

# **The Art of Effective Program / Project Assessments**

## **-Gaining Maximum Value**

**Bryan Cannon, PMP**

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# Objective of Presentation

**Explore how best to get value resulting  
from program / project management  
audits, reviews, or assessments**

# Agenda

- Assessment Definition, Objectives, and Types
- Generic Assessment Approach and Output
- Effectiveness and Value
- Conclusion
- Q&A

## Assessment Definition, Objectives, and Types

# Key Question

Q: Process compliance = Successful delivery?

A: Process compliance helps enable successful delivery

# Audit vs. Assessment

- Audit
  - Seeks confirmation of compliance
  - Identifies non-conformance
  - Provides non-conformance corrective action
- Assessment
  - Comprehensive
  - Seeks compliance
  - Identifies maturity
  - Determines effectiveness
  - Provides enhancement / recovery recommendations

# Additional Assessment Definition

- Process for objectively evaluating program / project management effectiveness
  - Combine quantitative and qualitative review of documentation
  - Solicit input and perspective from key resources and stakeholders through confidential interviews and discussions
  - Determine opportunities for enhancement, success, or recovery
- Analogous to a program / project “physical”
- Summarization of facts and observation
  - Combines audit/compliance with expertise analysis
- Cross functional considerations

# Cross Functional Assessment Items

Program and Project	Technical/Product Management	Customer Relationship	Business Management	Contract Management
<ul style="list-style-type: none"> <li>• Scope Mgmt</li> <li>• Schedule Mgmt</li> <li>• Communications Mgt</li> <li>• Value Mgmt</li> <li>• Resource Mgmt</li> <li>• Risk Mgmt</li> <li>• Performance Monitoring</li> <li>• Quality Mgmt</li> <li>• Financial Mgmt</li> <li>• Integration Mgmt</li> <li>• Governance</li> <li>• Procurement Mgt</li> </ul>	<ul style="list-style-type: none"> <li>• Project Defn &amp; Direction</li> <li>• People &amp; Organization</li> <li>• Project Processes</li> <li>• Requirements Mgt</li> <li>• Configuration Mgt</li> <li>• Technical Management</li> <li>• Architecture &amp; Design</li> <li>• System Interfaces</li> <li>• Application Security</li> <li>• Construction</li> <li>• Tools</li> <li>• Reuse</li> <li>• Testing</li> <li>• Perf. &amp; Capacity Planning</li> <li>• Availability, Reliability &amp; Scalability</li> <li>• Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction and Referencability</li> <li>• Client Acceptance</li> <li>• Level of Involvement and Governance</li> <li>• Executive Visibility and Relationship</li> <li>• Disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Program Funding and Tracking</li> <li>• Pricing</li> <li>• Non-invoiced Services</li> <li>• Cash flow</li> <li>• Cost Estimate Tracking</li> <li>• Dispute Reserves</li> </ul>	<ul style="list-style-type: none"> <li>• Documented Agreements</li> <li>• Risk Management (Financial &amp; Legal Exposures)</li> <li>• Critical Success Factors</li> <li>• Change Control</li> <li>• Issue Management</li> <li>• Sub-contracting</li> <li>• Content Awareness</li> </ul>

# PM Assessment Value Objectives

- Identify areas for recovery or improvement
  - Strategic
  - Tactical
  - Process
- Provide insight to ensure on time / on budget delivery

# PM Assessment Types

- Preventative
  - Typically built into organizational quality policy
    - Compliance based
- Reactive
  - “Breaking News” of major concerns
    - Performance reports
    - Customer concerns
    - Management concerns
  - Market conditions

## Generic Assessment Approach and Output

# Generic Approach

- Start up and planning
  - Identify sponsorship, stakeholders, participants
  - Establish timeline
  - Data gathering
- Execution
  - Documentation Review - **Audit**
    - Review based on standards
    - Identify gaps, non conformance
  - Interview - **Investigation**
    - Ensure confidentiality
      - Provides maximum visibility into root causes
  - Generate Final Report - **Communication**
    - Findings
    - Impacts
    - Recommendations
- Close out
  - Identify lessons learned

# Generic Assessment Timeline

1 Week	2 Weeks	2 Weeks	1 Week	4 to 26 weeks
<p><b>Start-up</b></p> <ul style="list-style-type: none"> <li>• Establish Sponsorship</li> <li>• Concern analysis</li> <li>• Identify Stakeholders</li> <li>• Identify Participants</li> </ul>	<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Gather Data</li> <li>• Data analysis</li> <li>• Refine schedule</li> </ul>	<p><b>Execution</b></p> <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Analyze Findings</li> <li>• Develop Recommendations</li> <li>• Final Report</li> </ul>	<p><b>Close-out</b></p> <ul style="list-style-type: none"> <li>• Lessons Learned</li> </ul>	<p><b>Action Execution</b></p> <ul style="list-style-type: none"> <li>• Implementation</li> <li>• Monitoring</li> </ul>

# Sample Compliance & Maturity Scoring Checklist

Program: **Critical Program**

Program Mgr.: **Joe Program**

Date: **01-Apr-04**

## Program Management

1.0		Scope Management					
Priority Questions	Weight		Response	Process Maturity	Maturity Weight	Comment	
	2	A current program charter exists for the program.	y	2	4		
H	8	The program has documented a scope management plan that defines the processes to be used by projects to manage scope.	y	2	16		
H	6	High-level deliverables are documented on the client contract(s) and are formally approved by both the client and Service Provider.	n	0	0	Still being negotiated	
H	7	Detailed requirements for the program and all of its constituent projects have been documented and formally approved by both the client and Service	y	4	28		
H	5	Program stakeholders have reviewed and approved constituent project plans to ensure plan integration.	y	1	5		
H	4	Impact assessment reviews are completed for all proposed scope changes to program and constituent projects and approved by the program change control board.	y	1	4		
	1	A scope change log is maintained on the program.	y	1	1		
	3	Decisions by the program change control board are communicated to all impacted projects.	n	0	0	In consistent communication	
<b>Compliance/Maturity</b>			<b>75%</b>	<b>1</b>	<b>58</b>		

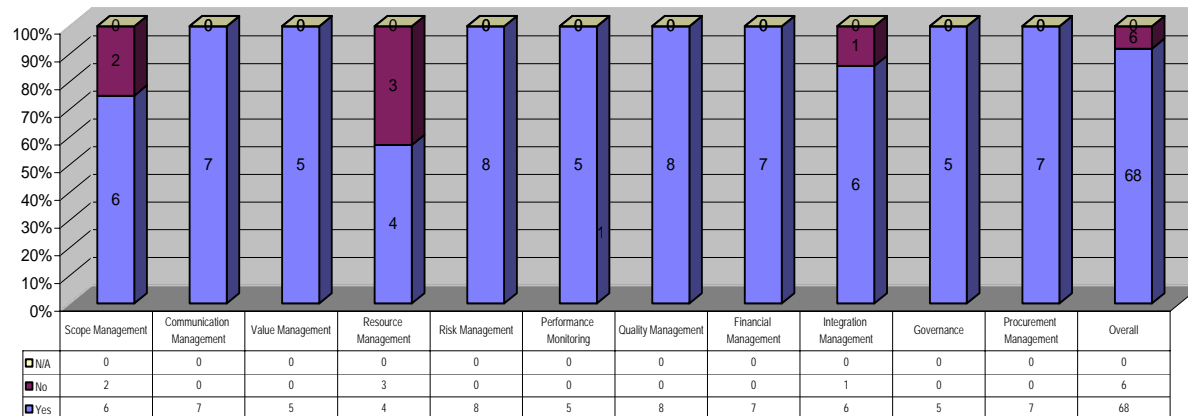
2.0		Communication Management					
Priority Questions	Weight		Response	Process Maturity	Maturity Weight	Comment	
H	7	A Program communication plan documenting the required program communications exists and is being followed by the program.	y	1	7		
H	4	Program status review meetings are held on a regularly scheduled basis with the program steering committee, chaired by the lead executive, and include scope, benefit, risk and issue reviews.	y	2	8		
H	5	Program status review meetings are held on a regularly scheduled basis with the client and suppliers and include scope, benefit, risk and issue reviews.	y	1	5		
	2	Target audience feedback is gathered and used as input for improving program communications.	y	1	2		
H	6	Program issues are resolved in a timely manner or escalated to the program Steering Committee for action or resolution.	y	1	6		
H	3	Program governance board effectively communicates decisions in a timely manner.	y	1	3		
	1	Program successes are documented for inclusion in a Close-Down Announcement and Success Story.	y	1	1		
<b>Compliance/Maturity</b>			<b>100%</b>	<b>1</b>	<b>32</b>		

# PM Quantitative & Qualitative Assessment Results

## Compliance by Knowledge Area (Yes responses)

	Compl	Maturity
Scope Management	75%	1
Communication Management	100%	1
Value Management	100%	1
Resource Management	57%	1
Risk Management	100%	1
Performance Monitoring	100%	1
Quality Management	100%	1
Financial Management	100%	2
Integration Management	86%	1
Governance	100%	1
Procurement Management	100%	2
<b>OVERALL COMPLIANCE</b>	<b>92%</b>	<b>1</b>

0 - 30% - RED 31 - 80% YELLOW 81 - 100% GREEN

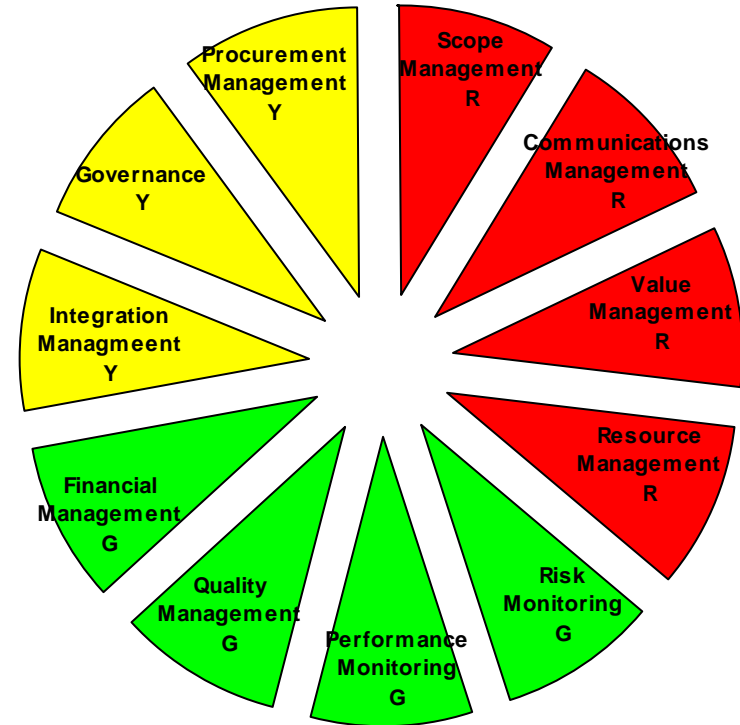


# Common Findings

- **Ineffective Scope Management** (“What” & “When”)
  - Varied understanding of the “what” is to be accomplished
    - **Drives poor schedule or change management effectiveness**
- **Challenged Communications Management** (“Who”)
  - Lack of clear understanding of roles and responsibilities ( “who” is to perform the “what” and “when”)
    - **Drives redundant effort, gaps, excessive meetings, and missed milestones**
- **Lack of Governance** (“How”)
  - Absent or limited to a reporting body, not used for decision making, guidance, or as a point of escalation
    - **Drives poor communications and integration**
- **Poor application of Value Management** (“Why”)
  - Lack of clear understanding of the benefit to the business and the customer
    - **Drives lack of integration or sense of purpose**

# Common Assessment Output Structure

- Findings
  - Compliance
  - Maturity
  - Effectiveness
- Impact
  - Product / service quality
  - Growth
  - Market share
- Recommendations
  - What needs to be addressed
  - Benefit of recommendation
  - What actions are needed



# Functional Area Summary

Overall functional area performance results and primary reasons supporting conclusion



**Effectiveness and Value**

# Key Elements of Assessment Effectiveness

- Strong sponsorship
  - Senior Executive Level – VP, Director, Regional
  - Department Level - Division
  - Committed with vested interest
- Effective assessment process
  - Proven methodology
  - End to end capability
    - Comprehends “touch points” with primary aspects of the business
  - Flexible
    - Global / remote contingents
    - Customer input with minimum exposure
  - Team member experience and qualifications
- Stakeholder visibility
  - Influencers
  - Impacted organizations
  - Team members and processes
- Trust and credibility

# Maximized Final Report Value

- Give “good news”
  - Describe positive attribute (what’s being done well)
- Tell them something they don’t know
  - Highlight discoveries / down play the obvious
  - Risks or key exposures
  - Root causes for issues
- Balance between facts and observations
  - Provide examples
    - Data based findings (defects, attrition, customer survey data, etc.)
    - Event based findings (key milestones missed, rework events, etc.)
    - Common themes communicated from team members (lack of understanding of program / project objectives)
- Road map recommendations
  - Provide basis for realistic corrective action – provide “recipe” for success
  - What needs to be done – direct tie to findings or root cause
  - Describe the benefit of turning the recommendation to an action plan
  - Top three to five action items to implement recommendation

# Conclusion

- Strive to ensure that assessments bring value to the business and the customer
- Continuously improve the assessment process by applying lessons learned
- Use the assessment process as a tool for assistance, not a hammer

**Q&A**