

Project Assessment Survey

The cost of project failure will always exceed the cost of prevention!

Provided by
ENER-NET Consulting

Presentation Objectives

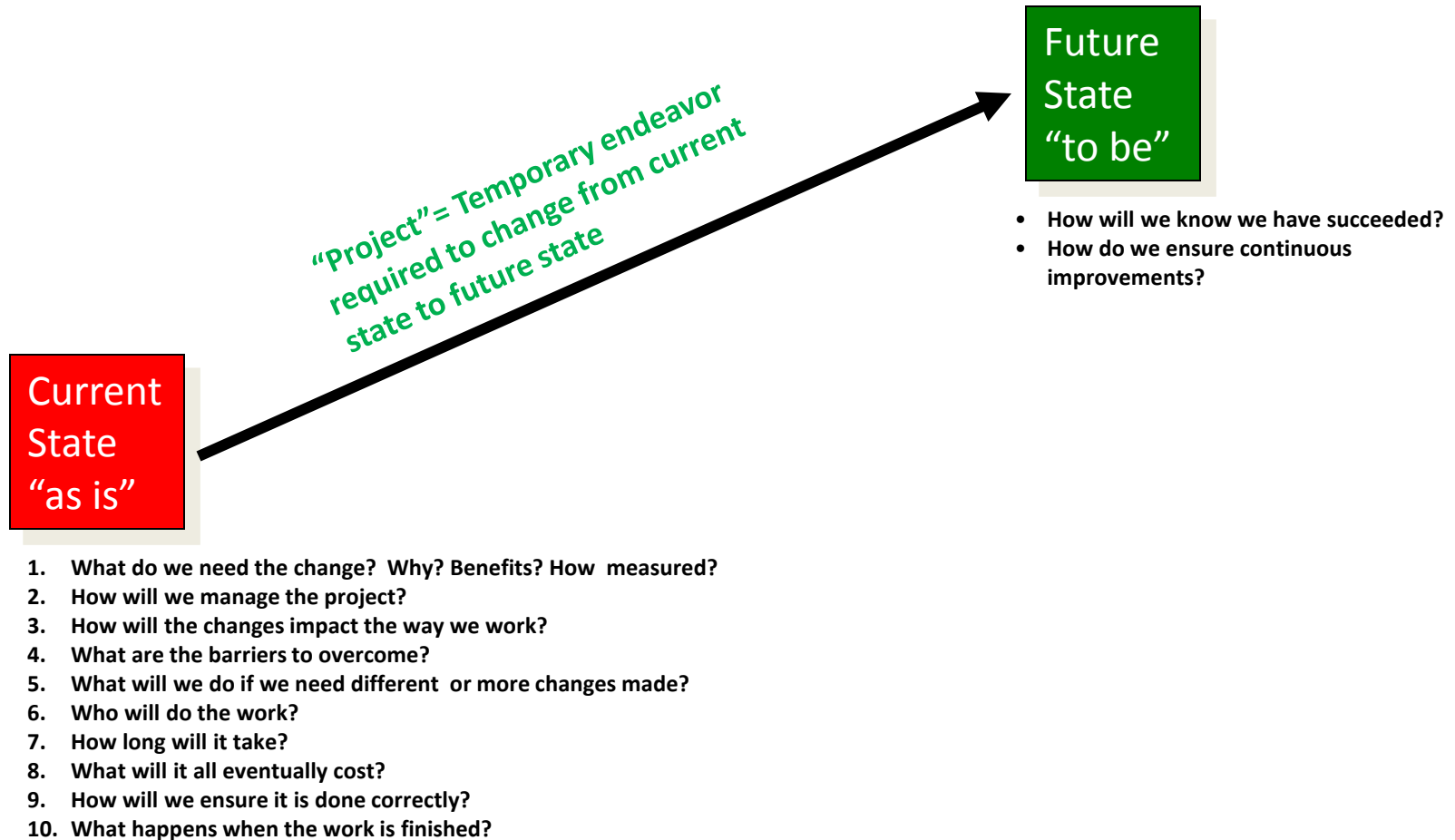
- **Introduce Ener-Net's Project Assessment Survey**
- **Discuss potential survey findings / follow up**
- **Overview Ener-Net's support roles**
- **Answer any questions**
- **Position (Client) to decide on next step**

Survey Overview

- **Used for years by Ener-Net on a variety of “projects”**
- **Based on fundamental Proj. Mgt. principles**
- **Generates graphic scorecard of project overall health**
- **Promotes improved project team communications**
- **Positions management to make informed decisions**

Survey Applies To A Variety of “Projects”

(What all projects have in common)



Survey Structure

- Focus areas limited to 10 key Project Management focus areas:
 1. **Basis:** *What do we need the change? Why? Benefits? How measured?*
 2. **Governance:** *How will we manage the project?*
 3. **Business Process:** *How will the changes impact the way we work?*
 4. **Issues / Risk:** *What are the barriers to overcome?*
 5. **Scope Change:** *What will we do if we need different or more changes made?*
 6. **Resources:** *Who will do the work?*
 7. **Schedule:** *How long will it take?*
 8. **Cost:** *What will it eventually cost?*
 9. **Quality Control / Inspection:** *How will we ensure it is done correctly?*
 10. **Implementation:** *What happens when the work is finished?*
- Limitation to 10 areas speeds up analysis with limited impact on resolution

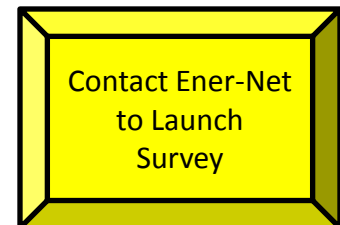
Example Survey

- Demographic information is optional. Mostly useful when survey involves many inputs.

Project (insert name) Survey			
I. DEMOGRAPHIC INFORMATION - Please select the answer that is the best fit.			
a	What is your name (optional)	Survey 1	
b	What is your business group/organization?	Project Management	
c	Where is your primary work location?	Location a	
d	What is the primary nature of your job?	Other	
II. For questions 1-10, use the Agreement and Importance scales below.			
Instructions		AGREEMENT	IMPORTANCE
Please rate the statements below from two perspectives. Using a scale of 0-5. (cells have drop down values)		What is your level of agreement with the listed statements relative to your current project situation?	How important do you feel the statement is as applied to this project?
<ul style="list-style-type: none"> First measure is AGREEMENT. This helps us assess to what degree you are in agreement with the statement. Second measure is IMPORTANCE. This lets us assess how important you feel the statement is. 		0= Don't really know 1= Strongly Disagree 2= Generally Disagree 3= Agree somewhat 4= Generally agree 5= Emphatically agree	0= Don't really know 1= Unimportant 2= Minor importance 3= Of some importance 4= Important 5= Mission Critical
Regarding the (insert name) project, do you agree with this statement?		↓	How important is this aspect? ↓
Q1	Project basis is defined & documented in a Charter <input checked="" type="checkbox"/> The project charter defines all of the objectives, rationale and required project deliverables along with economic or other incentives. <input checked="" type="checkbox"/> Economic & other incentives are clearly stated and use generally accepted tools for calculation of risk and return. <input checked="" type="checkbox"/> Assumptions are based on best available facts and are neither optimistic or pessimistic. <input checked="" type="checkbox"/> The charter is a formal document that has been reviewed and signed by the project sponsors, leadership and shareholders. The Project is documented in a general memo. General objectives are defined well enough. Project leaders and sponsors have seen the document and had the opportunity to comment. No formal signatures were deemed needed.	2	Help 3
Q2	Project governance mechanism is defined & effective <input checked="" type="checkbox"/> A defined system of governance, based on the charter, has been established and staffed with required personnel. <input checked="" type="checkbox"/> Roles and responsibilities of organizations and/or individuals are clearly defined and respected by all signatures to the project charter. <input checked="" type="checkbox"/> The governance process includes systematic ways to handle issues on an expedited and definitive fashion. <input checked="" type="checkbox"/> Decisions are fair, clear, timely, definitive, documented and well communicated <input checked="" type="checkbox"/> Records of governance activity are available for inspection by appropriate sponsor / regulatory or investor representatives. Project team and sponsors are working well together. No problems yet. Don't see the need for a more formal structure. Project Manager is empowered to make all the decisions needed	3	Help 2
Q3	Business process changes are defined and accounted for <input checked="" type="checkbox"/> An assessment regarding business process impacts has been conducted. <input checked="" type="checkbox"/> Process models include both high and workflow level views for pre and post project operations <input checked="" type="checkbox"/> Business process impacts due to the project have been identified, assessed and addressed. <input checked="" type="checkbox"/> Organizational change and/or development needs have been identified. No formal business process analysis was conducted or is being considered. Project team does not have the expertise. Sponsor is of the opinion that project's impacts are of a nature that can be sorted out by personnel after start up.	0	Help 2

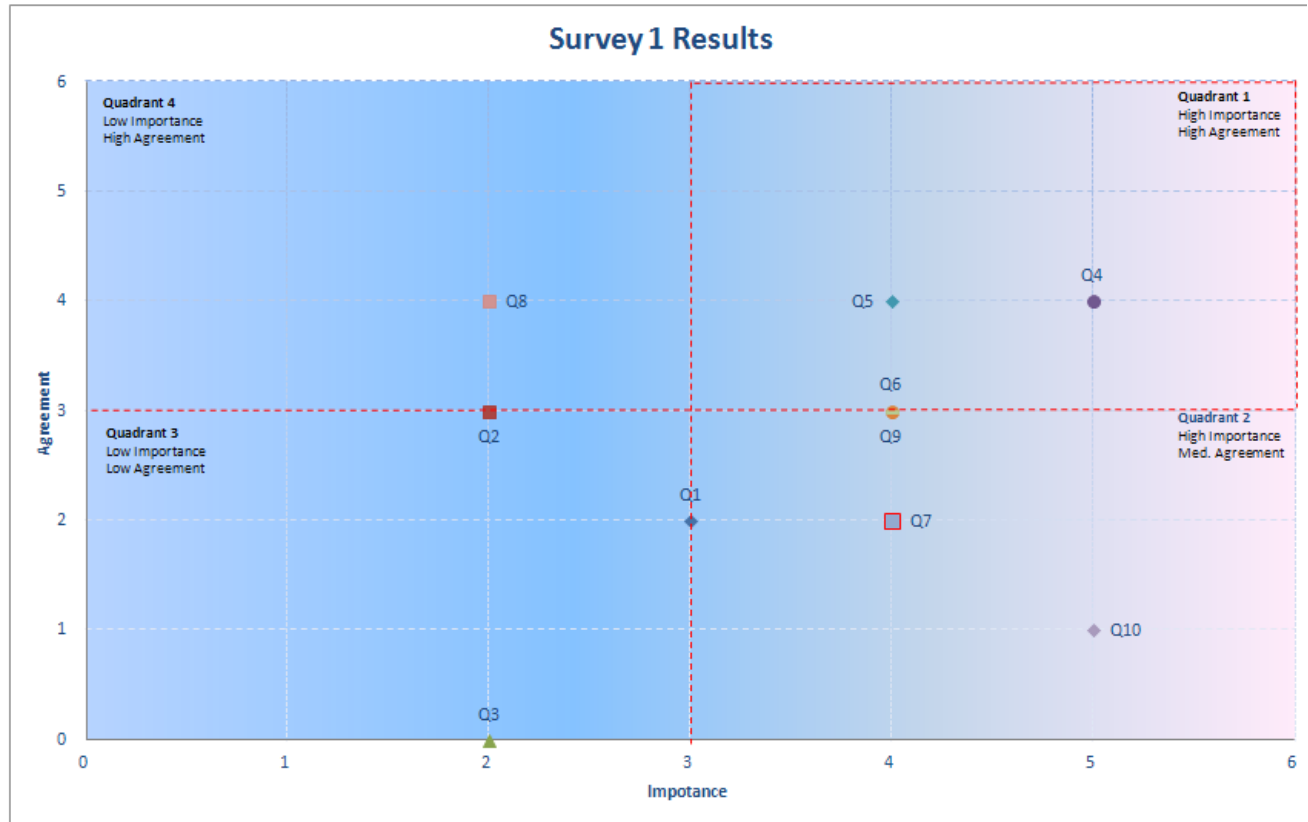
- Each of the 10 focus areas has a set of ideal statements shown in the bullet points. [Help](#) button provides additional comments

- Both Agreement & Importance are measured for each of the 10 focus areas.
- Measure = Level of agreement with ideal statements
- A score of "0" indicates that we either do not know or do not understand the statements
- Text space is provided for optional comments.



Example XY Scorecard

- Excel based tool automatically generates an XY graph which functions like a project scorecard.
- Graph plots co-ordinates based on scores for Importance / Agreement
- Ideal results are typically found in Quadrant 1
- Results in Quadrants 2, 3, 4 need further understanding. Example: Why does Q3 have a "0" value?
- Score may be due to many factors such as project nature, understanding etc.
- Tool also generates an XY plot per each of the 10 focus area. Allows for better understanding of how respondents view the project.



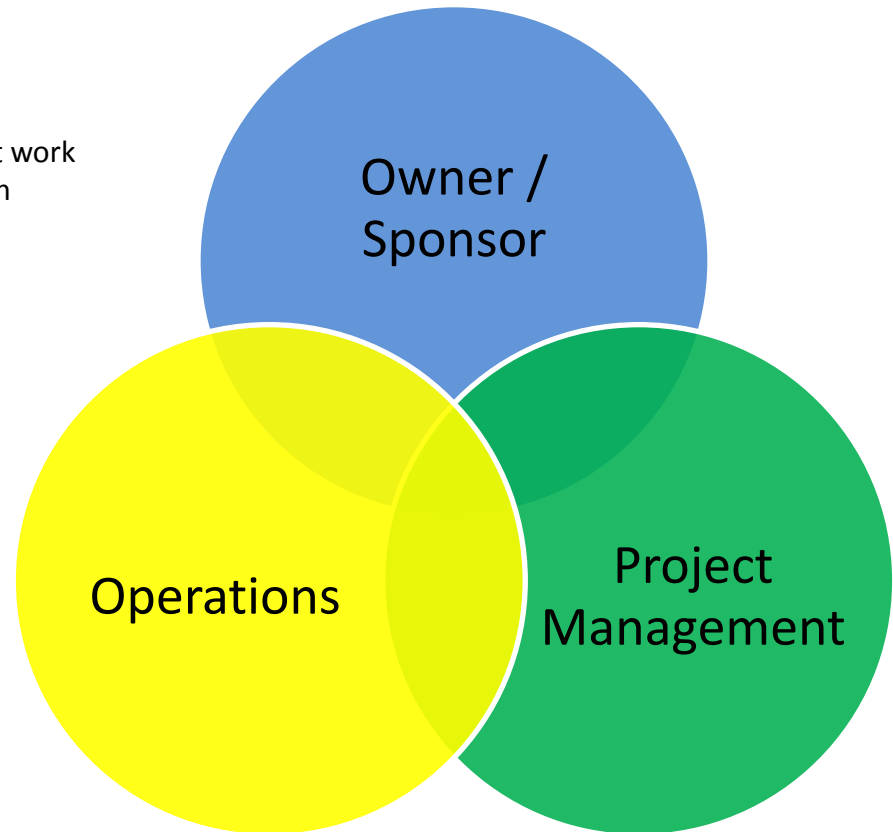
Survey Process: Participants

Role Definitions:

1. Owner/Sponsor...approves / pays for the project
2. Project Management...completes the required project work
3. Operations...accepts work & operates post completion

Who should participate in the survey?

- Ideally, input should come from the three (3) perspectives shown in the Venn diagram
- Participants should have a reasonable working knowledge of the project as well as the 10 survey focus areas
- Smaller projects require fewer inputs as some people may play multiple roles
- How many people participate depends on the complexity & availability of resources
- External (Independent) input may be needed if insufficient input from internal sources



Survey Process: Steps / Effort

- ***Basic steps are listed below:***
 1. **Decide survey is needed (management decision)**
 2. **Name survey client leader and/or team**
 3. **Conduct survey team training (1-2 hrs)**
 4. **Name people to be surveyed**
 5. **Fill in survey (1 hr per individual)**
 6. **Summarize data (2-4 hours)**
 7. **Review findings & recommendations with management**
- **Level of effort depends on size and/or complexity of project**
- **Most time will be spent by Client leader with Ener-Net support**
- **Note: Whatever effort expended is only a fractional % of total project man-hours**

Survey's Potential Findings

- *Results are as unique as the projects*
- *Survey may confirm project's health*
- *Survey may also (typically does) show the following variations:*
 - Scores of "0" indicate answer unknown or not understood
 - Project aspects where agreement is low but importance is high
 - Major differences of opinion between respondents
- *At a minimum, survey output provides management a basis for corrective action*
- *Per Ener-Net experience, survey finds areas in need of attention*

Survey Potential Follow/Up

- ***Action steps are unique to projects but generally include:***
 - Resolution of why “O” scores exist
 - Further investigation of Low Agreement / High Importance
 - *Why does this difference exist?*
 - *What are the potential impacts?*
- **Confirmation of Low Agreement / Low Importance scores**
- **Resolution of differences between respondents**
- ***Level of corrective action is proportional to project risk***

Survey Limitations!

- ***Assessment Survey is not an Audit...***
- ***Basic assumptions include:***
 1. **Participants have a good understanding of the project + focus areas**
 2. **Input is from a good cross section of Owner/Project Mgt. / Operations**
 3. **Answers provided are best of individual's knowledge...honest**
- **Survey, moreover, does not provide the solution by itself...follow up effort is likely required**
- ***Survey does provide with management information & direction***

Ener-Net's role

- **Option A: Introduction**
 - Demonstrate tool application on one project
 - Train client survey leader / team
 - Help with synthesis of the data and findings
 - Work with client team to outline next steps
 - No fee required

- ***Option B: Consulting Engagement***
 - *Provide custom service as requested*
 - *Preferably in partnership with client team*
 - *Can execute turn-key analysis if so requested*
 - Fees based on specific scope of work & duration

Should (Client) conduct survey?

- ***Others have conducted the assessment survey noted:***
 - Relatively low cost to conduct with Ener-net's help
 - Independent review is a prudent step
 - Independently confirms what is working well
 - Focuses corrective action only where needed
 - Generates health level of communication among project team
 - Risk / Cost of doing nothing is too high
- ***Some Possible Analogies:***
 - Pilots always go through a pre-flight check list
 - Having some level of insurance is considered prudent
 - Getting a second opinion is generally considered a good idea
 - *“Once ounce of prevention beats a pound of cure”*

Summary Points

1. All projects have a risk of failure
2. Failure costs always exceeds prevention cost
3. Assessment of project risk is prudent
4. Ener-Net has a proven assessment tool
5. Use of this tool is relatively simple & quick
6. Ener-Net can provide help as needed
7. Management must make informed decision