

**PROJECT PHYSICALS
DON'T HAVE TO BE
PAINFUL!**

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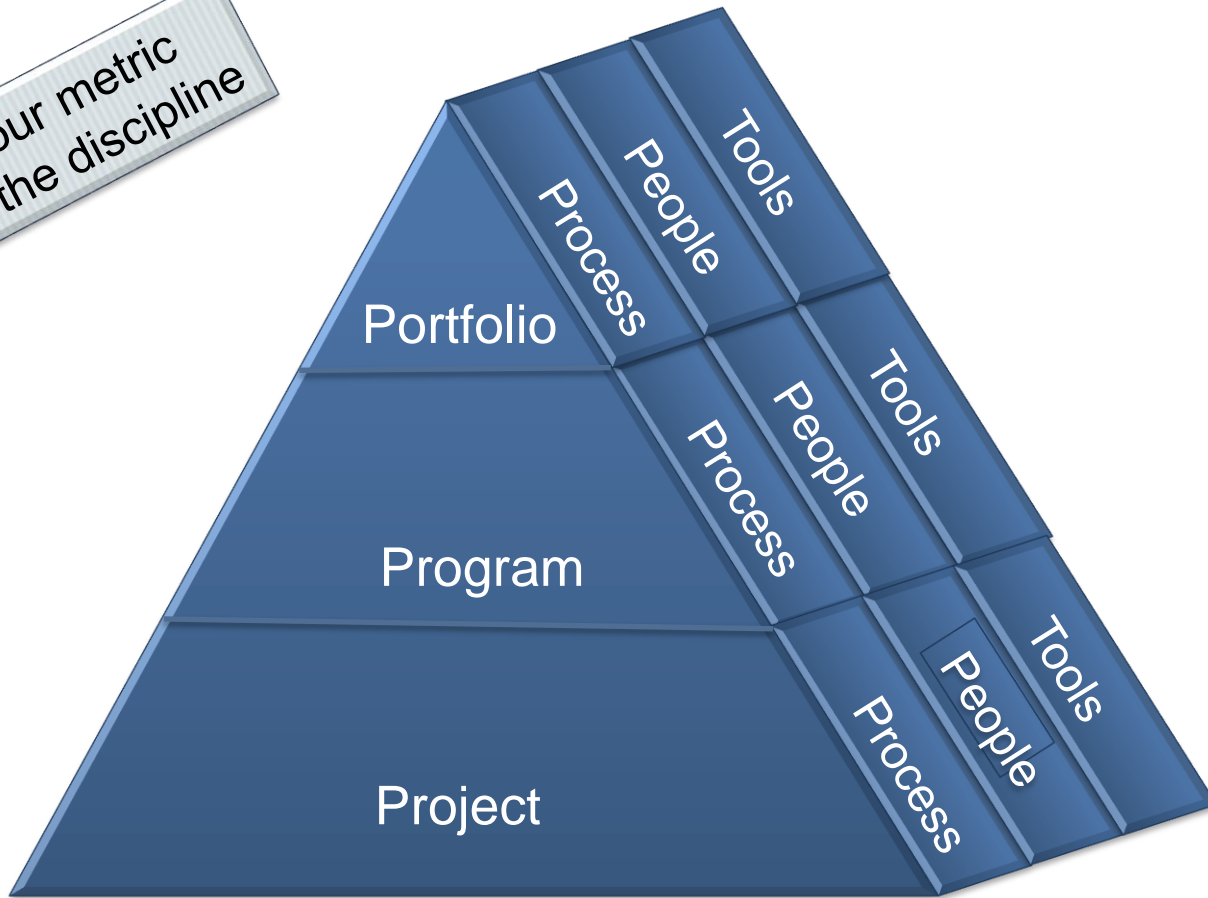
Metrics should support the strategic intent of the organization

- ✓ You get what you measure
- ✓ Metrics drive behavior

PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

Metrics should expose the symptoms of concern -
Create a metric that guides the project toward the remedy

Be sure your metric addresses the discipline



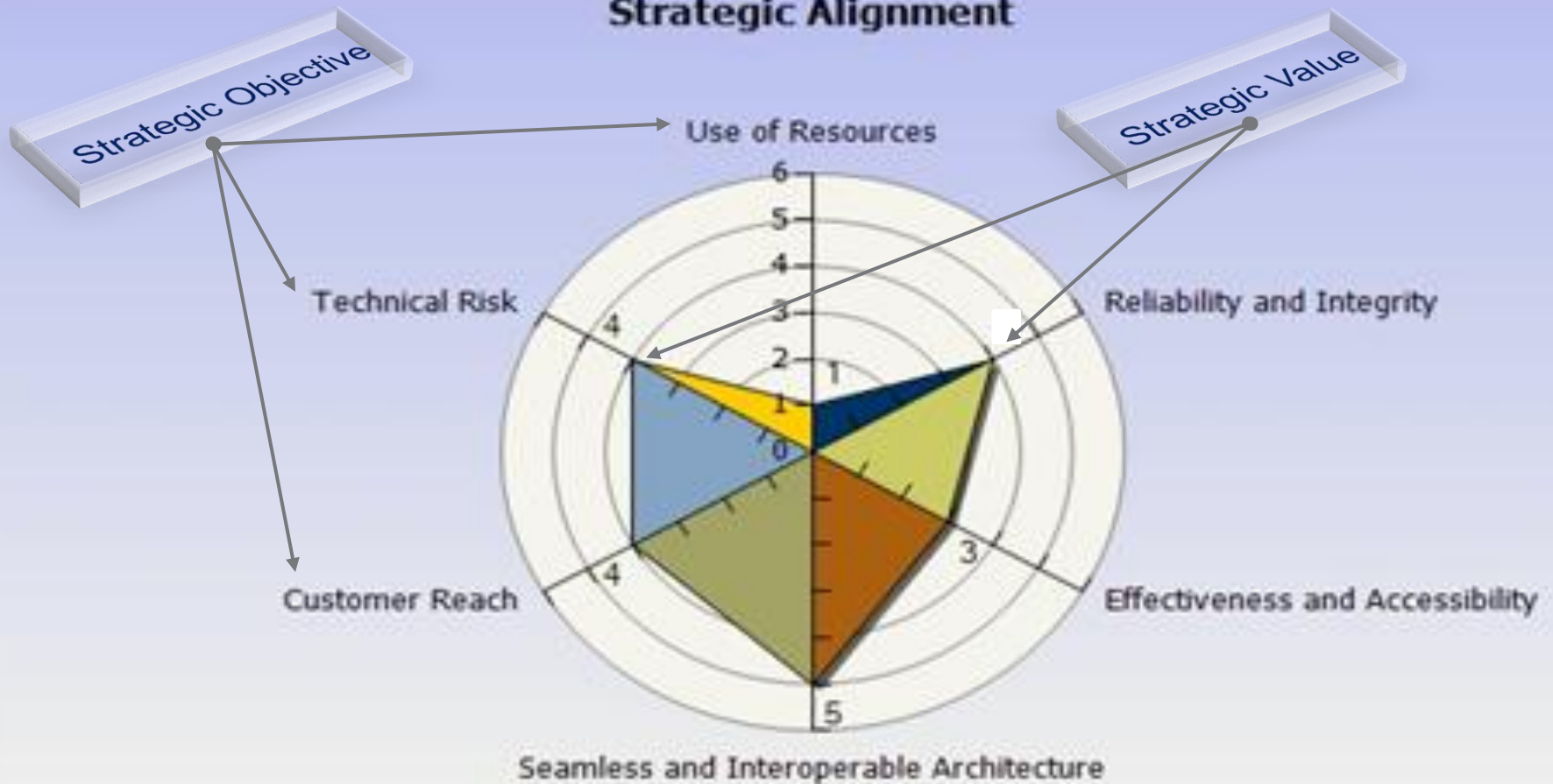
PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

Portfolio – a collection of projects contributing to an organization

Program – multiple, inter-dependent projects

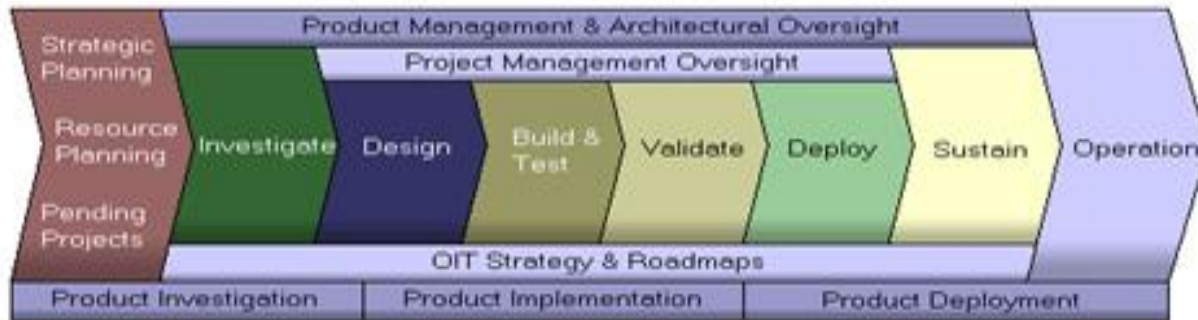
Project – a single effort with a schedule, a budget, and deliverables

Strategic Alignment



PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

- A single project does not HAVE to score high on every strategic objective
- A group of projects (portfolio) should show an appropriate distribution across the stated strategic objectives



Month	Total (Pre-Project)			Projects						Total (Post-Project)			Total Projects
	Pending	Cancelled	Total	Investigate	Design	Build, Test	Validate	Deploy	Total	Partially Completed	Completed	Total	
January	0	3	3	9	2	34	1	2	48	1	14	15	66
February	0	1	1	13	3	30	4	1	51	0	11	11	63
March	0	0	0	13	5	32	4	2	56	0	8	8	64




For Active

Organization / Investment	Investment Type	Current State	Business Priority	Investment Objective	Financial Benefit	Financial Score	Strategic Score	Risk Score	Cost (Labor)	Cost (Non-Labor)
Investigate										
Transportation Tracking System	Program	Active	2	Grow	\$1,200,000	0	0	0	\$229,320	\$150,000
Design										
HR Info Systems Program	Program	Active	1	Grow	\$1,000,000	0	0	0	\$420,665	\$350,000
Build & Test										
Wireless Infrastructure	Program	Active	1	Innovate	\$75,000	0	0	0	\$43,660	\$30,000

PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

Track project progress to avoid resource bottlenecks

Flexibility Matrix

	Least Flexible	Moderately Flexible	Most Flexible
Scope			
Schedule			
Resources			

PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

- Scope, Schedule, Resources – they are not born equal!
- Level of Flexibility helps to determine level of reporting rigor
- Metrics should focus management on the Least Flexible

Scope Progress Metric

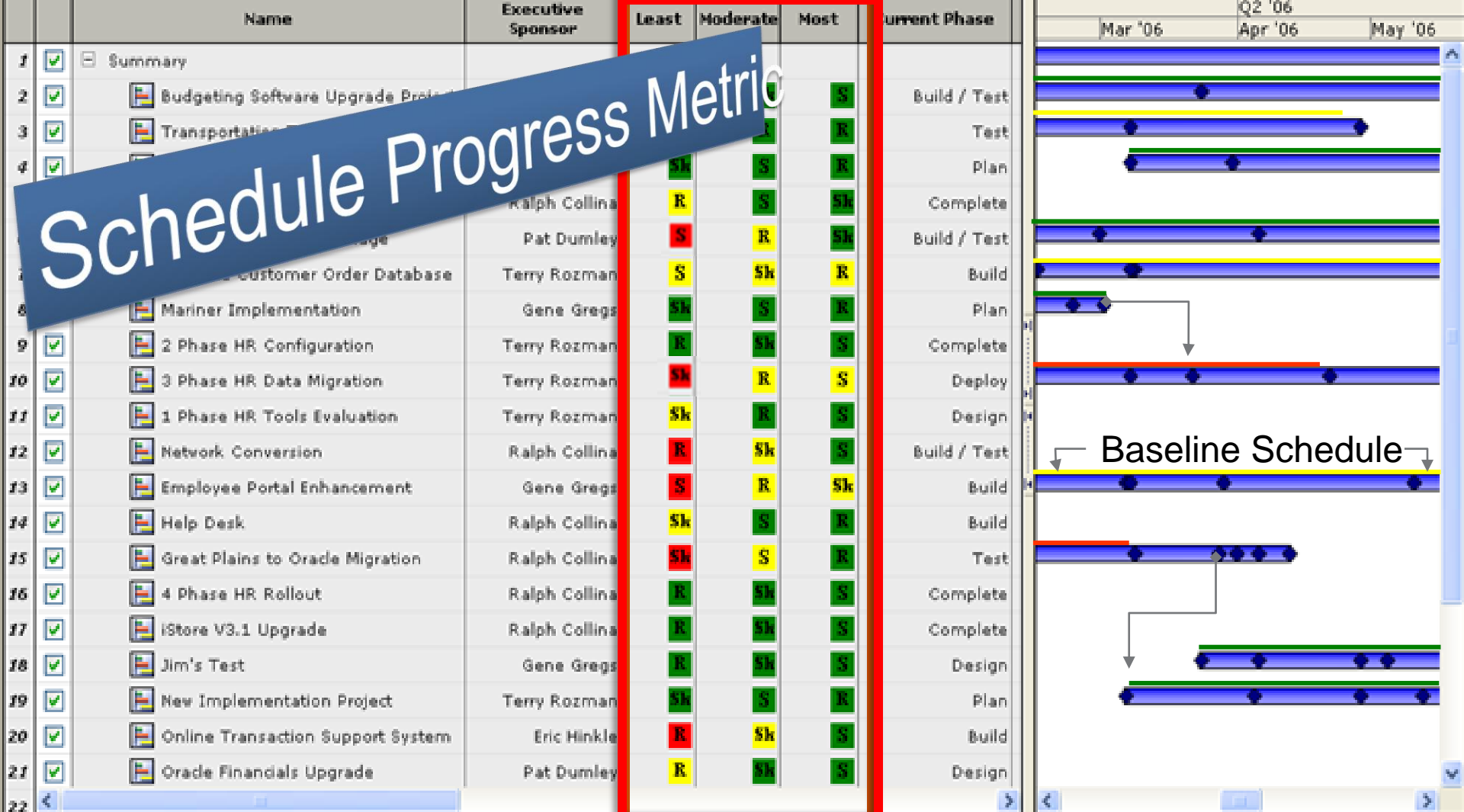


- ✓ Define the scope in appropriate detail
 - ❖ Scope is best defined in “Is / Is Not” format
 - ❑ “Is” - in scope – is part of the project
 - ❑ “Is Not” - out of scope – is not part of the project
 - ❖ Use Cases can be used to clearly describe how the outcome of the project will be used

PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

- ✓ Do NOT create a schedule or resource budget until scope is defined and validated
- ✓ Do NOT request a “percent complete” report or metric!!!!
- ✓ Measure scope progress based on Use Cases completed and validated

Schedule Progress Metric



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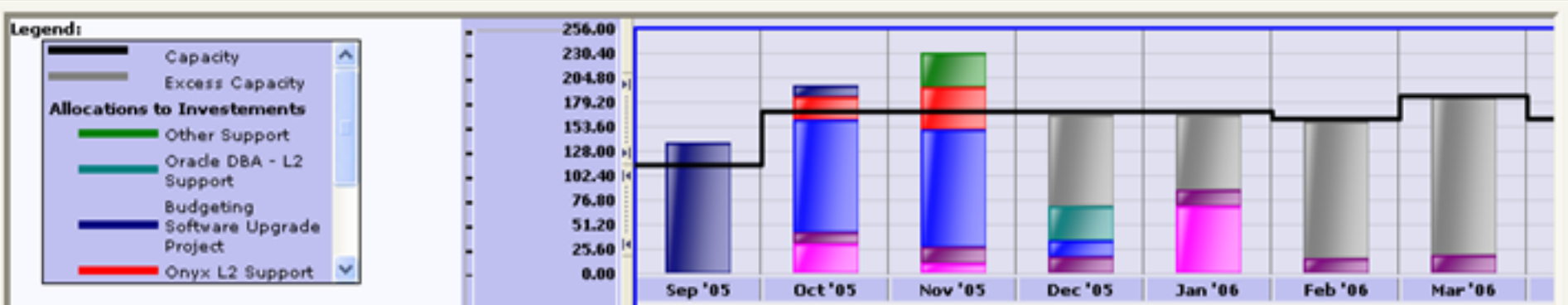
Portfolio Dashboard of Project Vital Signs

- Least Flexible – most pressing, most constrained
- Moderately Flexible – pressing, constrained
- Most Flexible – least pressing, least constrained

Resources Progress Metric

Name	Resource Allocation	Sep '05	Oct '05	Nov '05	Dec '05	Jan '06	Feb '06	Mar '06
Internet Programming				780.00	462.00	299.20	208.00	239.20
Resource Primary Skill Set = Develop				550.40	390.40	211.20	192.00	220.80
Resource Primary Skill Set = Develop				196.00	229.60	71.60	88.00	18.40
Resource Primary Skill Set = Develop				136.00	196.00	229.60	71.60	88.00
Committed		0.00	0.00	35.20	0.00	0.00	0.00	0.00
Committed		0.00	0.00	0.00	35.20	0.00	0.00	0.00
Software Upgrade Proje	Committed	136.00	12.00	0.00	0.00	0.00	0.00	0.00
Onyx L2 Support	Committed	0.00	24.00	44.00	2.00	0.00	0.00	0.00
1 Phase HR Tools Evaluation	Proposed	0.00	117.60	123.20	16.80	0.00	0.00	0.00
Hardware Maintenance	Proposed	0.00	11.20	17.60	17.60	17.60	16.00	18.40

Dagg, Jordan Save Help



(High priority on the bottom – low priority on the top)

PROJECT PHYSICALS DON'T HAVE TO BE PAINFUL

Portfolio Resource Diagnostics

- Track project vs. non-project availability
- Baseline actual capacity
- Show project assignments by project by priority

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The “presenting” problem often hides the actual illness

- !! A project behind schedule might be the result of poor scope definition
- !! A project over budget might be the result of using the wrong skills
- !! A project with a lack of resource attention may be the wrong project for the organization

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Questions?

Comments?

Concerns?

Gripes?

Emotional Outbursts

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