# Project Portfolio Management

Assessment

# PREPARED FOR:

Ross Little, IAG

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Powered by:

INFO~TECH

Data is comprised of feedback from 2 respondents, including: James Joyce, Virginia Woolf









### **INSIGHT OVERVIEW**



### PPM Administration



If the portfolio grows, revisit the potential to centralize administrative support.

### Project Leadership

Get the PMO more involved in project leadership to increase overall success.



### **PPM Governance**





Your organization has a fairly involved PMO, so look for ways to right-size and streamline their involvement.



### Organizational Structure

Improve your overall portfolio management success by formalizing the PMO and related staffing levels.



### Project Intake

You have a moderate amount of spending on the project intake process already, yet the scorecard isn't fully utilized. Make sure that the intake process is approving the right amount of the right projects.



### **Project Resourcing**

When you find deficiencies in the portfolio management throughput or satisfaction, look to solve the gap in resourcing. However, add any needed controls and processes to make sure you're not just "throwing resources" at the problem.



### Portfolio Reporting

Increase your focus on portfolio reporting.



### **Project Closure**

Open steering committee meetings with a very short presentation from each project team that completed a project in the previous cycle. Formalize project closure so that you connect the dots from the completion criteria in the project charter, through execution, to the final release of resources from the project.



### PPM SUCCESS

These scores express your perceptions of overall PPM success. Your answers to these questions inform the recommendations throughout this report.



"To what extent do you agree with the following statements?"

"Our projects are delivered on time, within budget, and within the intended scope."

58% **Project** Delivery

"Our project customers are satisfied by the process and results."

Customer Satisfaction

"Overall project portfolio spending delivers maximum value based on organizational needs."



Insight: A successful PPM practice needs a balance of successful project delivery, satisfied customers, and organizational value. Use the following recommendations to take it to the next level. **Overall Recommendations:** 

- → Ensure that your volume of approved projects and the related PM and PPM processes are supported with sufficient resourcing in both the PMO and the project teams.
- → Look for opportunities to evolve the oversight (i.e. use of scorecard for project intake, recognition of organizational capacity when approving new projects, cancelling projects when needed, etc.).
- → Improve the project intake process by making it faster, more repeatable, and more representative of organizational needs.
- Focus on improving the content, currency, and delivery of your portfolio reporting.



### TOOLS

The sophistication of project and portfolio management tools needs to line up with the intensity of the data being managed.

### Tools in use:



Insight: Internally developed PPM solutions are the primary tool set for two thirds of Info-Tech's Members. Be sure to refine the solution as needed to support your processes and avoid under-funding your own solution.

REPORT OVERVIEW

Dashboard

Management Role

**Portfolio Management Process**  Organizational Structure

5 Project Portfolio Oversight Oversight

# Portfolio Management Roles

PPM Administration, Project Leadership and PPM Governace







PPM GOVERNANCE - Portfolio governance is essential, but opinions vary on whether that includes project governance.

ORGANIZATIONAL CAPACITY MGMT. WEIGHTING: 10/10



2 "Our PMO maintains current reporting of organizational capacity for new projects."

It's eassential that people approving projects have a current view of the organization's capacity for more work.

Recommended Action: Check to see if more investment in this information could make the portfolio easier to manage.



### PROJECT GOVERNANCE WEIGHTING: 2/10

- To what extent does your PMO provide Project Management governance?"
- When the PMO provides Project Management governance, their resources are taxed along with the resources of the project teams. The effort should pay back in process repeatability and reporting consistency across the entire project organization.



**Recommended Action:** Since you're concerned about the level of resourcing in the PMO and/or project teams, be sure to address the level of resourcing before getting the PMO engaged in Project Management governance.

### SCHEDULING AND RESOURCING WEIGHTING: 6/10

- ? "Our PMO schedules approved projects and assigns resources.'
- Most PMOs establish timelines and resourcing plans for projects under their purview.



**Recommended Action:** Centralizing the scheduling and resourcing functions in the PMO can help to improve overall portfolio success. If you assign this to the PMO, be sure to add the appropriate amount of resource capacity.

**PROJECT LEADERSHIP** - Having the PMO provide project managers and/or project management training can be important, but only after the portfolio itself is well managed.



\*How often does your PMO

Perpetually current project

progress reporting is a key

component of success with

reporting?"

PPM.

As Required

publish current project progress

Annually

As Required

Never

**PPM ADMINISTRATION** - It makes sense to centralize some administrative function in the PMO, but only after the strategic role of the PMO is mastered.

### **PM RESOURCING** WEIGHTING: 5/10

- ? "To what extent does your PMO provide staffing of Project Managers to the underlying projects?"
- Deploying PM resources from the PMO can make sense as long as they provide excellent examples of process and governance standards.



**Recommended Action:** You indicated a concern about project delivery and/or customer satisfaction, along with the level of resourcing in the PMO and/or project teams. The level of resource allocation for Project Managers may be more of a limitation than where the resources are placed on the organization chart.

### **PM TRAINING** WEIGHTING: 5/10

? "To what extent does your PMO provide Project Manager training?"

**PROJECT** 

**PROGRESS** 

When internal processes and tools are unique and proprietary, it's optimal to deliver the related training internally. Otherwise, This function may be better outsourced.



Recommended Action: You indicated concerns with the level of resourcing in the PMO and/or project teams. Avoid adding PM training as a PMO function. Outsource training if needed.

### PROJECT TIME ACCOUNTING WEIGHTING: 2/10

- "To what extent does your PMO report on the actual time spent on projects vs. the original estimate?"
- If you're reporting on planned vs. actual time-driven costs, you run the risk that the actual costs are misrepresented in time sheets



**Recommended Action:** Few organizations provide comprehensive reporting on the planned vs. actual time per project because of the difficulty in getting accurate, meaningful time sheet data

### PROJECT TEAM ADMINISTRATIVE SUPPORT

WEIGHTING: 7/10

- ? "To what extent does your PMO provide administrative support for the project
- When project team members are mostly focused on project work, it can make sense to centralize administrative support in the PMO.



**Recommended Action:** You indicated concerns with the level of resourcing for both the PMO and projects. Look for opportunities to justify more PMO resources by adding administrative support services for the project teams.

### PROJECT COST RECONCILIATION WEIGHTING: 5/10

- ? "To what extent does your PMO reconcile the overall cost of projects to the original budget, based on a combination of time and capital/expense costs?"
- Reconciliation of project costs can drive a closer attention to detail throughout the life of the project.



Recommended Action: Review your PPM practice to see if a closer attention to cost accounting can help in the planning and execution of project work.

### **ADMIN SUPPORT FOR THE STEERING** COMMITTEE / PORTFOLIO OWNER WEIGHTING: 7/10

- ? "To what extent does your PMO provide administrative support for the Steering Committee?'
- A formalized Steering Committee benefits from administrative support, and the PMO is a natural choice.



**Recommended Action:** You indicated concerns with the level of resourcing for the PMO, so avoid taking on further administrative support for the Steering Committee without getting the needed resources.

REPORT OVERVIEW

**Dashboard** 

Management Role

**Portfolio Management Process**  Organizational Structure

# Portfolio Management Roles

Team Alignment







Overview: Project Portfolio Management functions best when all team members are on the same page. This page shows your team's alignment – their relative opinions and degree of consensus – on the various capabilities, procedures, and practices that determine your Portfolio Management Role effectiveness. Use this information to facilitate knowledge transfer, leverage team member insights, address gaps and discrepancies, and optimize your PPM practices.



5/6



REPORT OVERVIEW

**Dashboard** 



E.

Document the discussion. Be sure to record the key themes and insights of your discussion. Generate a list of

Conduct follow up. Without follow up, the team alignment exercise is probably a waste of time. Implementing

scores and comments as a basis for discussion or as a way of inviting a contribution.

next steps and follow up items, and assign timelines and accountability for these immediately.

and enforcing the outcomes of your alignment exercise are critical to realizing actual improvement.

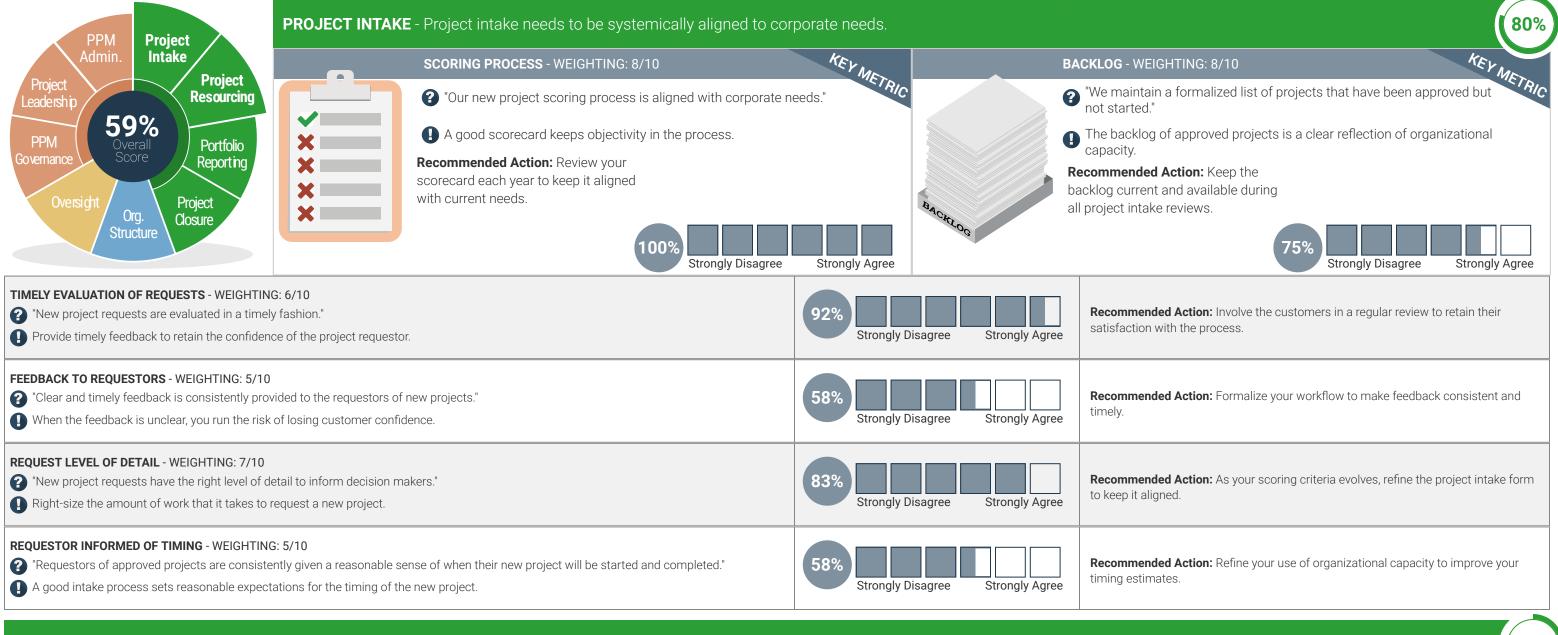
Virginia Woolf

4/6

Project Intake & Resourcing







## **PROJECT RESOURCING** - Optimal resourcing drives optimal portfolio throughput.

### **CORRECT RESOURCING FROM START** - WEIGHTING: 7/10

- New projects are consistently resourced correctly from the beginning.
- Projects should not be started without the right resources

### 83% Strongly Disagree Strongly Agree

**Recommended Action:** Keep your focus on making sure that projects start correctly.

### MID-PROJECT CHANGES - WEIGHTING: 7/10

- If resources materially change in the middle of a project, cost and timing estimates are reassessed.
- 📭 If you change resources in the middle of a project, the cost and timing projections can become invalid. Projects with invalid estimates are at high risk of failure.

### 33% Strongly Disagree Strongly Agree

**Recommended Action:** Make the Project Management Office, portfolio owner, and steering committee all accountable for the ongoing reconciliation of timing estimates to the level of resourcing.

### REPORT OVERVIEW

**Dashboard** 

Management Role





5 Project Portfolio Oversight Oversight

Portfolio Reporting & Project Closure Process



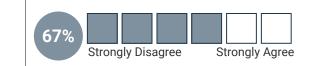




# PORTFOLIO REPORTING - Current and accurate portfolio reports are essential to the functioning of any organization. REGULARITY OF ACCURATE UPDATES - WEIGHTING: 10/10

"The PMO/portfolio manager collects accurate project status updates on a regular basis."

• When the content of the reporting is in question, decision-makers will stop relying on the reporting and the PMO.



**Recommended Action:** Make sure portfolio reporting takes precedence over other issues to assure that the portfolio can be managed.

### **REPORT LEVEL OF DETAIL - WEIGHTING: 8/10**

- Portfolio reports consistently contain the right amount of detail to support the role of the portfolio owner and/or Steering Committee."
- For the ongoing projects, decision-makers need to know when to intervene on budgets, timing, resourcing, vendor relationships, and interdepartmental communication. Nothing more, nothing less.
- 42% Strongly Disagree Strongly Agree

**Recommended Action:** Confirm the role of the decision makers, and ensure that the reporting is exactly what they need.

### **REPORT DATA SOURCE - WEIGHTING: 2/10**

- 👔 "The dates, estimates, and costs represented at the program or portfolio level are calculated or rolled up directly from underlying task-level data.
- The most mature approaches to portfolio management require detailed and ongoing engagement of all team members in the maintenance of project-task data.
- 67% Strongly Disagree Strongly Agree

**Recommended Action:** You indicated a concern about project delivery and/or customer satisfaction, along with the level of resourcing in the PMO and project teams. Do not rush to add more task detail unless you account for the resource impact.

### **REPORTS EASY TO CONSUME** - WEIGHTING: 8/10

- "Our portfolio reports are easy enough to consume at a glance."
- Your decision makers need to know where to intervene within moments of looking at your portfolio reports.

Strongly Disagree Strongly Agree

**Recommended Action:** Consult interface designers, report developers, and decision makers to ensure reports are always useful but simple.

### **REPORT DELIVERY TO DECISION MAKERS** - WEIGHTING: 7/10

- The critical portfolio reports are delivered directly to the decision makers on a regular basis.
- Self-serve dashboards and portals don't get used enough by decision-makers. Useable reports still need to be delivered to the decision-makers on a regular basis.

# 17% Strongly Disagree Strongly Agree

**Recommended Action:** Format and deliver your reports in such a way that they break through the rest of the electronic clutter and get consumed.

### **PROJECT CLOSURE** - Project closure discipline is easily overlooked but holds immense value.

# 25%



### PROJECT CLOSURE PROCESS - WEIGHTING: 9/10

- Project completion criteria are consistently formalized and used as the basis for the Steering Committee to close projects."
- The closure of projects should be governed as closely as the funding and starting of projects, preferably by the same people.



**Recommended Action:** Open steering committee meetings with a very short presentation from each project team that completed a project in the previous cycle. Formalize project closure so that you connect the dots from the completion criteria in the project charter, through execution, to the final release of resources from the project.

REPORT OVERVIEW

**O** T Dashboard

Portfolio Management Role



Organizational Structure

Team Alignment







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Although this has some supporters, most team members don't consider it very effective. Use the recommendations in this report to get the rest of the team onboard.

This is generally seen as effective, but not by everyone. Leverage the insights and benefits identified by the majority to improve the experience of the minority.

### **Conduct a Team Alignment Exercise**

The team alignment exercise is essentially just a conversation between team members about how to standardize approaches, address gaps and discrepancies, and optimize PPM practices.

### Keys to success

- Follow an agenda. Your team's time is valuable, so it's important to be organized, efficient, and on-task. Keeping to a pre-determined agenda will help make the best use of your time, and will ensure that high priority items get covered first.
- Designate a moderator. Someone needs to structure the discussion and keep things moving. The moderator should also ensure that everyone is involved and has a chance to contribute; use the individual team member scores and comments as a basis for discussion or as a way of inviting a contribution.
- **Document the discussion.** Be sure to record the key themes and insights of your discussion. Generate a list of next steps and follow up items, and assign timelines and accountability for these immediately.
- **Conduct follow up.** Without follow up, the team alignment exercise is probably a waste of time. Implementing and enforcing the outcomes of your alignment exercise are critical to realizing actual improvement.

1 PROJECT INTAKE - SCORING PROCESS		
Top Critics 🖓	Top Suppor	ters 🖒
	James Joyce	6/6
	Virginia Woolf	6/6

3 PROJECT INTAKE - REQUEST LEVEL OF DETAIL			
Top Critics ♥	Top Suppo	rters 🖒	
	James Joyce	5/6	
	Virginia Woolf	5/6	

Top Critics 🖓		Top Suppor	ters 🖒		
James Joyce	3/6	<b>&amp;</b>	Virginia Woolf	4/6	1

7 PROJECT RESOURCING - CORRECT RESOURCING FROM STA			Т
Top Critics 🖓	Top Supporters	Ů	
	James Joyce	5/6	<b>-</b>
	Virginia Woolf	5/6	<b>&amp;</b>

Top Critics ♥	Top Suppor	Top Supporters 🖒			
	Virginia Woolf	6/6	2		
	James Joyce	5/6	2		

4 PROJECT INTAKE - BACKLOG		
Top Critics ♥	Top Critics $ abla$ Top Support	
	Virginia Woolf	5/6
	James Joyce	4/6

6 PROJECT INTAKE -	REQU	OR INFORMED OF TIMING			
Top Critics ♥		Top Supporters 🖒			
James Joyce	3/6	<b>&amp;</b>	Virginia Woolf	4/6	<u></u>

8 PROJECT RESC	OURCING -	MID-P	ROJECT CHANGES
Top Critic	s 🖓		Top Supporters 🖒
James Joyce	2/6	<b>&amp;</b>	
Virginia Woolf	2/6	<b>&amp;</b>	

REPORT OVERVIEW

**O 1** Dashboard

Portfolio Management Role

Portfolio Management Process

O4 Organizational Structure

Team Alignment

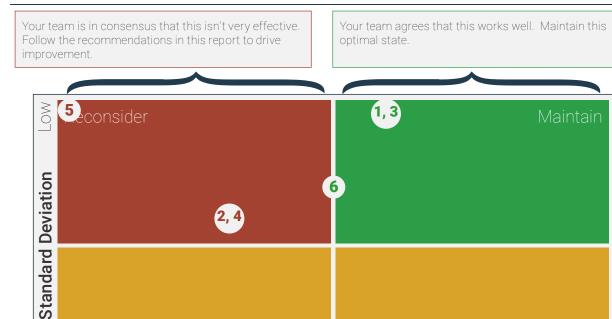






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Average

### Keys to success

Low

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1 PORTFOLIO REPORTING - REGULARITY OF ACCURATE UPDA		ATE UPDATE	S
Top Critics 🖓	Top Supporters 🖒		
	James Joyce	4/6	<u></u>
	Virginia Woolf	4/6	<b>-</b>

3 PORTFOLIO REPORTING - REP	ORT DATA SOURCE		
Top Critics ♥	Top Supporters	<u>ර</u>	
	James Joyce	4/6	<b>-</b>
	Virginia Woolf	4/6	<b>a</b>

Top Criti	ics 🖓		Top Supporters 🖒
James Joyce	1/6	<b>&amp;</b>	
Virginia Woolf	1/6	<b>&amp;</b>	

Top Critic	s 🖓		Top Supporters 🖒
Virginia Woolf	3/6	<b>&amp;</b>	
James Joyce	2/6	<b>&amp;</b>	
-			

Top Critic	s 🖓		Top Supporters 🖒
James Joyce	3/6	<b>&amp;</b>	
Virginia Woolf	2/6	2	

Top Critics ♥			Top Support	ers 🖒
James Joyce	3/6	2	Virginia Woolf	4/6

REPORT OVERVIEW

**Dashboard** 

Management Role

**Management Process** 

High

Organizat Structure Organizational







**ORGANIZATIONAL STRUCTURE** - The size and structure of your project organization drives the right-sizing of portfolio oversight functions.

ORGANIZATIONAL SIZE: Optimal staffing for project and portfolio oversight can be determined by the size of your project organization and the specific role of your PMO.

### **Ratio of Project Workers to Project Managers**





You have a low percentage of Project Managers relative to project team members. Review this ratio and ensure that your organization is optimally structured.

### Ratio of Project Managers to Portfolio Managers





You have a high percentage of PMO staffing relative to the number of project managers. Review the amount of PMO staffing and the PMO's role to ensure your organization is optimally structured.

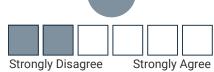
### **PROJECT RESOURCING** - WEIGHTING: 9/10



Our project teams and Project Managers are sufficiently resourced given the standards imposed by the organization."

Matrix management structures and highly varied job duties make it difficult to gauge the optimal amount of project resourcing.

Recommended Action: You've reported a ratio of 40 FTE working on projects to 3 FTE managing projects (13.3:1). Allocating resources to your projects may be the answer, but only after ensuring that the people are contributing the number of hours allocated. Review and reconcile the team's non-project work (support, ad-hoc, administration, and non-formalized projects).

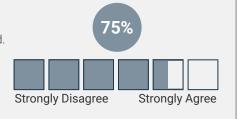


### **PORTFOLIO STANDARDS - WEIGHTING: 7/10**

? The PMO communicates their expectations to the project managers and project teams

Project teams need to understand what is expected of them in order to help the portfolio succeed

Recommended Action: Reinforce your expectations at key milestones, such as project start, project end, and administrative staff meetings.

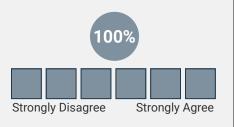


### PMO FORMALITY - WEIGHTING: 8/10

🍘 "We have a formalized PMO (or portfolio manager) with explicitly allocated resourcing for the

📭 A formalized PMO is a key step towards having a formalized portfolio management practice.

Recommended Action: Keep looking for opportunities to automate workflows and keep the PMO



management of the portfolio rather than for the projects themselves."

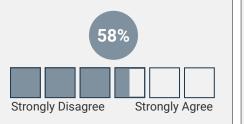
successful, yet lean.

# PMO RESOURCING - WEIGHTING: 8/10

"Our PMO is sufficiently resourced given its role."

🚺 It's difficult to articulate a return on investment for your PMO spending. Right-sizing and role refinement never end.

Recommended Action: You've reported a ratio of 3 FTE managing projects to 1 FTE in PMO (3:1) Reconcile the PMO's mandate, processes, tools, and automation to give them the opportunity to succeed.

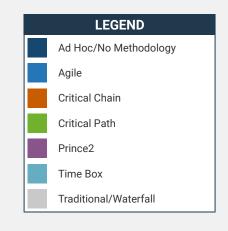


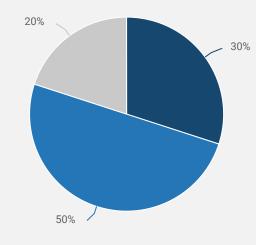
### PM METHODOLOGY

"What percentage of your project portfolio budget is consumed within each of these Project Management methodologies?"

Standardized project management methodology may or may not be necessary, but it is likely to drive up your costs.

Recommended Action: The lack of a universal methodology is not necessarily a bad thing as long as all projects are managed for resource effectiveness and they feed your portfolio reporting in a consistent manner.





### REPORT OVERVIEW

**Dashboard** 

Management Role

**Portfolio Management Process**  Organizational

**5** Project Portfolio Oversight Oversight

# Organizational Structure

## Team Alignment





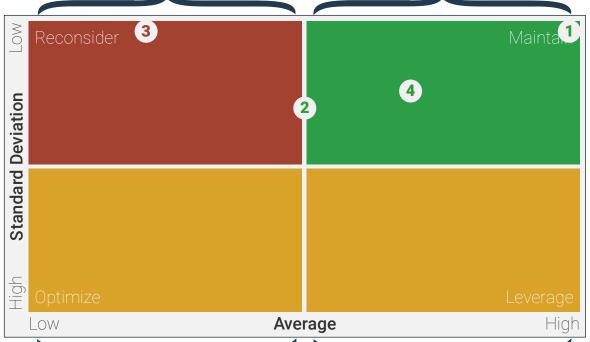


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Your team is in consensus that this isn't very effective. Follow the recommendations in this report to drive improvement.

Your team agrees that this works well. Maintain this optimal state.



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1 PMO FORMALITY			
Top Critics 🖓	Top Support	ters 🖒	
	James Joyce	6/6	2
	Virginia Woolf	6/6	9

2 PMO RESOURCING					
Top Critics 🖓			Top Supporters	<u></u>	
James Joyce	3/6	•	Virginia Woolf	4/6	<b>&amp;</b>

3 PROJECT RESOURCING							
Top Critic	s 🖓		Top Supporters ${\cal O}$				
James Joyce	2/6	<b>&amp;</b>					
Virginia Woolf	2/6	<b>&amp;</b>					

4 PORTFOLIO STANDARDS			
Top Critics ♥	Top Supporters	S	
	James Joyce	5/6	<b>-</b>
	Virginia Woolf	4/6	<u></u>

For questions in this area whose answers use text options rather than a numerical six point evaluation scale, the preceding details pages display only the response of the person the report was prepared for. If this person didn't complete the survey, the response of the person with the highest-ranking role is displayed instead. Because these questions are more factual than interpretive, they do not appear in the Team Alignment pages.







**OVERSIGHT** - An explicit, achievable mandate is needed for the people who approve projects, oversee their execution, and govern their closure.

successful projects.

**FREQUENCY** 

PROGRAM MANAGEMENT

"Does your portfolio consist mainly of programs or projects?"

When the portfolio gets too large, projects need to be grouped into programs and oversight needs to be provided for programs (initiatives), rather than projects.



Projects

### COMMITTEE

"Who makes funding decisions and oversees the execution of projects?"

Portfolio management tactics vary based on the existence of an oversight committee.



Individua

**Recommended Action:** Support the decision maker with current, accurate portfolio reporting and consistent processes.

**Recommended Action:** Check your volume of new requests and ongoing projects to determine if oversight needs to happen more frequently.

Quarterly

? "How often does the steering committee or portfolio owner perform

Portfolio oversight is needed often enough to drive throughput of

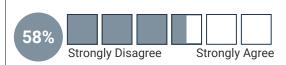
project intake, oversight, and/or closure? (Select the answer that best

**Recommended Action:** Look for opportunities to group projects into programs where they are related to the same business change. This can ease the overall portfolio management burden by shifting governance and oversight to a more focused design

### **INFORMATION** - WEIGHTING: 10/10

Portfolio oversight is always done with a current view of project status, high-level risks, and organizational capacity."

Portfolio oversight requires current, complete, and consumable information about the projects and organization.



**Recommended Action:** The portfolio owner and/or committee chairperson should take the lead and make sure that the portfolio reporting is useful, and utilized.

### **SCORING CONSISTENCY - WEIGHTING: 7/10**

"New project funding requests are assessed with a formalized scorecard."

Project intake should be done with a disciplined and consistent adherence to organizational needs.



Recommended Action: Maintain your scorecard as the organizational strategy and operational tactics evolve over time.

### CAPACITY - WEIGHTING: 9/10

"We avoid approving too many projects."

🚺 The oversight function needs to govern the intake of new projects rather than approving everything that satisfies the scorecard

# Strongly Disagree Strongly Agree

**Recommended Action:** Make sure you are allocating enough resources to the PMO to assure success in this critical function.

### **PROJECT CANCELLATION - WEIGHTING: 9/10**

"When projects need to be cancelled, it is done early enough to limit unnecessary waste."

When projects need to be canceled, it needs to happen as soon as possible.

# Strongly Disagree Strongly Agree

**Recommended Action:** Anything spent on projects that get cancelled has gone to waste. Improve the intake process and ensure that at-risk projects are considered for cancellation as early as possible.

### PMO USAGE - WEIGHTING: 8/10

The people providing oversight use the PMO effectively."

Anything spent on the PMO should be offering value for the people providing oversight.





Strongly Agree

Recommended Action: Focus the PMO on capacity awareness and the clarity of their requests for intervention.

REPORT OVERVIEW

**Dashboard** 

Management Role

**Management Process** 

Organizational Structure

# Project Portfolio Oversight

Team Alignment







**Overview:** Project Portfolio Management functions best when all team members are on the same page. This page shows your team's alignment – their relative opinions and degree of consensus – on the various capabilities, procedures, and practices that determine your Oversight effectiveness. Use this information to facilitate knowledge transfer, leverage team member insights, address gaps and discrepancies, and optimize your PPM practices.





Although this has some supporters, most team members don't consider it very effective. Use the recommendations in this report to get the rest of the team onboard.

This is generally seen as effective, but not by everyone. Leverage the insights and benefits identified by the majority to improve the experience of the minority.

### Conduct a Team Alignment Exercise

The team alignment exercise is essentially just a conversation between team members about how to standardize approaches, address gaps and discrepancies, and optimize PPM practices.

### Keys to success

- Follow an agenda. Your team's time is valuable, so it's important to be organized, efficient, and on-task. Keeping to a pre-determined agenda will help make the best use of your time, and will ensure that high priority items get covered first.
- Designate a moderator. Someone needs to structure the discussion and keep things moving. The moderator should also ensure that everyone is involved and has a chance to contribute; use the individual team member scores and comments as a basis for discussion or as a way of inviting a contribution.
- Document the discussion. Be sure to record the key themes and insights of your discussion. Generate a list of
  next steps and follow up items, and assign timelines and accountability for these immediately.
- Conduct follow up. Without follow up, the team alignment exercise is probably a waste of time. Implementing and enforcing the outcomes of your alignment exercise are critical to realizing actual improvement.

1 INFORMATION				
Top Critics 🖓			Top Supporters	<u>ර</u>
James Joyce	3/6	<b>&amp;</b>	Virginia Woolf	4/6

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James Joyce	5/6
Virginia Woolf	5/6

3 CAPACITY					
Top Critics	; <b>(</b> 7)		Top Suppor	ters 🖒	
Virginia Woolf	3/6	2	James Joyce	4/6	<b>&amp;</b>

4 PROJECT CANCI	ELLATION				
Top Critics	rÇ		Top Suppor	ters 🖒	
Virginia Woolf	3/6	<b>&amp;</b>	James Joyce	4/6	<b>a</b>

5 PMO USAGE			
Top Critics <sup>(</sup>	<b>\bar{V}</b>		Top Supporters 🖒
James Joyce	2/6	<b>&amp;</b>	
Virginia Woolf	2/6	<b>&amp;</b>	

For questions in this area whose answers use text options rather than a numerical six point evaluation scale, the preceding details pages display only the response of the person the report was prepared for. If this person didn't complete the survey, the response of the person with the highest-ranking role is displayed instead. Because these questions are more factual than interpretive, they do not appear in the Team Alignment pages.

REPORT OVERVIEW

**O 1** Dashboard

Portfolio Management Role

Portfolio Management Process

Organizational Structure