

Project Assessment Framework

Briskin Consulting's Project Assessment Framework – "Project SCORE"

As a project management organization, you want to be able to:

1. Gather and apply your organization's project knowledge to improve the success of your projects.
2. Consistently and objectively assess what your projects need to succeed.
3. Provide a compelling picture to management of project prospects and performance over time.
4. Capture lessons learned during and at the end of your projects.
5. Leverage outside expertise and oversight in an efficient and enduring way.

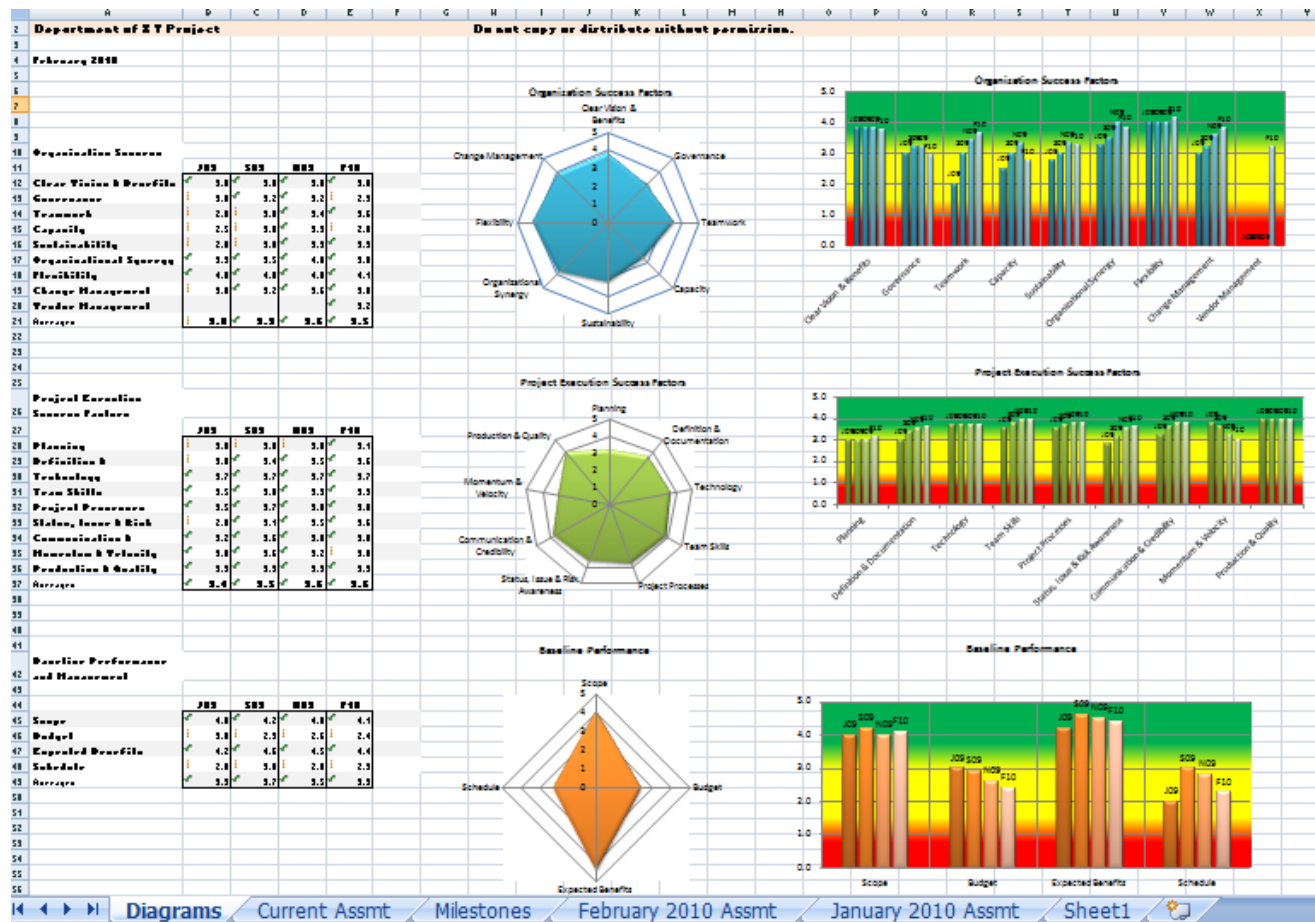
Briskin Consulting's Project Score Worksheet gathers project success factors in an organized and detailed manner. You can use this worksheet to accumulate knowledge and to prioritize, customize and apply success factors to individual projects and across your project portfolio.

Criteria	Source	Critical or Imprnt	Review/Recommend	N09	F10
Organization Support Categories and Criteria:					
7 Clear Vision & Benefits				3.8	3.8
A clear vision ties business strategy and outcomes to project objectives	BC		Vision and outcomes clearly expressed in investment plan and other project documents		4.2
Project management, executives, and stakeholders express the vision in similar ways	BC	I	Similar understanding of desired results, but possibly different views of how the project extends to final results	Watch for concurrence on final results and project involvement	3.8
Specific measurable benefits are documented and tracked	BC		Specific measurable benefits are established for usage levels, less for internal improvements		4.5
Project scope is tied to delivering on the benefits and minimized by including only what adds value	BC		Focused on meeting death record requirements - also adds new technologies that create assets - value?	Watch for willingness to reconcile scope with DDX value	4.0
Expectations are set in balance with technical capacity, business realities, and risk tolerance	BC	I	Project approach utilizes internal resources to reduce risk but also reduces momentum	Watch balance of expectations and capacity	2.9
The project strategy and approach appear to maximize its chances for success and mitigate its risks	BC	I	Scope emphasizes ensuring acceptance by external and internal users assuming tolerance of slow rollout	Watch for external acceptance of rollout approach	3.5
Project objectives are clearly defined and understood throughout the organization	DIS 4		Seems to be a shared view of what is to be accomplished		4.2
Project objectives' impact on the agency is broadly understood and accepted	DIS 4		Agency impact not much of an issue, generally accepted as a good thing with positive impact for all		3.3

At the start of a project, identify the success factors critical and important to the project. Add new criteria if the project brings new challenges. Complete an initial assessment to understand the project's needs for success. The assessment addresses the readiness of the organization to take on the new project, the project's unique needs, and establishes initial baselines for scope, schedule, budget, and benefits. Each success factor rated is scored.

Each project assessment, the initial and subsequent months, is retained in the spreadsheet. Scores can be tracked over time showing improvement or negative trends. SCORE assessment results are shown in a project dashboard.

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The dashboard generated can be easily copied into MS Word or PowerPoint to effectively communicate with stakeholders and management.

As the project progresses, the importance of individual success criteria change. The assessment framework can be adjusted. At the end of the project, you have a rich history of observations and recommendations that feed lessons learned. The project assessment framework can then be updated and is ready for future projects.

The project assessment framework forms the basis for internal Quality Assurance of projects. As external Quality Assurance is often a necessity (and often a desirable and effective addition), the project assessment framework serves as a way to integrate outside expertise and observations with your consistent process of assessing projects.