Project Portfolio Assessment

Service Description

The Project Portfolio Assessment provides an objective, current-state health assessment of your project portfolio by benchmarking against industry best Practices and our independent case studies. The Hummingbird service is your 'Route to Green'. It provides end-to-end business advisory that installs rigor, enhances performance and optimises the way your business delivers Project Services.

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Service Description

Organisations with a low level of maturity within their project practice struggle to deliver results effectively and consistently, resulting in higher cost of delivery and an increase in failure probability.

Increasing an organisation's business value is achieved through their investment in projects that implement the necessary changes to tools, processes, and organisational structure. Clearly, having a healthy and efficient project management practice within your business is critical to the success of these projects.

Our industry research tells us that:

- Only 35% of IT projects are delivered on time, on budget and within the defined requirements.
- 44% of IT projects were late, over budget and delivered less than required features.
- 54% of IT project failure can be attributed to project management, whereas 3% is attributed to the technical challenge.
- There is an average overrun of 24% on original baselined schedule and budget across all completed projects.
- 60% of organisations operate at a low maturity level, indicating that governance and control is in need of improvement to increase the probability of successful project portfolio execution.

Hummingbird's consultancy services provide the expertise necessary to aid you in addressing project management issues, enabling your investment projects to succeed. In addition, the service enables your business to establish a robust framework in order to achieve a higher maturity level that will in turn significantly improve the success of future projects.

Customer Scenarios

Project Visibility is Essential

In order to manage your projects as a whole and therefore prioritise effort where needed, you need to understand the status of each in a clear, consistent, and quantitative manner. This brings with it a number of consistency challenges centred around the fact that you may have multiple project managers delivering these projects.

In order for you to manage your project portfolio you need clear measures and metrics on all your projects. There should be a focus on quantitative rather than qualitative information. Having the right tools and processes is key in achieving the consistent and quantitative reporting that you need.

Managing a Range of Projects

When an organisation is trying to run multiple projects focused on different tasks, ranging from business processes to IT infrastructure, there is a need for a consistent approach applied across all the projects. A framework with clear phases, requirements and gate reviews will guide all your projects to a successful conclusion by providing a consistent and appropriate structure to deliver within. A delivery framework tailored to your business is therefore at the core of delivery success.

The Right Tools for the Job

Your project managers are the ones driving delivery of your projects. How they plan, monitor, communicate and manage their projects it critical to project success. If project planning, budget monitoring, project reporting and issue management tasks are controlled manually, the project manager can end up spending a significant amount of time filling in spreadsheets and writing reports rather than managing projects. The right tools will significantly reduce this overhead, ultimately enabling your project managers to be more efficient.

Key Features

Hummingbirds Project Portfolio Assessment provides an objective, current-state health assessment of your project portfolio and PMO organisation by benchmarking against industry best practices and our independent case studies. The outcomes from the service will enable your organisation to assess your inflight project portfolio against your business strategy and realign strategic priorities. This service from Hummingbird is your 'Route to Green'. It provides you with the end-to-end evaluation of your Project services, enabling you to install rigour, enhances performance, optimises the way your business delivers technology change and realigns your business strategy to delivery...
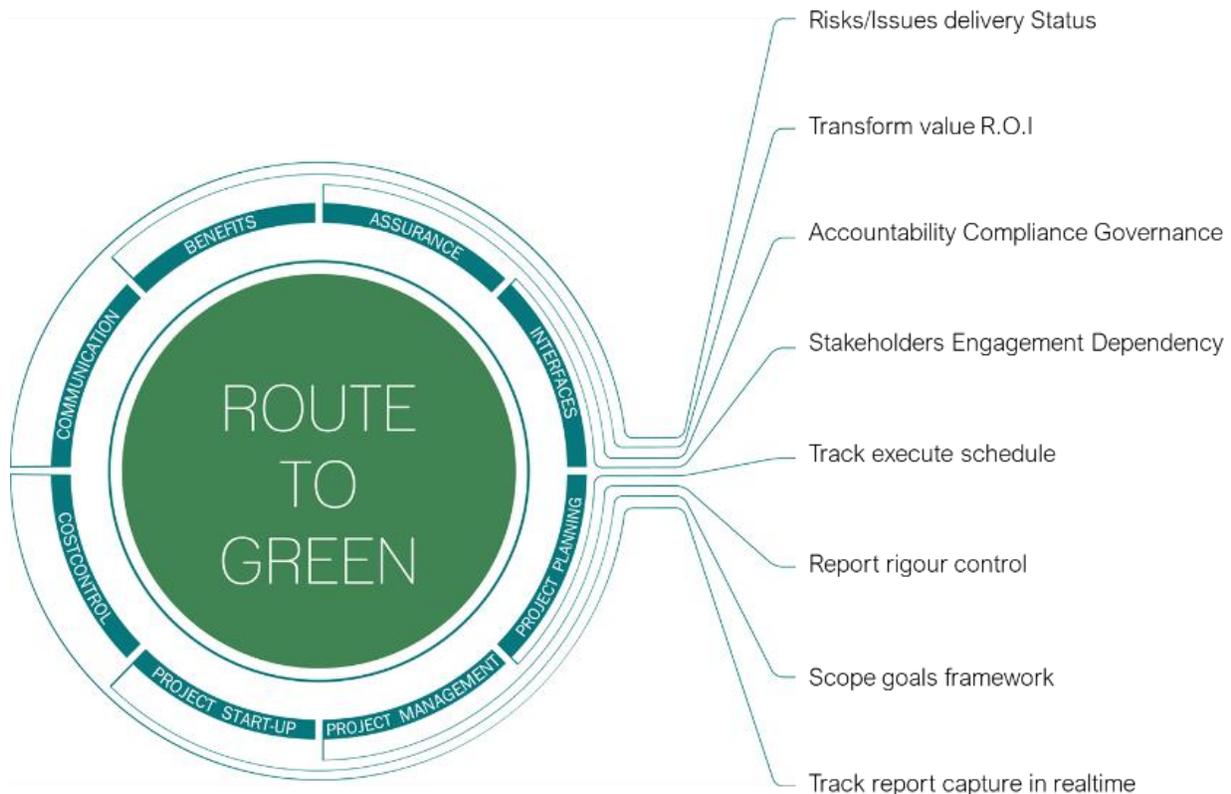

Figure 1 Route to Green

Current State Assessment

In order to understand what you need; the initial part of the engagement is an assessment of where you are now. We achieve this through workshops designed to develop a detailed understanding of the maturity and issues of your projects, PMO (Project Management Office) organisation, processes, tools, and the project portfolio approach. We then apply our knowledge of best practice and our world-class experience to provide you with improvement recommendations and an action plan.

The Project Portfolio Assessment will conduct the following types of analysis across your Portfolio:

1. **Risk-Reward-complexity analysis of all projects** - when the right opportunities are assessed responsibly, the potential risks can be outweighed by the potential rewards. An analysis conducted on all your projects, providing a measurable index on 3 key indices across your company's portfolio.
2. **Resource Plan & Capacity analysis across the portfolio** - Capacity planning is an issue of supply and demand: one that can decide the fate of your project, our analysis is the process that balances the available hours of project delivery teams against what the project needs. Capacity in this case is the most work that can be done over a certain timeframe.
3. **Risk Analysis (Impact & Likelihood)** – Risk Analysis is a key project management practice our assessment reviews the current risk practices, to ensure that the least number of surprises occur while your projects are underway.
4. **Portfolio Project Schedule Review** - Swim lane analysis capturing: Stage Gates, Duration and key Milestones highlighting overlap timeframes and impact occurrences.
5. **Health Trending of all your projects** – Is a RAG status analysis including trending analysis across 11 factors inclusive of Scope, Resource, Schedule, Budget.
6. **Health Review (of your projects)-** Our project health reviews a 10-point health checklist – Strategic Alignment, Business case, Accountability, Active Governance, Planning, Control, Impact & Benefits, Resourcing, Communication and Executive view.

7. **Baseline Variation** - A project baseline is a collection of base data or values for a project. The analysis of the projects baseline includes the planned budget, the original start and finish dates for a project and the expected effort (e.g. number of hours).

Key Analysis Features

6. Health Review of Top Projects

Detailed Project Health review focused on your key projects looking at all aspects of project delivery:

- PMO
- Pre-Project
- Initiation / Mobilization
- Project Governance
- Planning
- Delivery
- Closure
- Risk & Issue Management
- Change Management
- Stakeholder Management
- Financial Management

4. Portfolio & Milestone Schedule

Swim lane analysis capturing: Stage Gates, Duration and key Milestones highlighting overlap timeframes and impact occurrences

1. Risk-Reward-Complexity analysis

An analysis conducted on all your projects, providing a measurable index on 3 key indices across your portfolio

Analysis & Reviews

Playback of the discovery and analysis, including high level findings with report

5. Project Health and Trending Analysis

A RAG status analysis including trending analysis across 11 factors including: Scope, Resource, Schedule, Budget

2. Resource Plan & Capacity analysis

A forward resource plan analysis across the entire portfolio with capacity indicators

3. Impact & Likelihood risk Analysis

An analysis of your portfolio risks in regards to "Impact" and "Likelihood" rating with all projects assigned over a heat map table

7. Baseline Variance Analysis

Schedule variance comparison across your projects plans and how well they are tracking to baseline
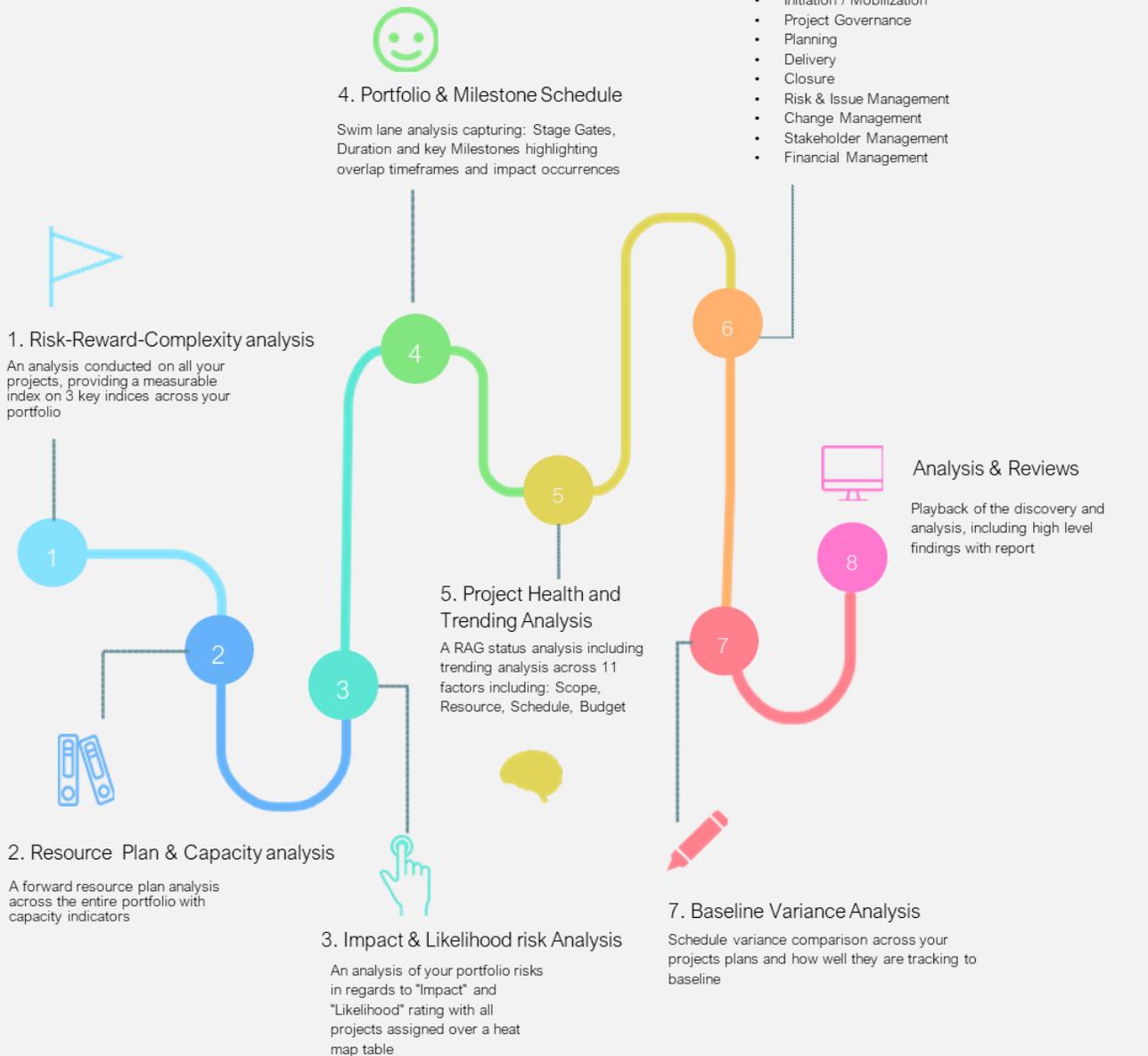
Figure 2 High-level Assessment workflow

Improvement Recommendations

By analysing the output of the workshops, we can build a picture of the current state of your business project portfolio and where your key pain points are. Based on this, we then apply our knowledge of best practice in order to design optimal solutions to your issues and support the building or enhancements to an organisations Project Management Office (PMO). This is then documented in our final report, together with a plan for implementing the improvements.

On request, we can additionally define and implement a tailored ePMO/PMO focusing on governance and control frameworks with a supporting project and portfolio management platform that provides organisations with exactly what they need to increase the effectiveness of programme and project delivery while providing greater visibility to senior management on the status of any 'in flight' initiative.

Service Dependencies and/or Related Services

Hummingbird services are designed to be both flexible and modular in order to promote tailored solutions which directly meet customer requirements. As part of a Hummingbird solution several services may be related or even dependent on one another to achieve the customer's desired outcome. Where solutions are created to meet a specific purpose, it is essential that all scenarios are considered relating to failure conditions of each service so that other services which may be dependent continue to function.

Recommended Specific Considerations

The following are recommended for specific consideration as part of a solution involving this service:

- The size of the customer's business

Customer Responsibilities

Where Hummingbird's service is dependent on customer involvement the extent of that involvement is listed below:

- Provide a list of key stakeholders and their availability for our workshops
- Provide a current overview for each of the following questions:
- Change execution capability, including processes, procedures, and document templates
- Initiative plan/spend
- Pain points surrounding programme or project execution
- Management tooling in place
- Programmes or projects in progress

Management Scope

Specific Inclusions and Exclusions

This description defines what is included as part of this service. Items not specifically mentioned in this description should, in the interests of clarity, be assumed to be not included.

Hummingbird will:

- Organise and conduct workshops with your key stakeholders to perform a current state analysis
- Provide a completed Analysis Workbook
- Review processes, procedures, operating framework, document templates and management tools
- Organise and conduct review meetings to discuss our findings with you
- Provide a final report with our recommendations

Hummingbird will not:

- Remediate the issues found as part of this engagement
- Define and implement a tailored governance framework with a supporting management Platform to increase the effectiveness of program and project delivery whilst providing greater visibility to senior management on the status of any 'In Flight' initiative(s).

Pricing Structure

The following describes the items that will be seen on a quote or service order relating to this service and the structure of those items in building this service.

Project Management Capability Assessment

The specific service lines are:

• Project Portfolio Assessment - Small / Medium Business
• Project Portfolio Assessment - Large Business

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Contact us.   www.hummingbird.solutions
Email for Information: Hello@Hummingbird.solutions

Direct Contact:

Todd Whaley

Todd.Whaley@Hummingbird.solutions

+61 (0) 437 973 2022