



ProjectOffice+

**ProjectOffice+
Status Report for
BRZ Company**

July 5, 2013

Executive Summary

CAI provides project analysis services for the following projects:

1. Project 1
2. Project 2
3. Project 3
4. Project 4
5. Project 5
6. Project 6
7. Project 7

Summary of Results

- Overall response rate = 60.7%
 - Down slightly from the previous reporting period
- Across the 7 active projects, there is general agreement in project status.
 - Overall, team members and MITs view scope status more negatively than PMs or SMEs
 - Team members are very optimistic about quality, while SMEs are not
- Scope
 - 46% of respondents indicate that actuals exceed estimates (up from 36% previously)
 - 30% of respondents indicate that they were taken away from their projects by other priorities this reporting period.
- Schedule
 - In general, outlook on projects being completed on-time has remained mostly positive (8% of respondents are confident their project will not finish on-time).
 - 42% of respondents indicate that their work is being delayed.

Areas Requiring Attention

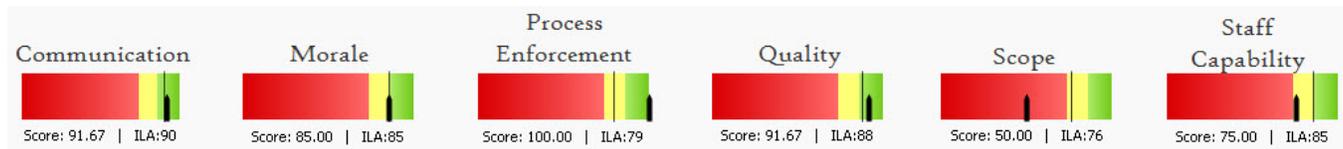
- **Scope is a recurring problem across projects, and has been since data collection began.**

Score Card						
Project	Communication details	Morale details	Process Enforcement details	Quality details	Scope details	Staff Capability details
Project 1	●	●	●	●	●	●
Project 2	●	●	●	●	●	●
Project 3	●	●	●	●	●	●
Project 4	●	●	●	●	●	●
Project 5	●	●	●	●	●	●
Project 6	●	●	●	●	●	●
Project 7	●	●	●	●	●	●

Project 1 Status (June, 2013)

This project had a 50% response rate (2 of 4 surveyed individuals), with strong role coverage. Status Confidence = **Moderate**

Risks, Issues and Key Focus Areas:



- **In addition to listed KPIs, Schedule (55) and Cost (50) also scored poorly for this period**
- This project shows significant drops in Scope, Cost, and Staff Capability
 - The drop in the Scope scores is due to changes in team member responses
 - Respondents now indicate new risks are being identified and actual effort to complete tasks is exceeding estimates
 - Work continues to be delayed while acceptance by regulatory bodies is awaited
- Overall confidence in the team's technical abilities has dropped, but no specific concerns are being raised yet.
- There is no project manager assigned to this project, so while the team remains optimistic that the project could finish on-time, despite being behind schedule, it is not possible to validate that perspective.

KPI Summary Comparison – Previous vs. Current



Recommended Actions:

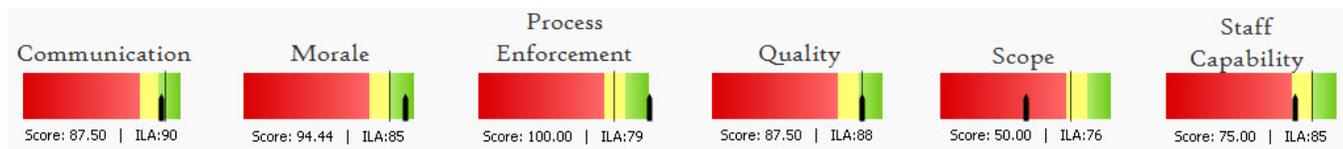


Re-baseline schedule – The principle delay for this project is tied to regulatory compliance and appears to be beyond the control of the project team.

Project 2 Status (June, 2013)

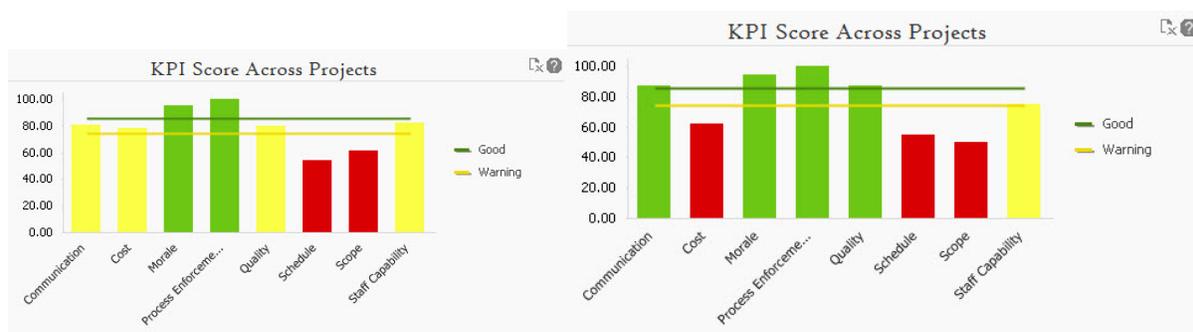
This project had a 44.4% response rate (4 of 9 surveyed individuals), with moderate role coverage. Status Confidence = **Moderate**

Risks, Issues and Key Focus Areas:



- **In addition to listed KPIs, Schedule also dropped for this period (from 62 to 55)**
- This project shows significant variance from the previous reporting period
 - Schedule is affected by a variety of factors
 - Redistribution of key resource responsibilities
 - Other Infrastructure projects are pulling members of this team
 - Some tasks are not being completed due to lack of definition/specificity
 - Communication and Quality scores have increased based on SME feedback
 - There is significant disagreement between the SME and the MIT as to the status of this project, particularly with regard to Scope, Quality, and Communication
- The responding SME's confidence on this project was decreasing over time, but this reporting period shows significant overall improvement

KPI Summary Comparison – Previous vs. Current



Recommended Actions:



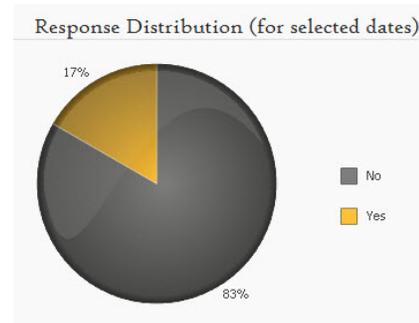
Reduce allocation to this project – *If this is a lower priority project and resources are being pulled in other directions, reducing percent allocation to the effort and extending the schedule may be beneficial and could positively contribute to cost containment.*

Project 3 Status (June, 2013)

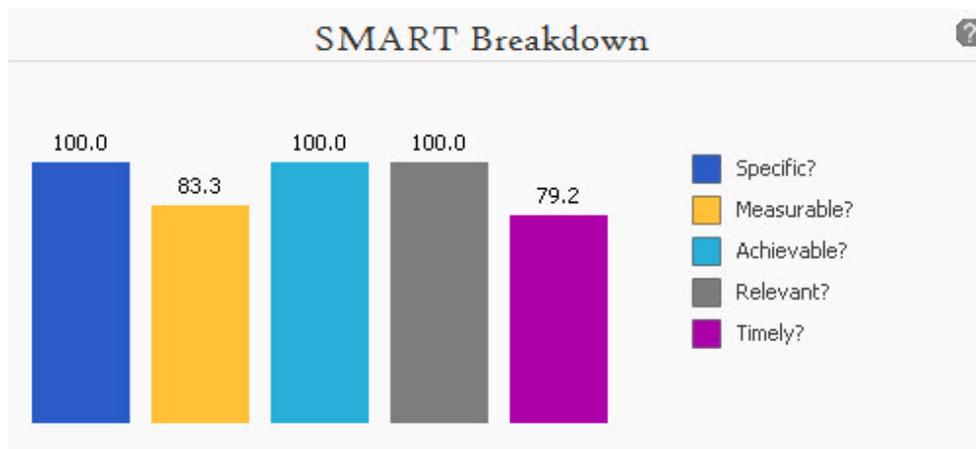
This project had a 100% response rate (6 individuals were surveyed). Status Confidence = **High**

Risks, Issues and Key Focus Areas:

- **This project does not display any common early indicators of pending problems**
- There has been no meaningful change in status since the last reporting period, despite the addition of more respondents.
- The most significant issue is with requirements changes. 17% response indicating change is in direct conflict with consensus of the SMEs and senior leadership. This result more likely an indication of misinterpretation of requirements at an early stage and is not likely a source of concern yet.
- The team reports mixed confidence in estimates, leading lower score on the Schedule KPI that should not be seen as cause for alarm yet.
- Sponsor involvement in this project is currently very favorable, but that is common in the early stages of a project.
- The SMART breakdown indicates a high degree of understanding of tasks, but shows that some team members are unclear on how success will ultimately be evaluated.



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Recommended Actions:

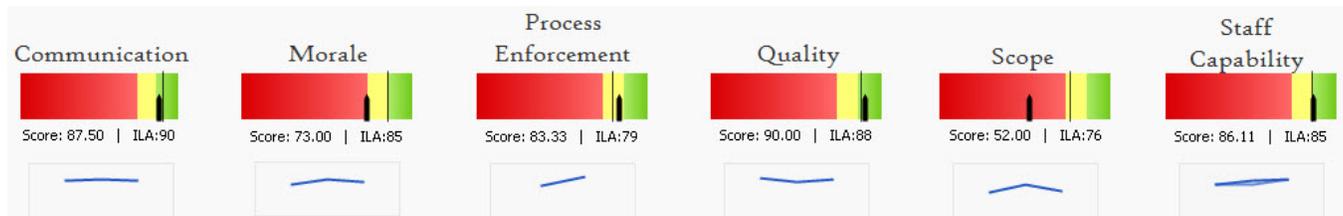


None – However, this project appears to depend greatly on sponsor involvement, which is typically fleeting over time. The Commitment KPI should be monitored closely.

Project 4 Status (June, 2013)

This project had a 66.7% response rate (8 of 12 surveyed individuals), with strong role coverage. Status Confidence = **High**

Risks, Issues and Key Focus Areas:



- **In addition to listed KPIs, Schedule also scored poorly for this period (71.5)**
- This project is trending positively in many regards, but Scope now stands out as the most significant problem.
 - Estimate accuracy is an issue
 - Overtime has become necessary on this project in order to meet deadlines (a change from previous reporting periods, but consistent with the previously low morale score).
- Work is being hindered by the vendor missing February delivery dates
 - This is also exacerbating a testing resource conflict between this and another project which is likely to continue to create schedule problems

KPI Summary Comparison – Previous vs. Current



Recommended Actions:

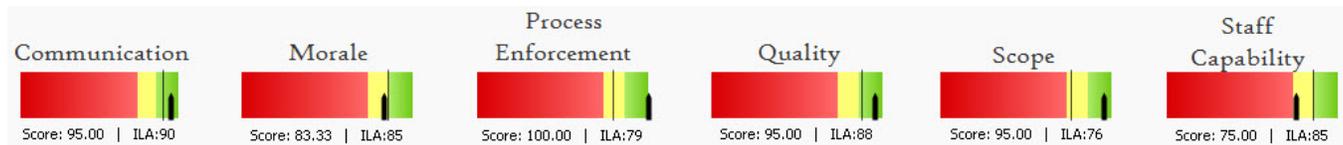


Reassess estimating practices – 2/3 of team members indicate problems with estimates, and cost evaluation is beginning to drop. This is typically indicative of a forthcoming expectation problem, which could be offset by re-estimating the project.

Project 5 Status (June, 2013)

This project had a 60% response rate (3 of 5 surveyed individuals), with strong role coverage. Status Confidence = **High**

Risks, Issues and Key Focus Areas:



- **In addition to listed KPIs, Schedule also scored consistently for this period (84)**
- The stark drop in the Cost KPI score is due to changes in responses from the SMEs for this project.
 - This appears to be tied to a lack of contract negotiation updates.
 - Persistent schedule concerns also appear to be tied to the lack of negotiation updates.
- This project is starting to experience a decline in Morale. This, mixed with the persistent schedule concerns, is a probable indicator of more significant problems as this project approaches its deadline.
- The drop in Staff Capability is not tied to a specific problem, but rather a more general degradation in confidence in the technical capability of the team.

KPI Summary Comparison – Previous vs. Current



Recommended Actions:

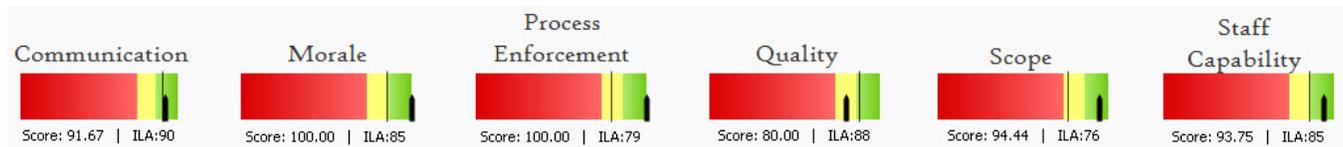


Review status with project team – The most significant issues raised for this project appear to be tied to lack of updates, despite the positive view of communication on the project.

Project 6 Status (June, 2013)

This project had a 50% response rate (6 of 12 surveyed individuals), with moderate role coverage. Status Confidence = **Moderate**

Risks, Issues and Key Focus Areas:



- **In addition to listed KPIs, Schedule also scored moderately for this period (75)**
- This project appears to be doing well overall, however no team members are being assessed.
- MITs view status on this project far less favorably than other respondents.
 - Changes in their responses drive most score reductions this reporting period.
 - MIT responses are outliers on most questions that span roles.
- SMEs indicate very high confidence in the team overall.
- Yellow Scope and Quality KPIs are a product of neutral responses, not reported problems.

KPI Summary Comparison – Previous vs. Current



Recommended Actions:

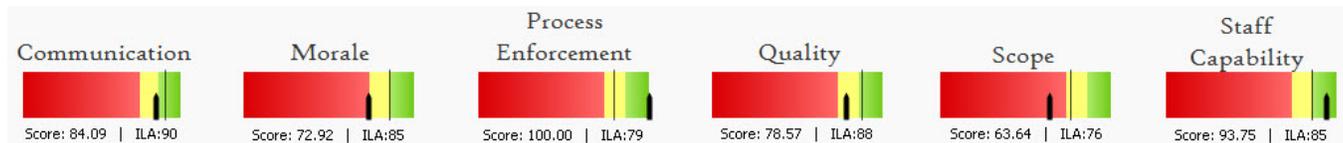


Debrief MITs – While the team composition for this project has not significantly changed since data collection began, MIT responses are degrading at a much greater rate than other respondents. A debrief with the MIT may uncover unknown communication problems or simply aid in overall expectation management.

Project 7 Status (June, 2013)

This project had a 62.5% response rate (5 of 8 surveyed individuals), with moderate role coverage (no SMEs or Directors responded). Status Confidence = **Moderate**

Risks, Issues and Key Focus Areas:



- **In addition to listed KPIs, Schedule also scored poorly for this period (62.5)**
- KPI scores for Scope and Schedule remain fairly steady but problematic.
 - Team members are reporting that the project will likely not complete on-time, and that the P&N is ill-defined with a process that continues to change while work goes on.
 - New estimates tied to P&N are now being produced.
 - Estimate accuracy is a problem on this project, as has been the case since data collection began.
- Morale has dropped significantly, tied to the ongoing schedule problems and the new need for overtime to meet deadlines.
- Quality and Communication scores have dropped, but not extremely (this is a product of the change in respondents between the previous and current periods).

KPI Summary Comparison – Previous vs. Current



Recommended Actions:



Extend the schedule – There is no indication that the existing team lacks the skills to complete the work, only that there is more work necessary to complete the project.