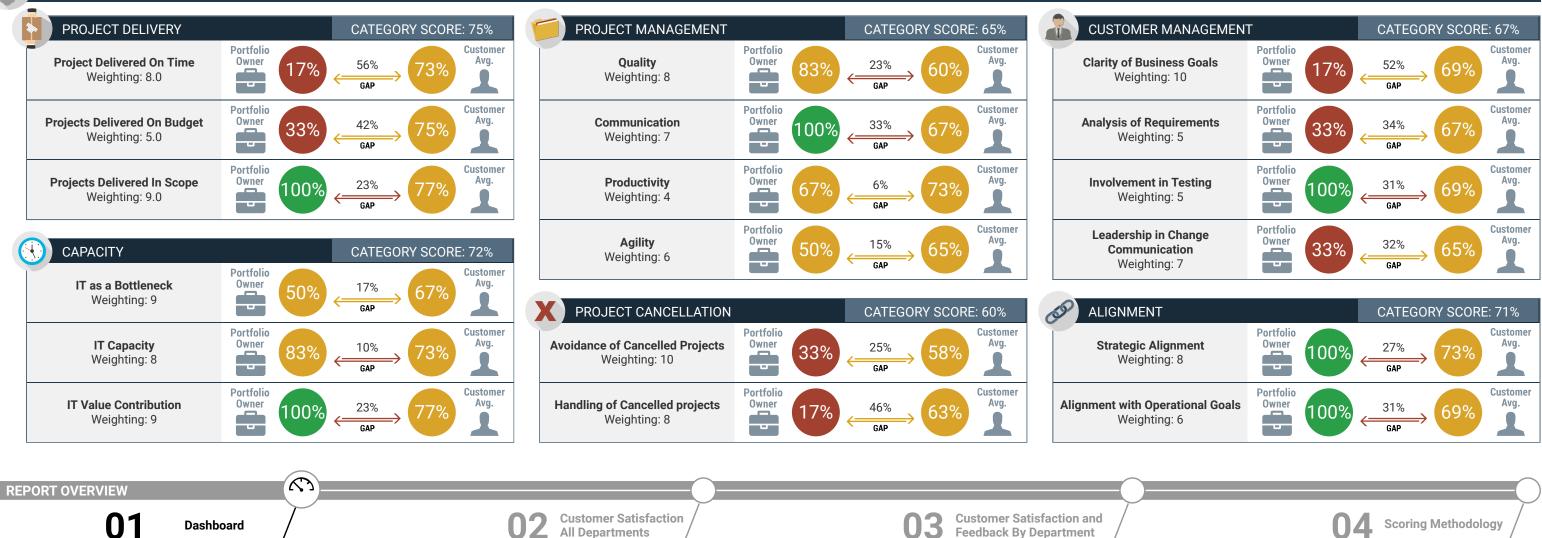


Departments

70%

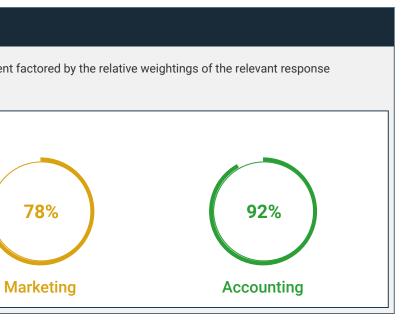
Human Resources







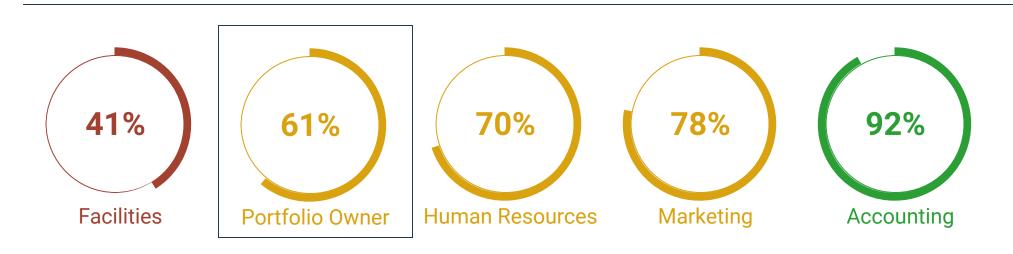
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All Departments



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.



REPORT OVERVIEW

 01
 Dashboard

 02
 Customer Satisfaction All Departments

 03

 Customer Satisfaction and Feedback By Department







70%

Satisfaction with PPM Practices



CUSTOMER RESPONDENTS – Blazes Boylan, Patrick Dignam

Compared to all department score of: 69%

DEPARTMENT SCORE

PROJECT DELIVERY			
Despite the movement towards Agile, customers sti cost, and scope.	ll think about the	e three-constraints m	nodel of time,
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. 	Str Port. Owner Department	ongly disagree	Strongly agree
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Projects Delivered In Scope		Weighting	9
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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. 	Ver Port. Owner	y constrained V	ery unconstrained			
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. 	Ver Port. Owner Department	Very satisfied				
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 	Ver Port. Owner Department	y dissatisfied	Very satisfied			

PROJECT MANAGEMENT ctive project delivery revolves around clear communication, prudent prioritization, and realistic ectations. Ensure that your funding goals are properly aligned with the level of resourcing. Quality Weighting 8 Very satisfied Very dissatisfied **Overall**, how satisfied are you with the quality of project results?" Port. Owner Department 0 Emphasize quality to keep the projects moving forward. GAP 7 Weighting Communication Very satisfied Very dissatisfied **Overall**, how satisfied are you with the quality of project communications?" Port. Owner Department Communication is fundamentally about 0 aligning resources with requirements. GAP Productivity Weighting 4 Very dissatisfied Very satisfied **?** "Overall, how satisfied are you with the productivity of your project teams?" Port. Owner 1 Department Productivity is not about how much you do, 0 it's about what you get done. GAP Agility Weighting 6 Overall, how satisfied are you with the agility Very satisfied Very dissatisfied of project teams when the scope, resourcing, Port. Owner or timing of projects needs to change?" Department Agility requires timely analysis of the B changing requirements to maintain quality and effectiveness. GAP

K PROJECT CANCELLATION			
Cancelled project costs are the purest form of resou	urce 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. 	Ver Port. Owner	ry dissatisfied	Very satisfied
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as ALIGNM

Strategic Alignm

? "To what extent aligned with the strategy?" Avoid a high-qua

projects.

Alignment with

? "To what extent aligned with the goals?" Align the portfol avoid causing n

the old ones.

REPORT OVERVIEW

Dashboard

Customer Satisfaction All Departments



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CUSTOMER MANAGEMENT

IENT			
project intake process is measu	ured by Strategic	c and Operational alig	jnment.
ment		Weighting	8
t is your project portfolio e organization's business ality focus on the wrong	No Port. Owner	t at all aligned	Fully aligned
Operational Goals		Weighting	6
t is your project portfolio e organization's operational plio with operational metrics to new problems as you solve	No Port. Owner Department	t at all aligned	Fully aligned

Δ



What is your mos	t pressing pain point regarding project portfolio practices?		What is the greate management prac	st opportunity to improve th tices?
Blazes Boylan	I don't really have any pain points. The PMO is doing a great job.		Blazes Boylan	Maybe let me know about the s great, but weekly would be ever
Patrick Dignam	There's too much paperwork involved in requesting a new project. I shouldn't have to fill out three forms.		Patrick Dignam	Make forms digital, and stream

REPORT OVERVIEW

01

Dashboard

02









the effectiveness of project portfolio

e status of my projects more often? Bi-weekly updates are ven better!

amline the intake process to make it less work.



Marketing

Satisfaction with PPM Practices



DEPARTMENT SCORE 78% Compared to all department score of: 69% **PROJECT DELIVERY** t, and sco **Project Delivered On Time** Weighting 8 Strongly disagree Strongly agree Our project are delivered on time." Port. Owner Department Project timeliness depends on making sure 0 you get the resources that were allocated. GAP 5 Projects Delivered On Budget Weighting Strongly disagree Strongly agree "Our projects are delivered without exceeding * Our projects are donversed the original budget estimate." Port. Owner Department Hold to realistic timelines early in the project Ð to contain the people-related costs. GAP 9 **Projects Delivered In Scope** Weighting Our projects are delivered within the Strongly disagree Strongly agree Port. Owner intended scope of results." ^outting the right processes in place is the key Department 0 to managing scope in any project GAP management paradigm. CAPACITY

II 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. 	ry constrained Ve	ery unconstrained				
IT Capacity	Weighting	8				
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IT Value Contribution		Weighting	9			
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CUSTOMER RESPONDENTS – Buck Mulligan, Molly Bloom, Myles Crawford

PROJECT MANAGEMENT Effective project delivery revolves around clear commexpectations. Ensure that your funding goals are pro-	munication, pru	dent prioritization, ar ith the level of resou	nd realistic rcing.
Quality		Weighting	8
 Overall, how satisfied are you with the quality of project results?" Emphasize quality to keep the projects moving forward. 	Ve Port. Owner Department	ry dissatisfied	Very satisfied
Communication		Weighting	7
 "Overall, how satisfied are you with the quality of project communications?" Communication is fundamentally about aligning resources with requirements. 	Ve Port. Owner Department	ry dissatisfied	Very satisfied
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. 	Ve Port. Owner Department	ry dissatisfied	Very satisfied
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. 	Ve Port. Owner	ry dissatisfied	Very satisfied
PROJECT CANCELLATION	roowooto		
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05

ALIGNM

Strategic Alignm

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Align the portfol avoid causing ne the old ones.

Customer Satisfaction and

Feedback By Department

3

REPORT OVERVIEW

Dashboard

Customer Satisfaction All Departments

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What is your mos	st pressing pain point regarding project portfolio practices?	What is the greate management prac	est opportunity to improve t tices?
Buck Mulligan	I don't really have any pain points, although I wish our projects would get done faster.	Buck Mulligan	Find some outsourcing partne capacity in house.
Molly Bloom	We could do better identifying when projects are failing.	Molly Bloom	Cancel projects earlier. We was
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.	Myles Crawford	Adopt a dedicated project tool.

REPORT OVERVIEW











the effectiveness of project portfolio

ners for when we need to get things done but don't have

aste a lot of time on projects that aren't going to succeed.



Facilities

Satisfaction with PPM Practices



DEPARTMENT SCORE 41% Compared to all department score of: 69% **PROJECT DELIVERY Project Delivered On Time** Weighting 8 Strongly disagree Strongly agree "Our project are delivered on time." Port. Owner Project timeliness depends on making sure you get the resources that were allocated. Department ALIGNED **Projects Delivered On Budget** Weighting 5 Strongly disagree Strongly agree * Our projects are deriver at the original budget estimate." "Our projects are delivered without exceeding Port. Owner Department Hold to realistic timelines early in the project to contain the people-related costs. GAP Weighting 9 **Projects Delivered In Scope** ⁽¹⁾ "Our projects are delivered within the intended paper of the " Strongly disagree Strongly agree Port. Owner intended scope of results." Putting the right processes in place is the key Department to managing scope in any project GAP management paradigm CAPACITY IT as a Bottleneck Weighting 9 Verv unconstrained Very constrained "To what extent is your group constrained by To what extent is your group content. IT from reaching its strategic goals? Port. Owner Department T services can drive or impede strategic GAP Weighting 8

Very dissatisfied

Very dissatisfied

GAP

Weighting

Port. Owner

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Department

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CUSTOMER RESPONDENTS – Josie Breen, Stephen Dedalus

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REPORT OVERVIEW

contribute

IT Capacity

3

projects?

IT Value Contribution

ability to get IT capacity to complete

"To what extent are you satisfied with your

• Your analysis should distinguish IT's capacity from their ability to execute.

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Dashboard

Customer Satisfaction All Departments





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CUSTOMER MANAGEMENT

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Weighting	8					
Not at all aligned	Fully aligned					
Weighting	6					
Not at all aligned	Fully aligned					
	Weighting Not at all aligned Image: state sta					



	What is your most	pressing pain point regarding project portfolio practices?		What is the greate management prac	st opportunity to improve tł tices?
	Josie Breen	Project teams don't have enough dedicated space.		Josie Breen	Create better work spaces for p
	Stephen Dedalus	People never think through the consequences of their projects on our facilities.		Stephen Dedalus	Identify facilities needs up front

REPORT OVERVIEW

01

Dashboard









the effectiveness of project portfolio

or project teams.

ont, and communicate them early in the project.



Accounting

92%

Satisfaction with PPM Practices



CUSTOMER RESPONDENTS - Leopold Bloom

Compared to all department score of: 69%

DEPARTMENT SCORE

PROJECT DELIVERY			
Despite the movement towards Agile, customers sti cost, and scope.	ll think about the	e three-constraints m	nodel of time,
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PROJECT CANCELLATION

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Avoidance of Cancelled Projects		Weighting	10
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09

ALIGNMENT

Strategic Alignment

strategy?'

goals?"

the old ones.

REPORT OVERVIEW

Dashboard

Customer Satisfaction All Departments

3 **Customer Satisfaction and** Feedback By Department



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CUSTOMER MANAGEMENT



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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.

REPORT OVERVIEW

01















Scores in this report are calculated using the following methodology:

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
	Quality	8	16	24	32	40	48
Project Management	Communication	7	14	21	28	35	42
	Productivity	4	8	12	16	20	24
	Agility	6	12	18	24	30	36
	Clarity of Business Goals	10	20	30	40	50	60
Customer Management	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

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.

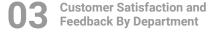
****NOTE:** For question responses of N/A, maximum potential scores are reduced by the maximum possible question score weighting for the applicable question.

***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.

REPORT OVERVIEW









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Scoring Weight Table

Scoring Methodology

A