

Power of the Metrics

June 2, 2010



Metrics - What's the Big Deal ?

- Why not analyze progress / performance ?
- Misconceptions / Status quo:
 - It's hard, time-consuming, non-productive !
 - We don't have any extra time for pushing paper !
 - We don't like change ! Hold me - I'm scared !
 - We don't have the tools / skills, no budget !
 - I don't want to be held accountable !
- Reality:
 - It's not complicated and it's not expensive !
 - The tools work for us – not the other way around !
 - Metrics generate intelligence !
 - Data-based decisions & guidance are hard to refute !
 - Requests / updates to senior management are more factual and less emotional (not to be confused with good experience and judgment)
 - Good data modeling energizes captured learning & improves high level decision-making
 - When data is analyzed properly, you can improve productivity, project cost, performance

PMO Primary Objectives

- Develop project management ninjas
 - What's even better than designing & building technical solutions ??
 - Leading / driving solutions, developing talent
 - Career potential – going the distance
 - Art of communication and integration (transcending experience and technical knowledge)
- Oversight of project portfolio / traffic cops or mall cops
- Assist in key projects
- Develop tools and processes

Building the Framework / Information & Delivery

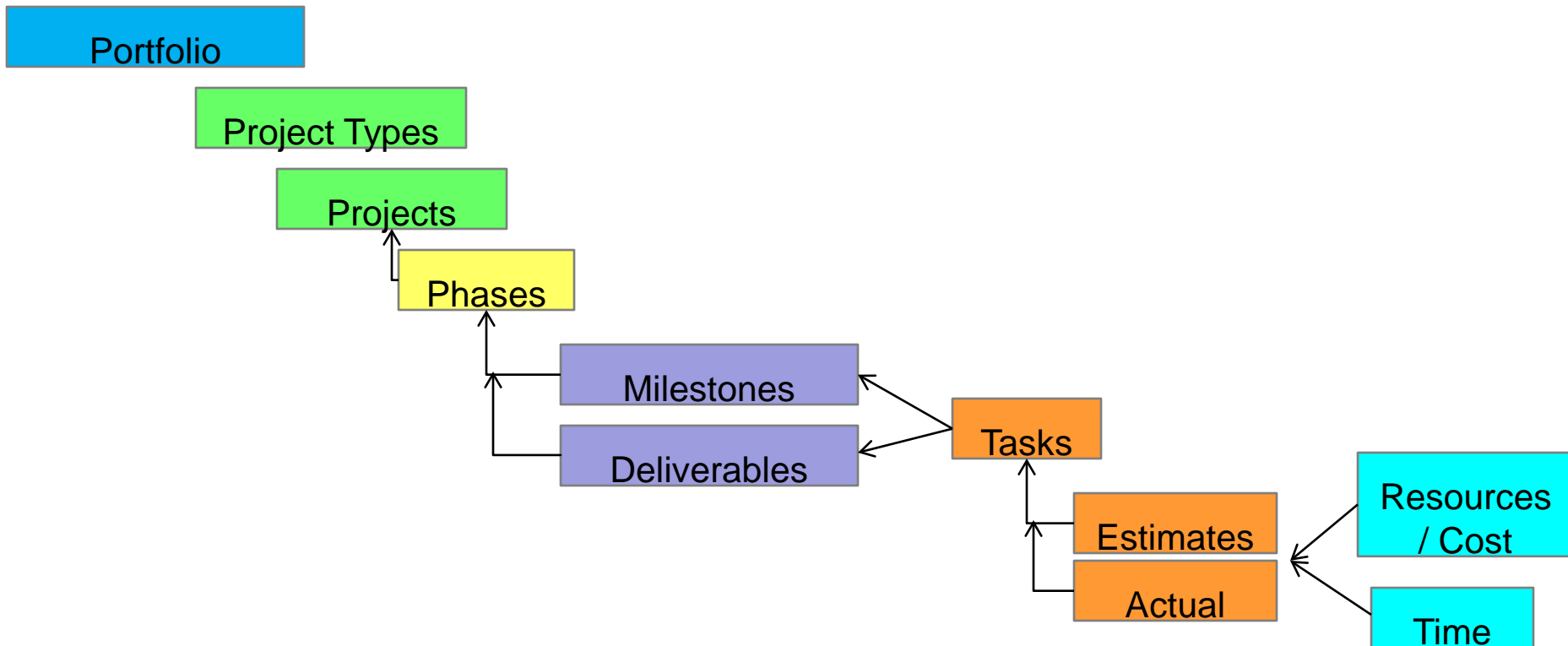
- Establishing a project data model
 - What information are you after? ex. Key Performance Indicators (KPIs)
 - How to structure the data?
- Setting expectations & gaining buy-in
 - Inputs / effort / changes to business-as-usual
 - Outputs / benefits
 - Provide PMs, management and project staff with tangible benefits from the data
 - Educate on best practices
- Platform for reporting, templates, distribution etc..
 - Ex) Business Objects, MS SQL Server Reporting Services, Crystal, Access,
- Project data reviews
 - Structure for efficiency
 - Dashboards / tools

Project Data Model - Dimensions

- Data dimensions & relationships
 - Dimensions provide report context, ways to slice, categorize data
 - Relationships show dependencies and linkage for interesting metrics
- UKIT example dimensions
 - Portfolio
 - Projects
 - Milestones
 - Deliverables
 - Phases
 - Tasks
 - Time

Project Data Model – Dimensions & Relationships

- Ex) UKIT Data Structure



Project Reporting - Formats

- High level / summary visuals
 - Composite view
 - Looks at categories / buckets
 - Grouping (cars between \$15k - \$20k, SUVs, mid-size sedans, ...)
 - More visual / less text for higher levels of management
- Tables
 - Convey lots of data
 - Vertical tables, Pivot tables
- Cross tabulation
 - Efficient way to capture multiple variables in one table
- Trending
 - Activity over time / Line charts
- Percentages / contribution to total
 - Pie chart, stacked bar, clustered bar, ...

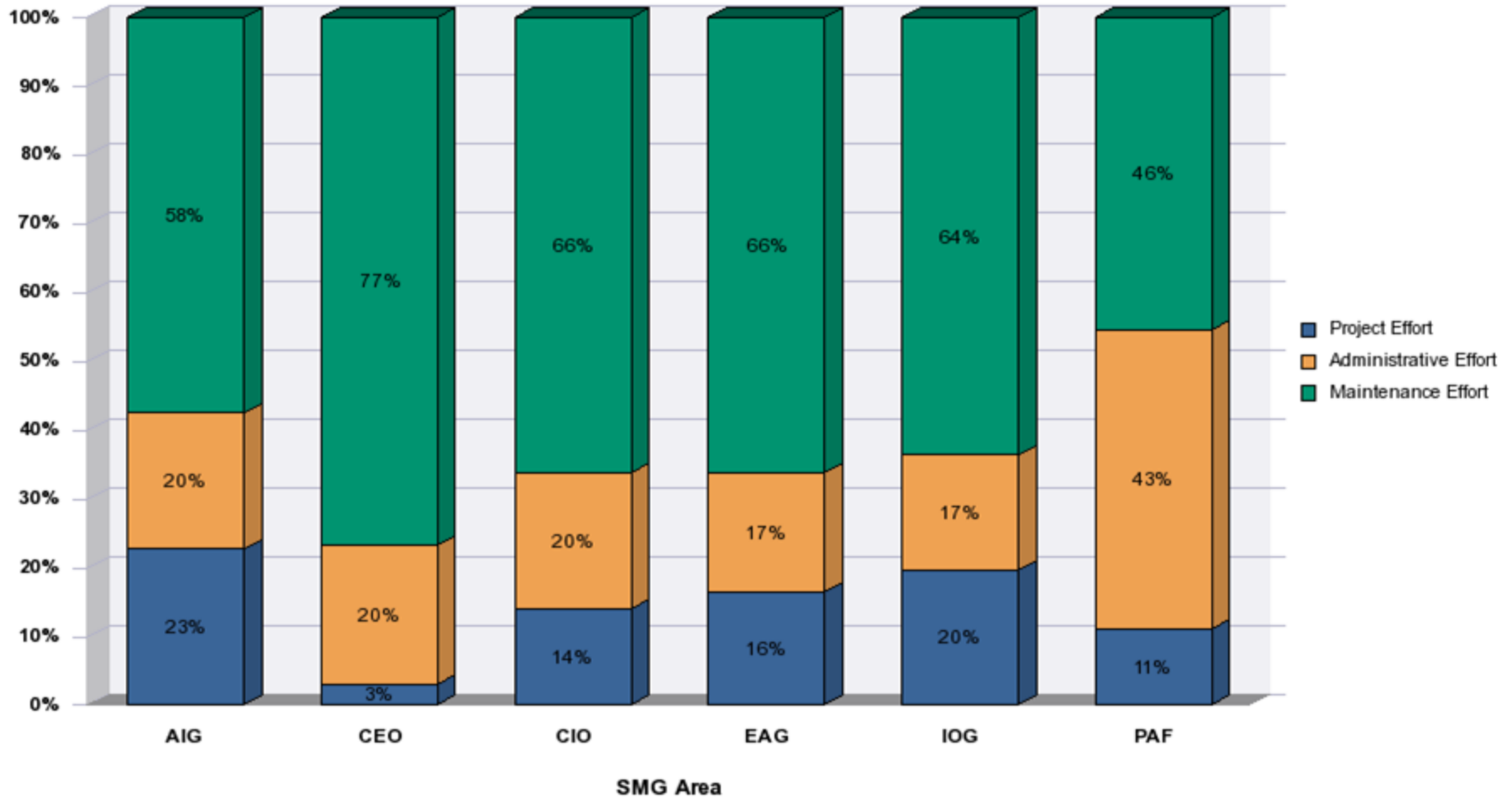
Project Reporting – Target Users

- Who is the information going to benefit ?
- Management group / stakeholders
 - Project portfolio ranking / prioritization
 - Dashboard
 - Staff time distribution, project engagement
- PMs and technical leads
 - Project health indicators
 - Project & task management / control
- Project teams / staff
 - My project tasks
 - Employee time
- (see Excel documents)

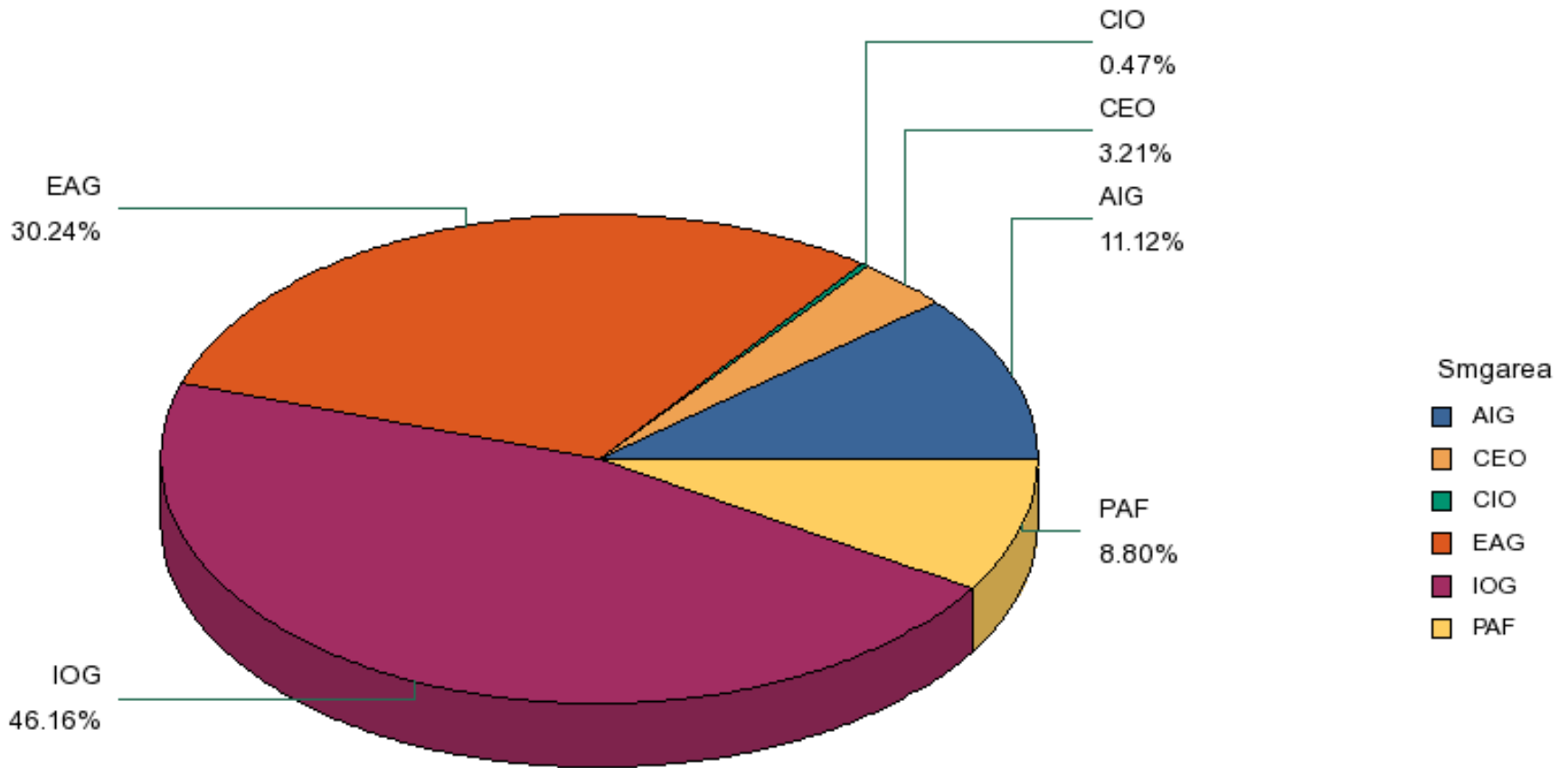
Effort Distribution

the “How”

Effort Distribution Across Project Types



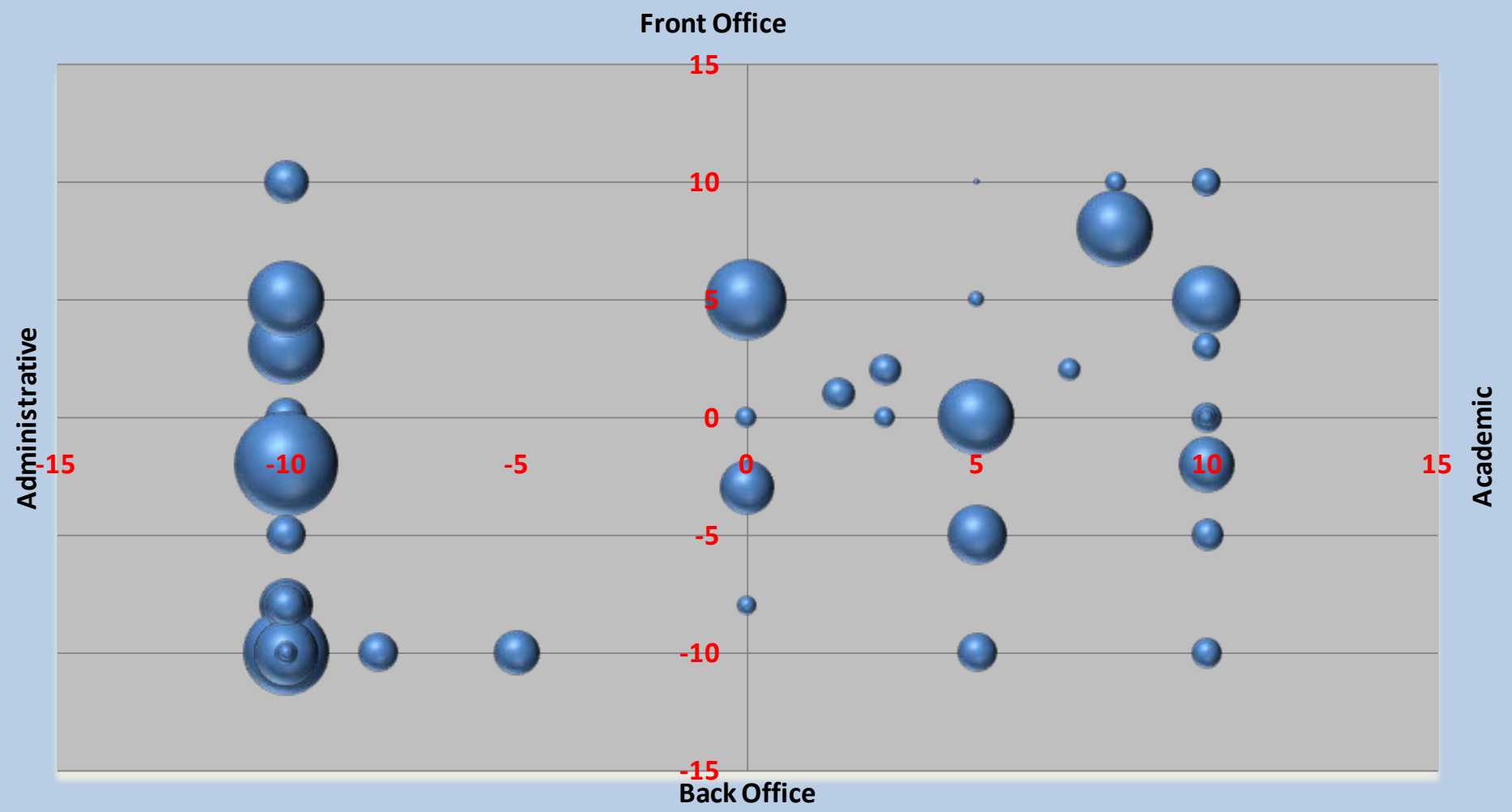
Percent Project Hours Contribution to Organization



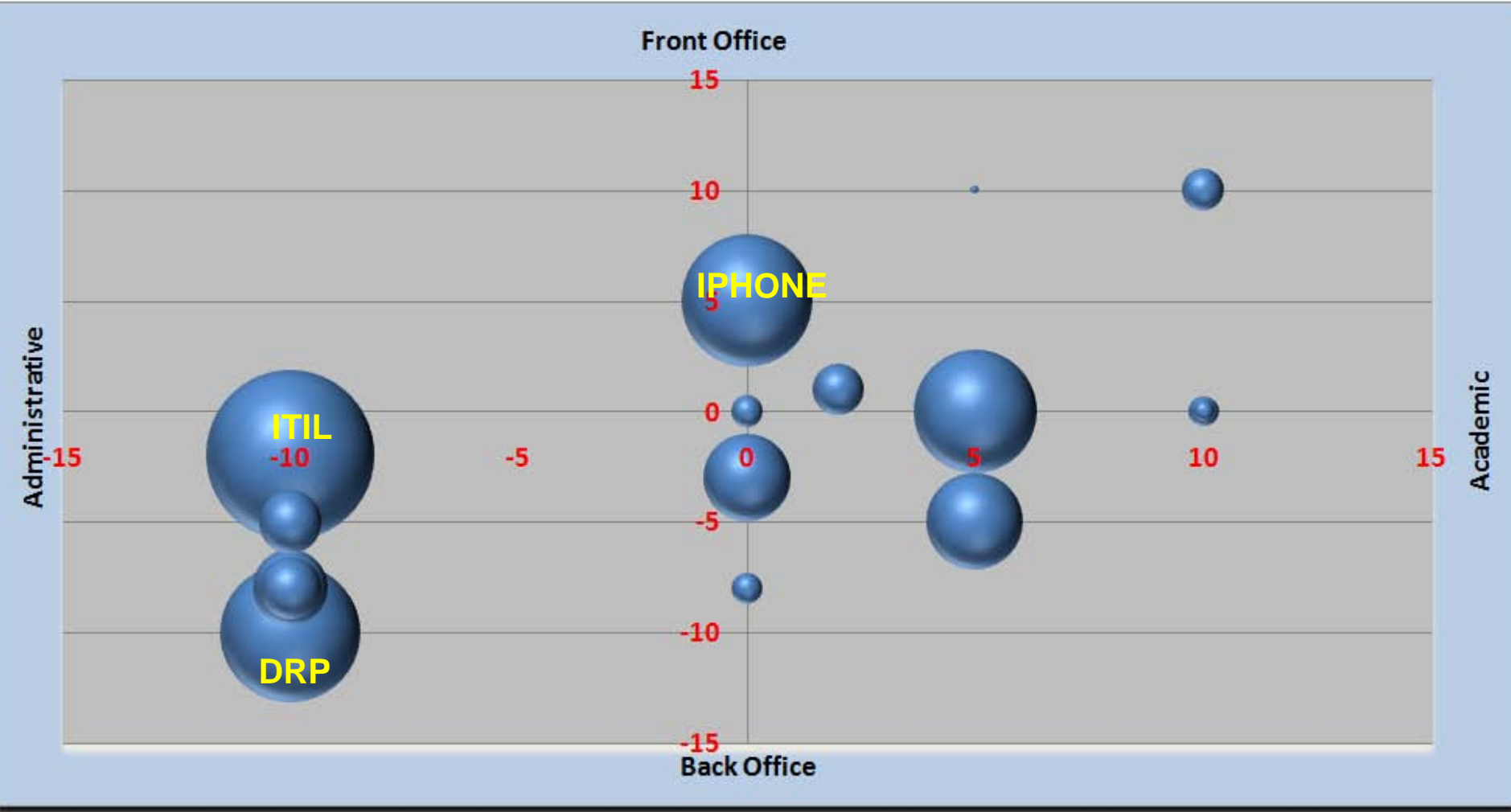
Project Categories

the “What”

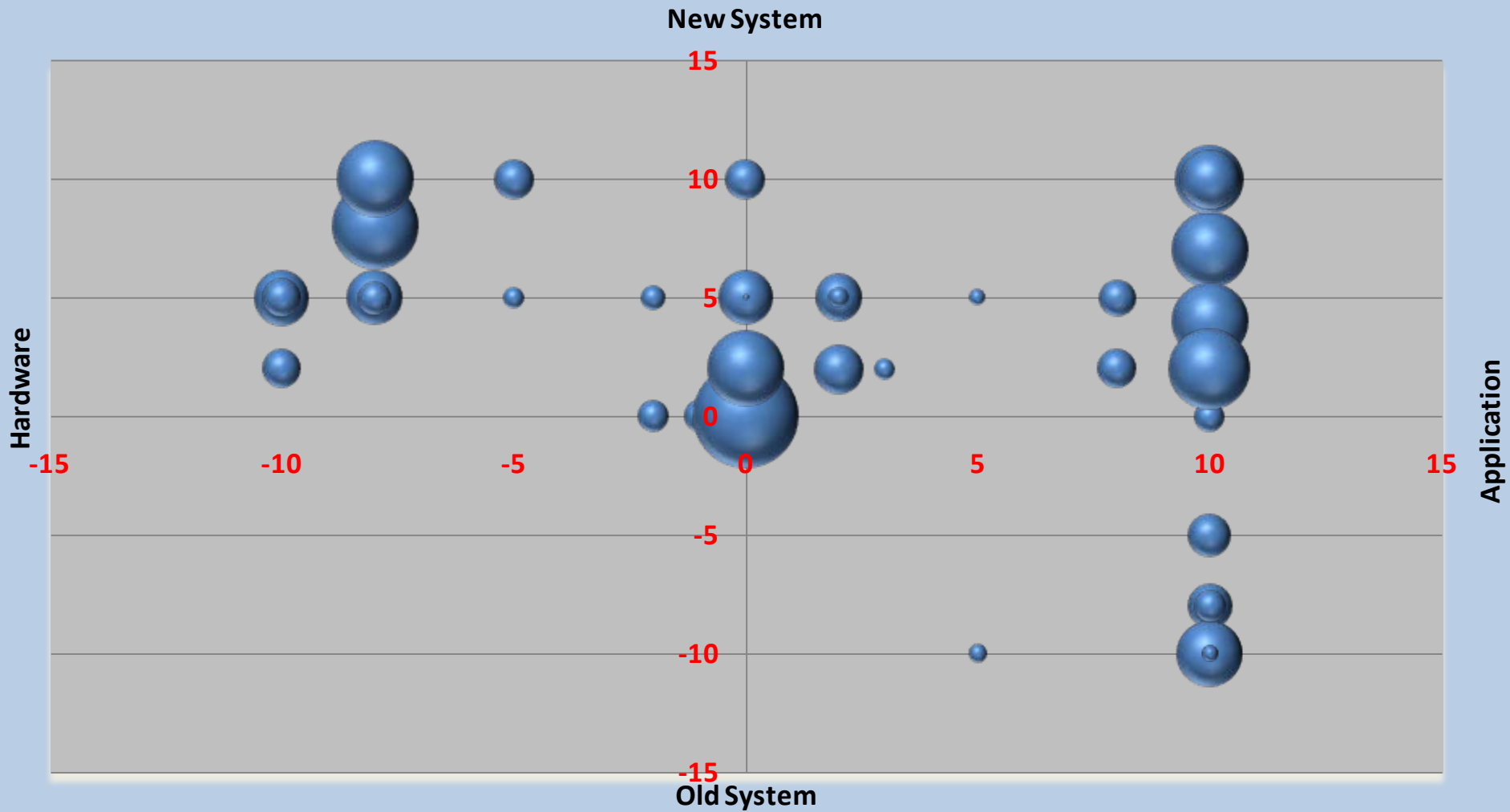
Project Categories



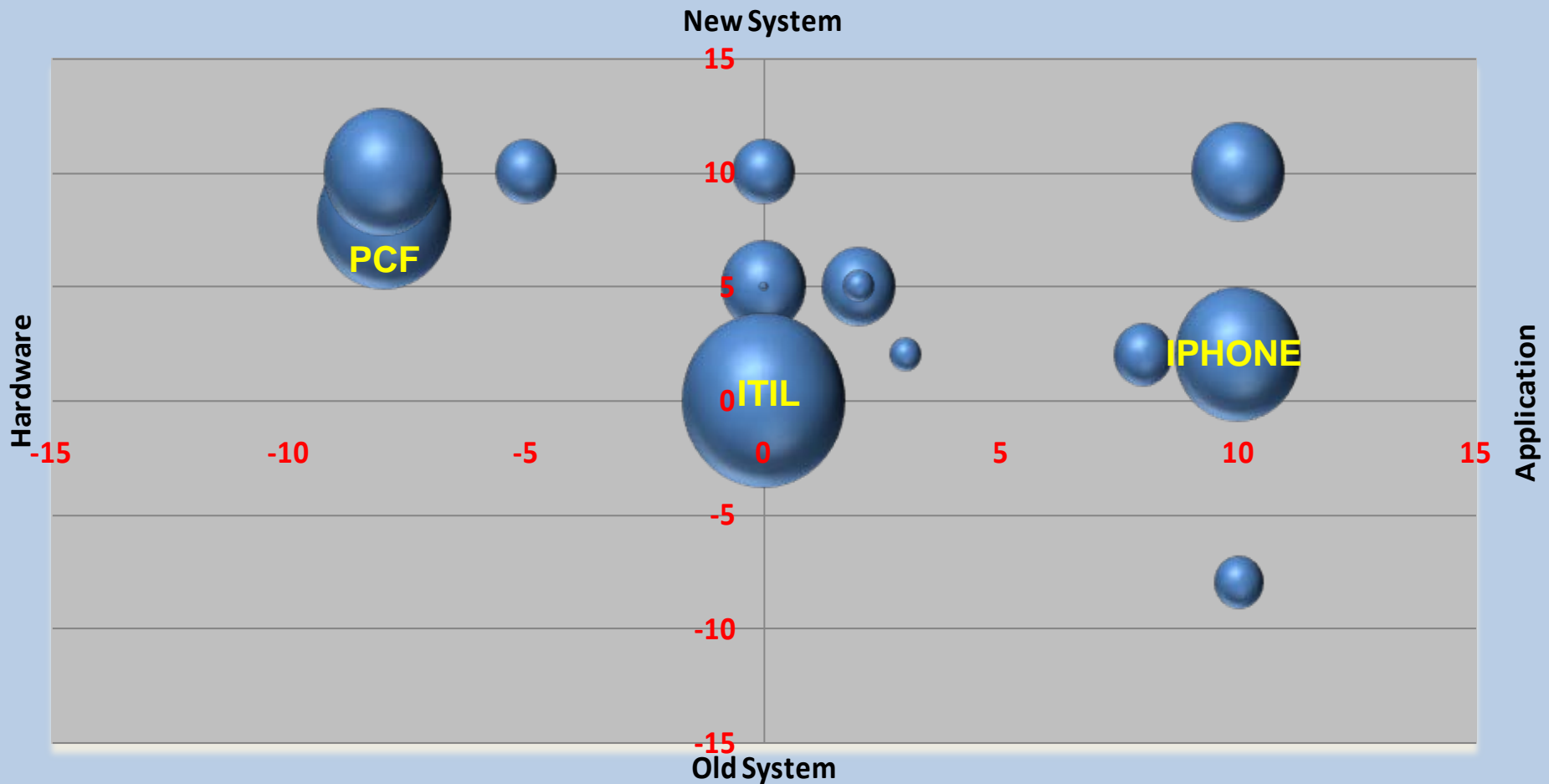
Project Categories (Top 17)



Project Categories



Project Categories (Top 17)

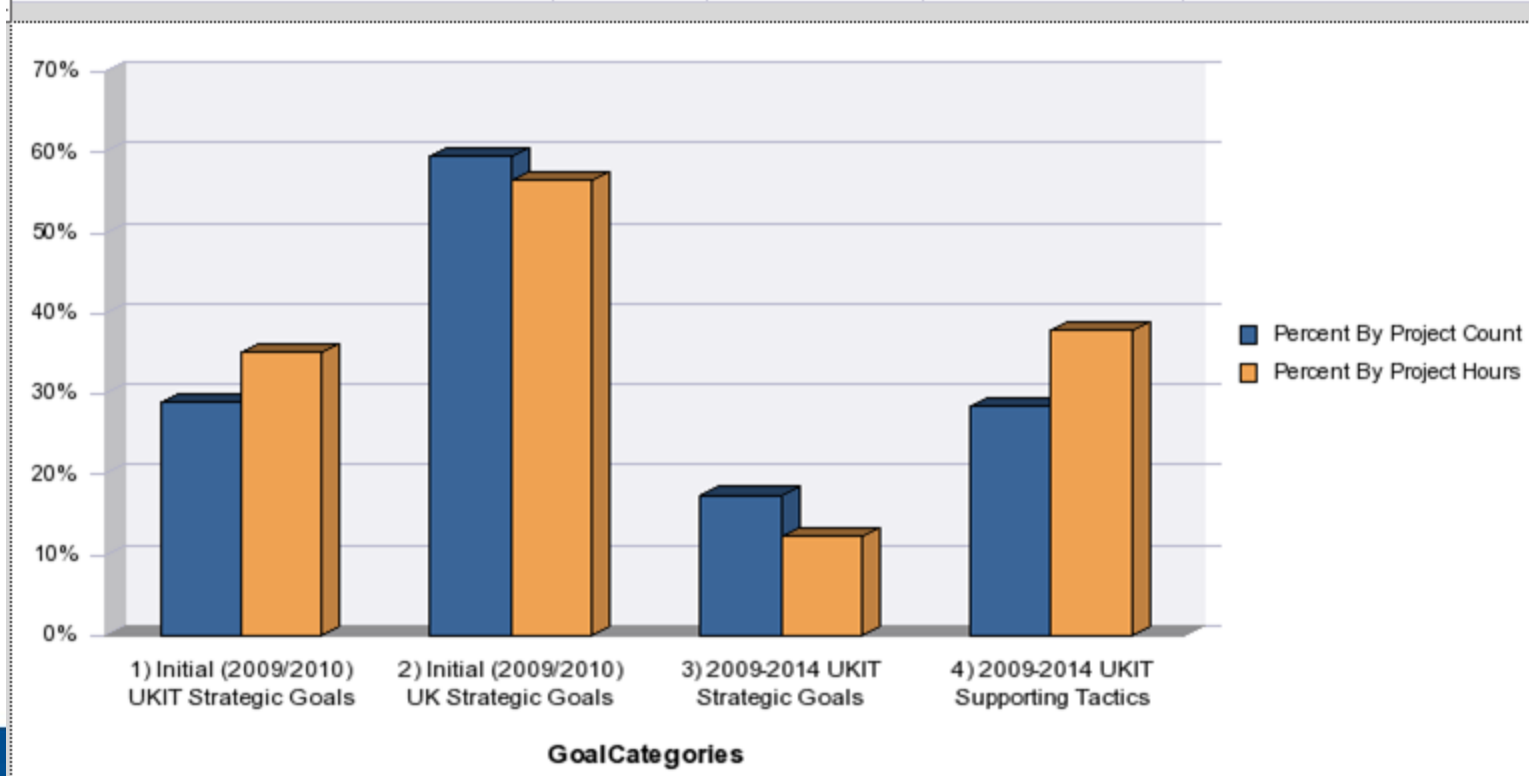


Strategic Goals

the “Why”

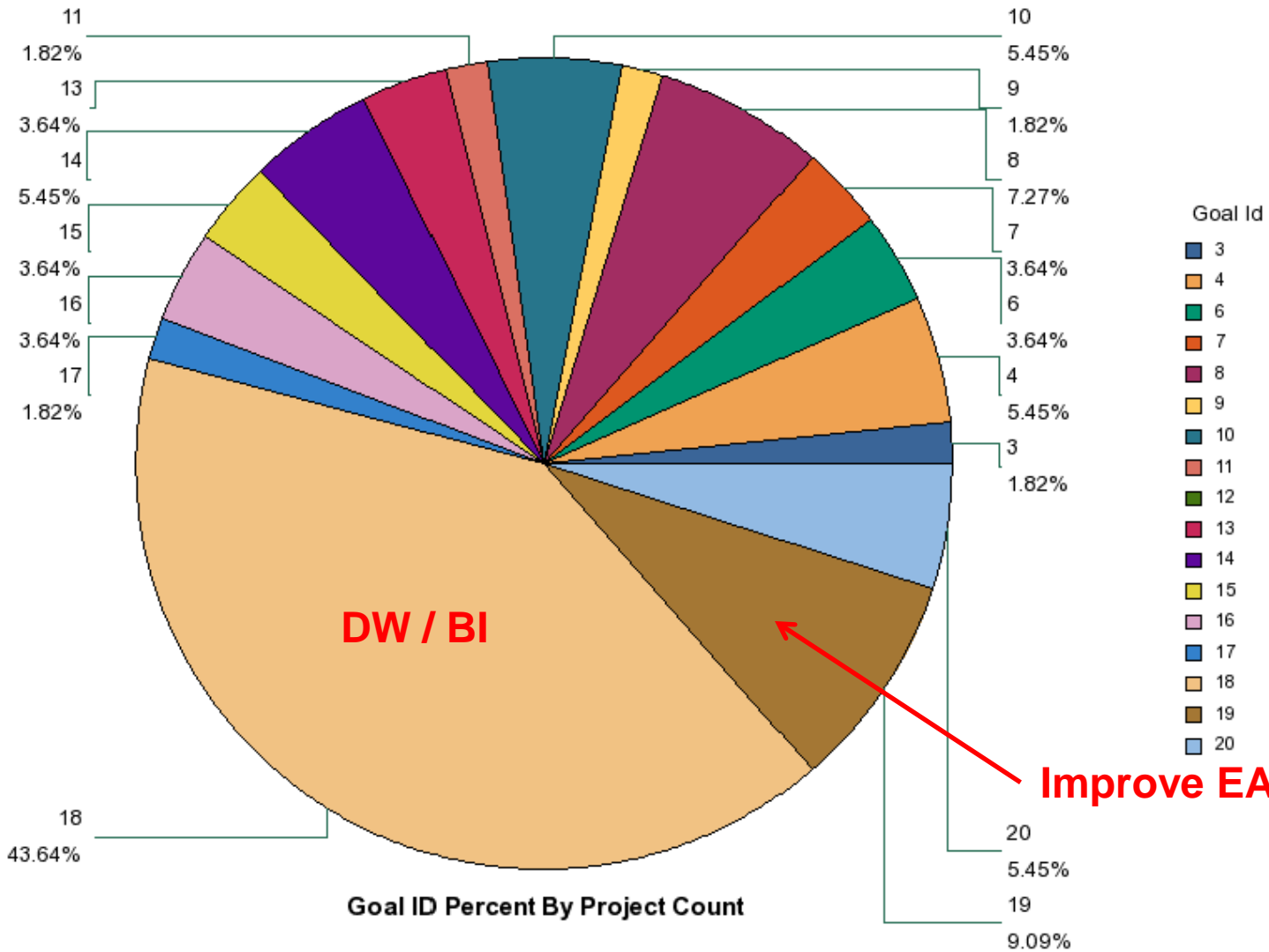
Project Association by Goal Category

| GoalCategories | Proj Count | % of Projects | Total Proj Hrs | % of Proj Hrs |
|---|------------|----------------|------------------|----------------|
| 1) Initial (2009/2010) UKIT Strategic Goals | 55 | 28.95% | 28,708.75 | 35.05% |
| 2) Initial (2009/2010) UK Strategic Goals | 113 | 59.47% | 46,238.77 | 56.44% |
| 3) 2009-2014 UKIT Strategic Goals | 33 | 17.37% | 10,080 | 12.30% |
| 4) 2009-2014 UKIT Supporting Tactics | 54 | 28.42% | 31,037.52 | 37.89% |
| Unique Project Totals | 190 | 134.21% | 81,919.27 | 141.68% |



UKIT Goals Cheat Sheet

1) Initial (2009/2010) UKIT Strategic Goals



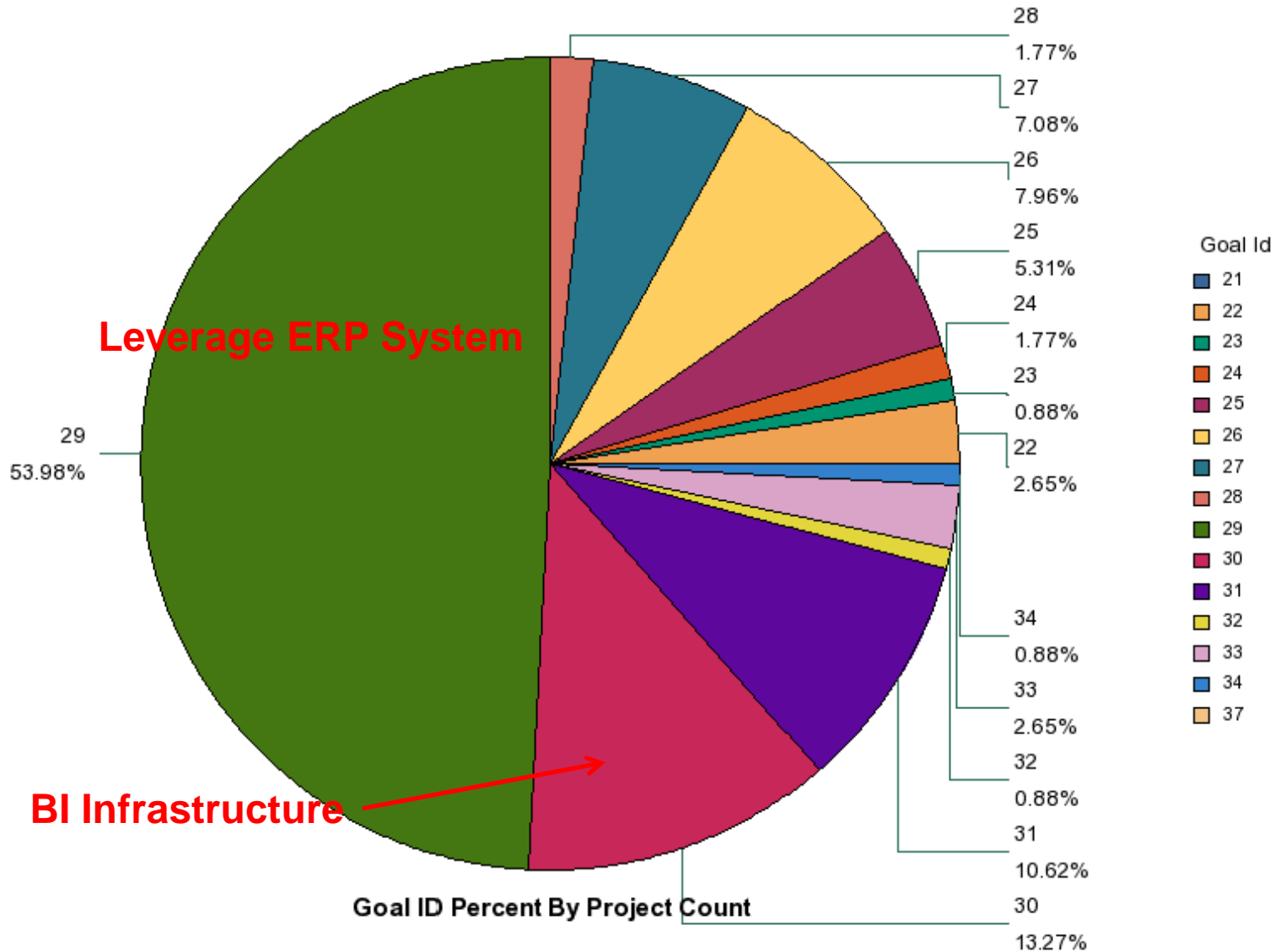
DW / BI

Improve EAG Processes

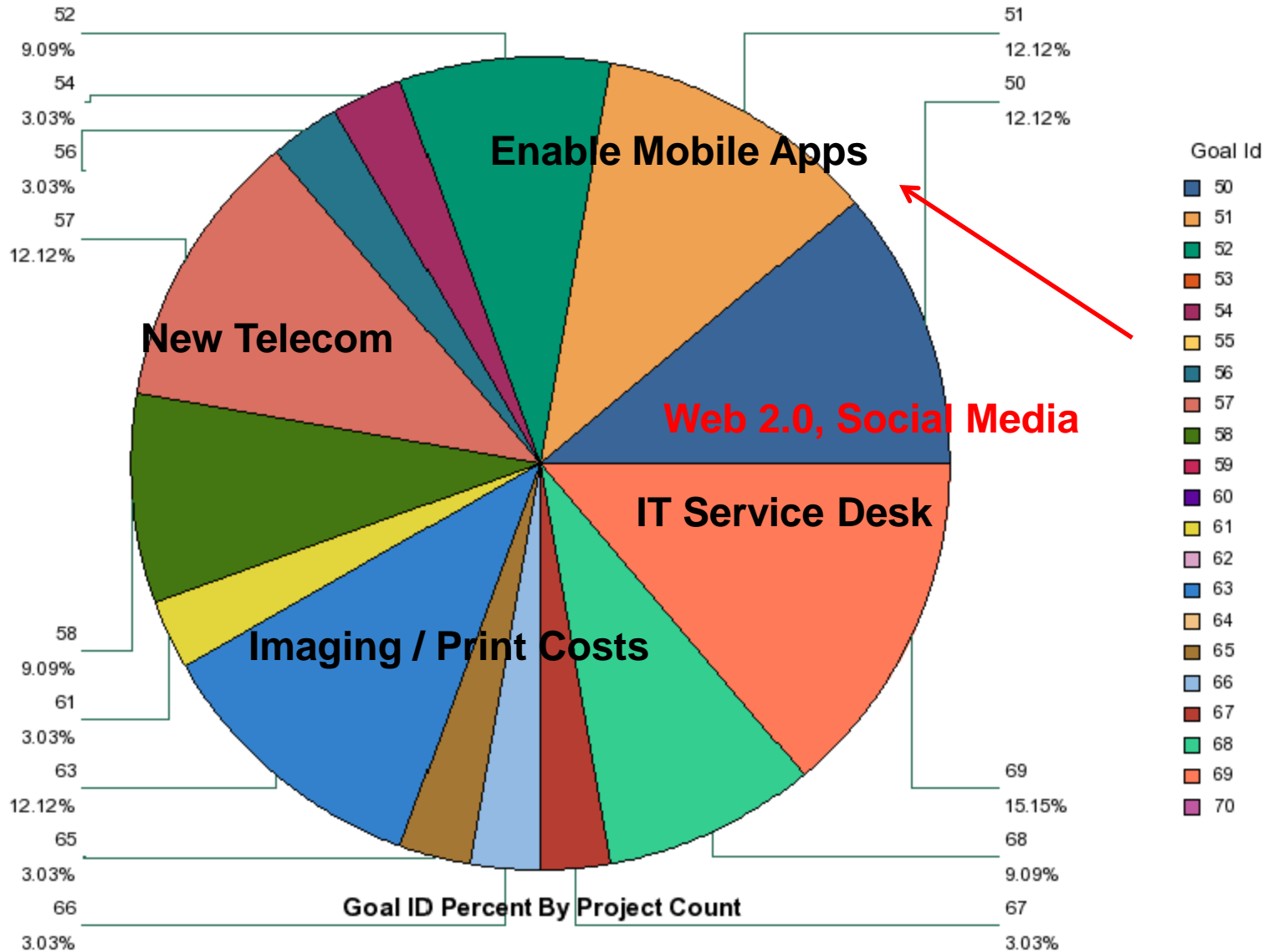
Goal ID Percent By Project Count



2) Initial (2009/2010) UK Strategic Goals

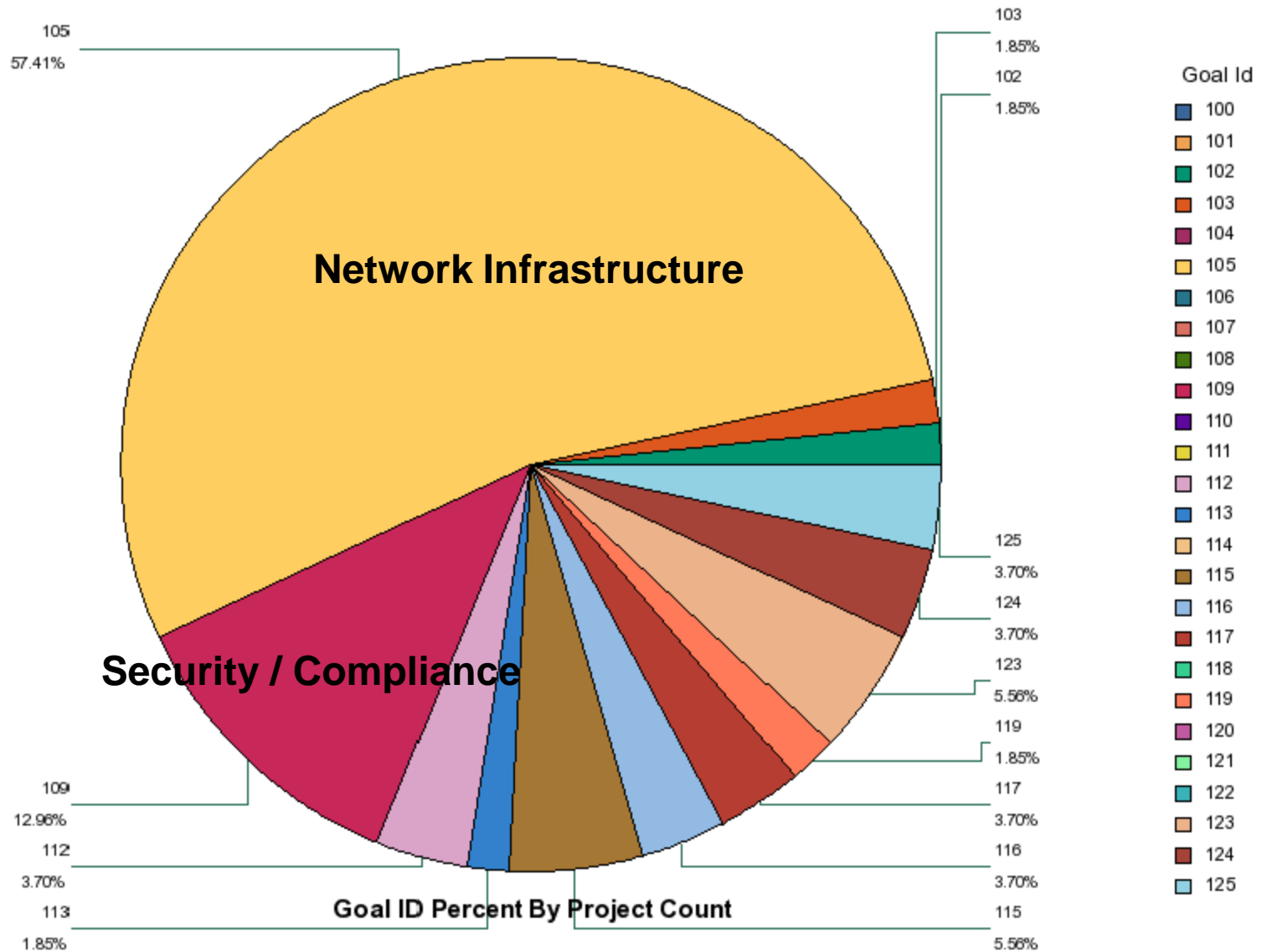


3) 2009-2014 UKIT Strategic Goals



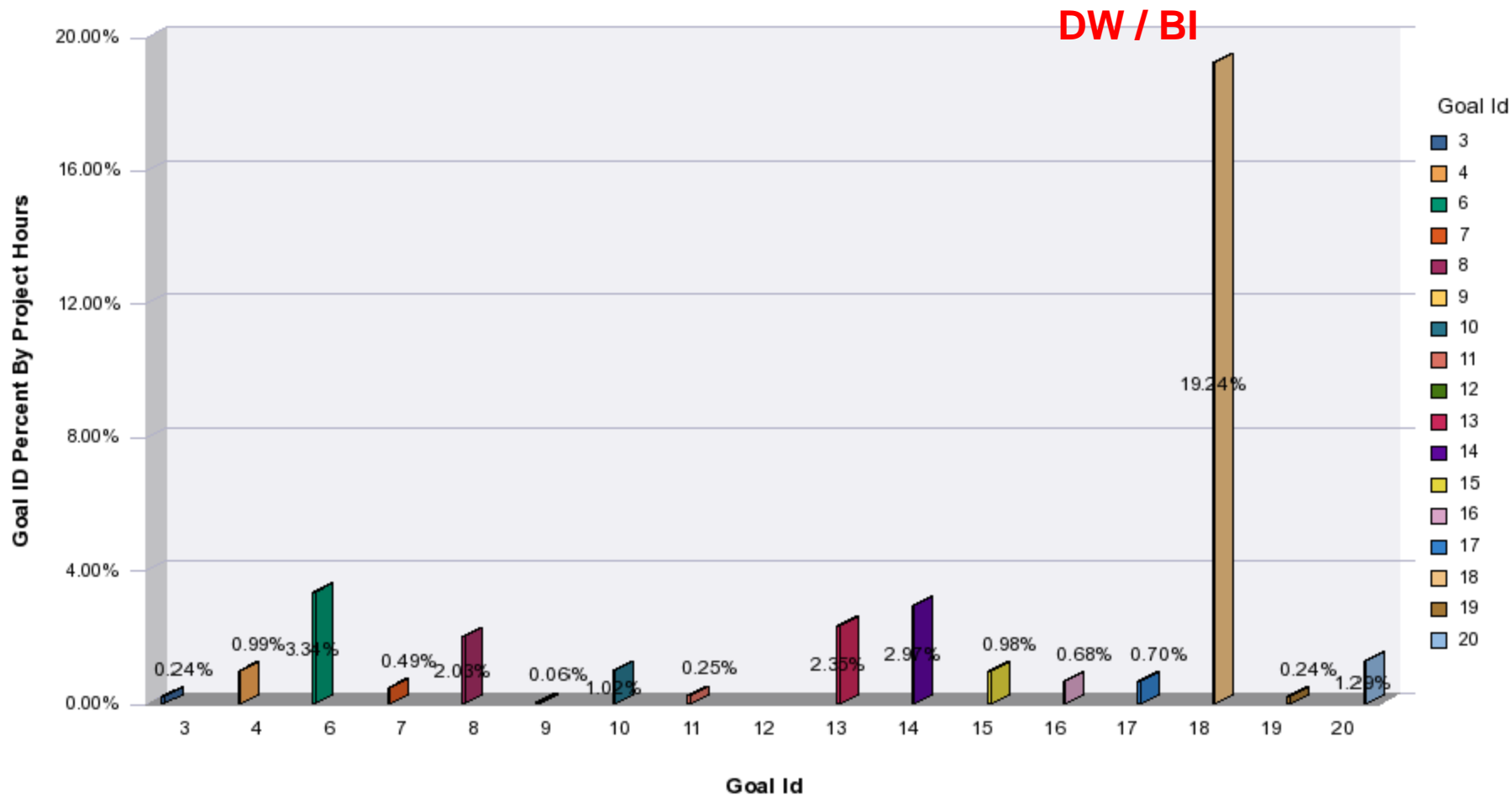
see blue.

4) 2009-2014 UKIT Supporting Tactics

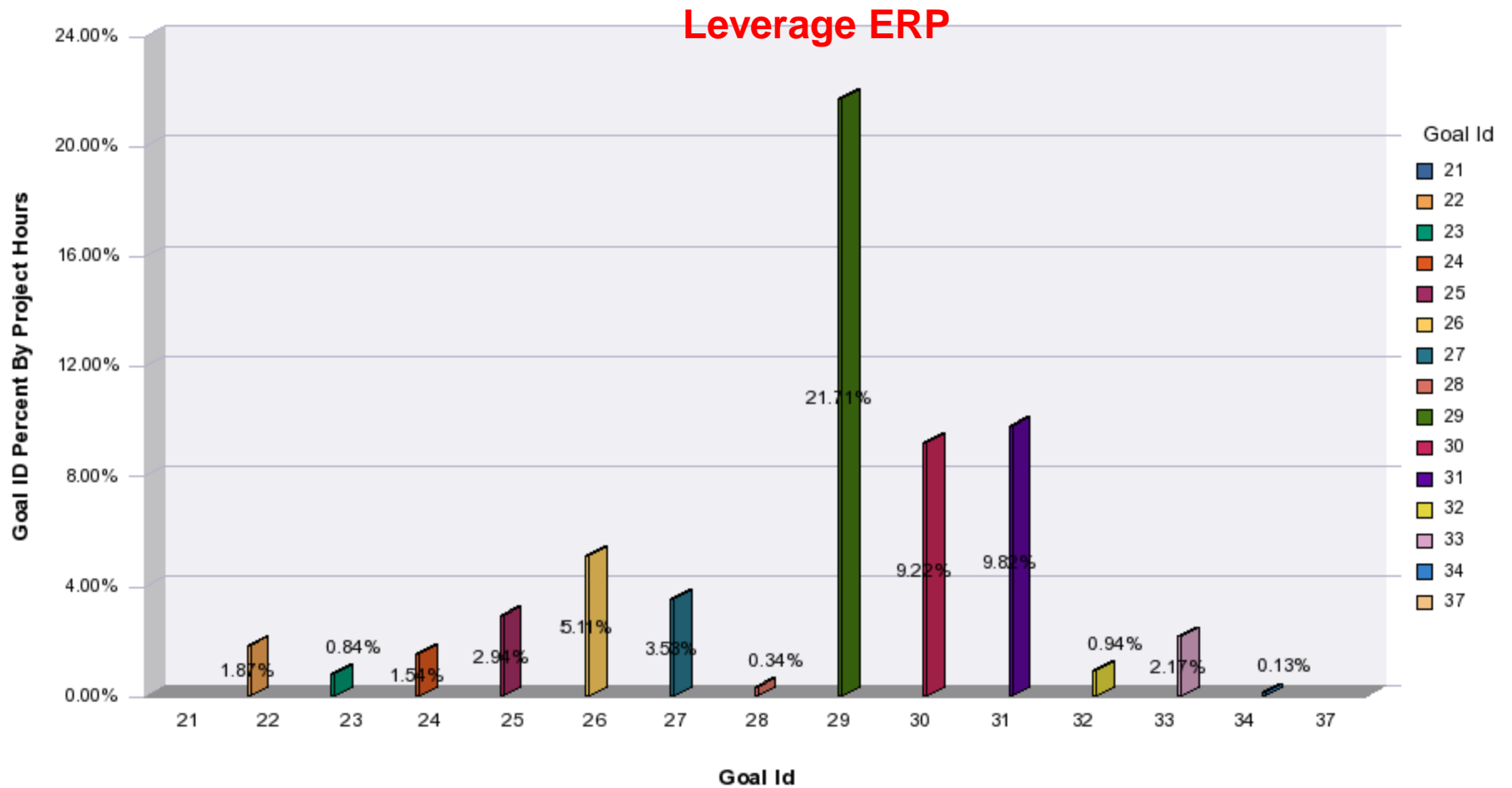


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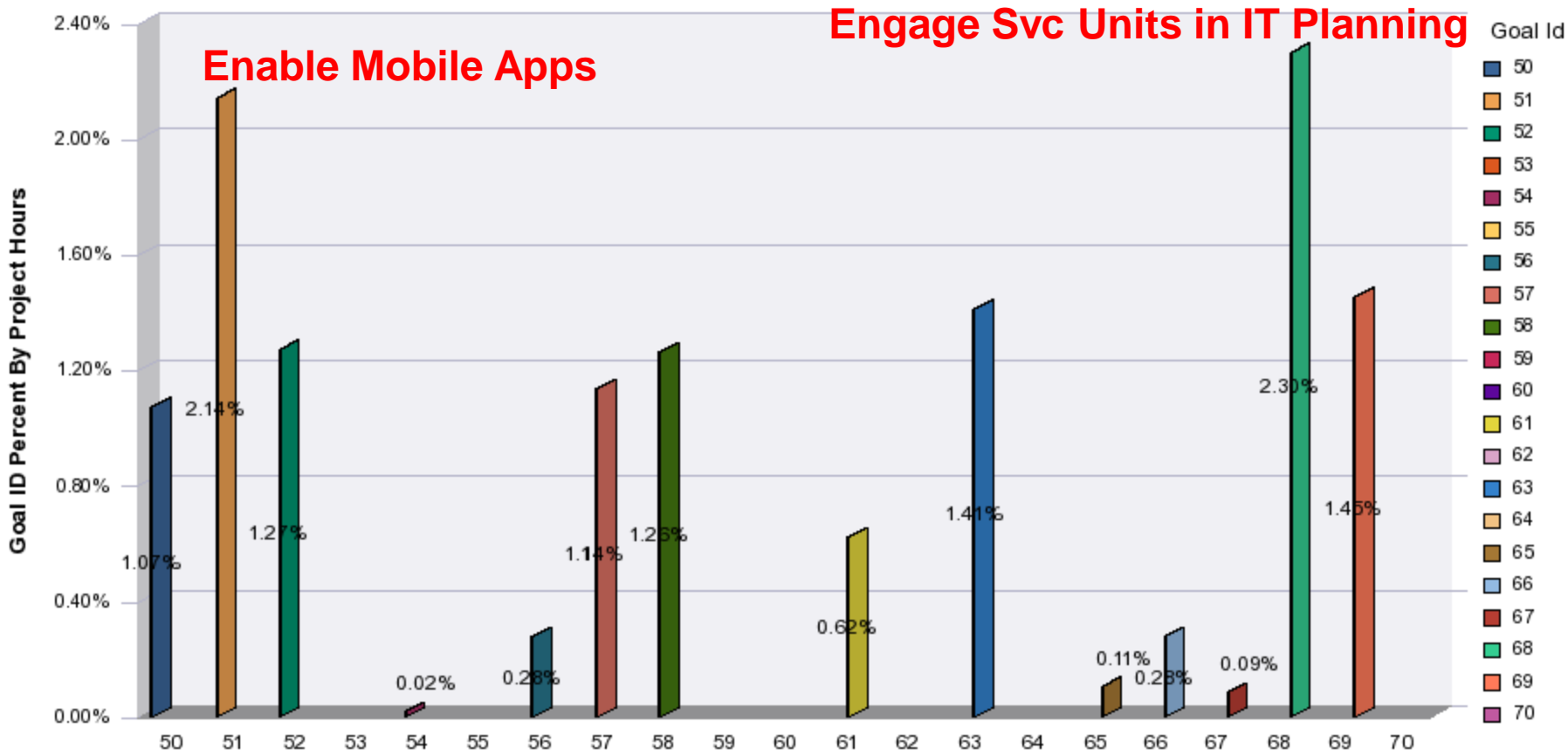
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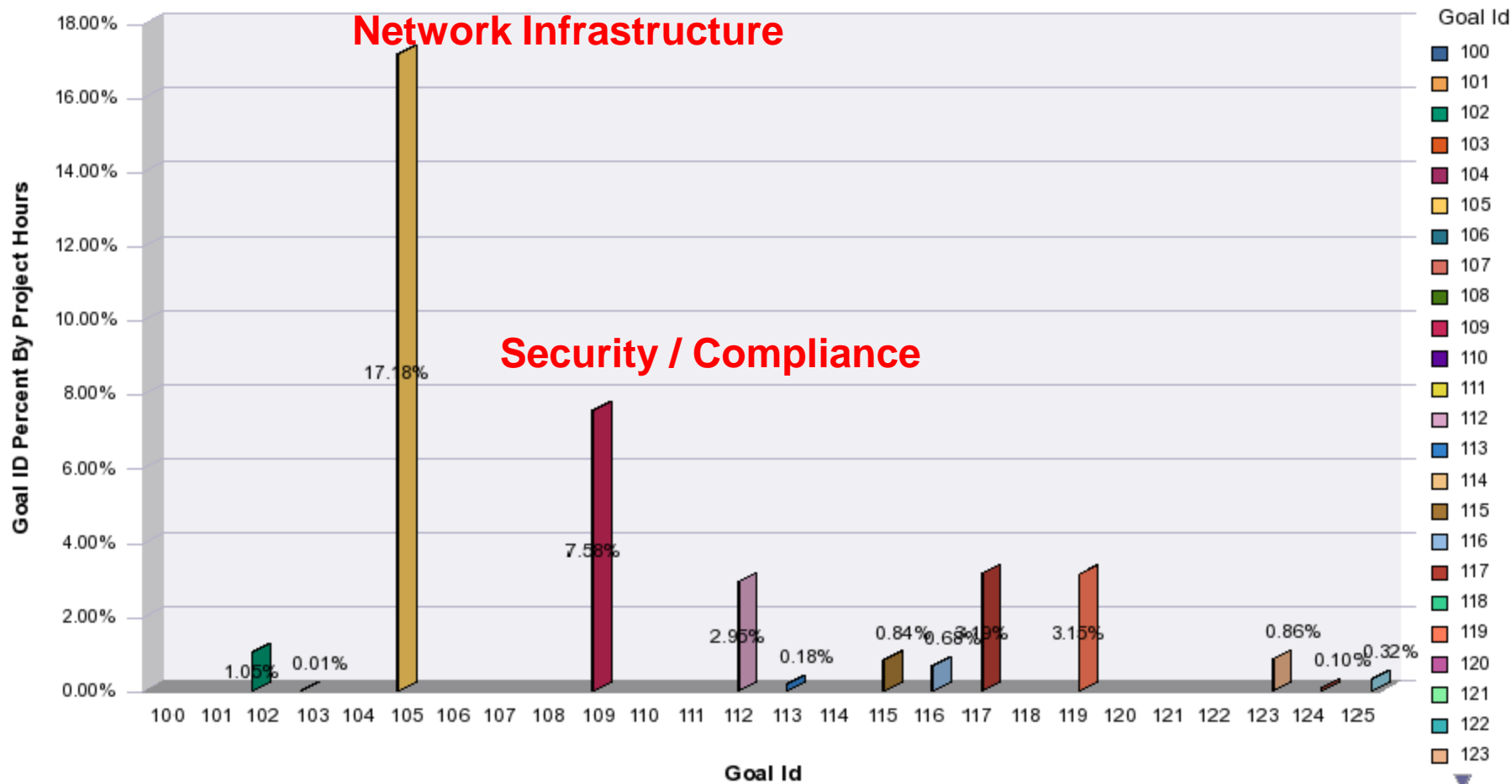
2) Initial (2009/2010) UK Strategic Goals



3) 2009-2014 UKIT Strategic Goals



4) 2009-2014 UKIT Supporting Tactics



Stump the Chump !
Questions ?

BACKUP