Detail Report
Detailed KPI Analysis

May 19, 2021

Product Quality Enhancement

Improving the quality of our top selling widget by increasing the reliability of the parts used to make it.

Project Manager:
Angela Murdock

Project Type:
Support

Status:
Active

Project Phase:
Executing

This report contains 3 sections:

1. Project Risk Analysis
2. KPIs without enough responses
3. KPIs of concern

Section 1 - Project Risk Analysis

People Issues

It relates to obtaining the appropriate commitment and involvement of senior management, ensuring the project team includes the right mix of business and technical skills, and that the communication between business users and system deliverers is effective. Weaknesses in any of these areas can cause misunderstandings at the earliest stages of projects which lead to major problems later. Each factor has a different potential impact. Senior Management involvement in Strategic projects is essential, but can lead to confusion and unnecessary interference in Support projects.

Project Size

It is almost self' evident that large projects are more difficult to manage than small ones. Since large projects are normally expected to deliver large benefits the consequences of failure are far more significant. Size can be best expressed as the number of total man years work required, but the problem is compounded by both the number of different individuals involved and the elapsed time taken - more things change over a longer time period including the project personnel. The definition of large or small projects will depend on the organization.

Control Systems

Control of the Proiect is a set of factors which describe how rigidly the Time, Quality and Cost aspects of the project are to be controlled in terms of milestones standards, methodology, budgets and change management processes. To succeed with Strategic projects requires a degree of flexibility in how things are done in order to achieve early delivery of the system, whereas for Key Operational systems Quality should not be compromised for expediency. Support systems deliver mainly economic benefits, so managing expenditure is important, but timing of delivery is less critical - economic benefits are always available.

Complexity

Complexity - again it is obvious that the more complex the problem the more difficult it is to ensure a good solution. Complexity can arise in both the business and the technology and this is usually compounded by the number of different business functions who need the new system and the number of other systems with which it must be integrated or interface. As with the other categories the potential impact of complexity varies around the matrix. In the Support segment achieving simplicity of systems functions will lead to low cost solutions. In the other two complexity will exist and must be accommodated in the timing and method of quality control.

Novelty

This concerns both the amount of business change needed to obtain the benefits and the novelty of the technical solution proposed. If both apply the risks become very high but in many cases, other than Support systems, change or technical novelty are an essential ingredient if the benefits are to be obtained.

Requirement Stability

Again the more certain the future is, the easier it is to ensure the system will deliver the benefits. By careful definition of the project scope, certainty can be increased by tackling more stable areas and leaving others for later. However, other aspects of the business may be changing which could have a direct or indirect effect on the system. These need to be considered.

Metric	Low Risk	Manageable Risk	High Risk
People Issues	4 or less	8 or less	More than 8
Project Size	4 or less	7 or less	More than 7
Control Systems	7 or less	14 or less	More than 14
Complexity	5 or less	9 or less	More than 9
Novelty	3 or less	7 or less	More than 7
Requirement Stability	2 or less	4 or less	More than 4
Project Risk (Total)	25 or less	49 or less	More than 49

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Project Risk Assessment

Overall Risk

34.71

Observations:

• Risk is manageable but Requirement Stability has hindered this project, leading to a "never ending" project.
• The PM sees this project as having several complex interactions, while the sponsors see it as one or more trivial interactions. Exposing the complexity may help in better defining problems and requirements.
• The team believes they need authority to implement new business practices. One must ask what level of authority has been granted to the team, and who can help back that up?

People Issues

1.51

Senior Management	0.00
Business Knowledge	0.00
Technical Skills	0.48
IT/Business Relations	1.03
IT Experience	0.00

Project Size

8.00

IT Staff Commitment	1.00
Staff Size	3.00
Project Duration	4.00

Control Systems

8.12

Management Control	0.43
Testing	1.06
Sign-off Process	1.36
Standards	0.00
Dev Methodology	1.00
Budget	4.00
Team Authority	0.27

Complexity

8.76

Business Complexity	2.06
Links	2.17
Technology	2.54
Interfaces	2.00

Novelty

3.60

New to Organization	1.93
Bus Practice Change	1.67
Re-Organization	0.00

Requirement Stability

4.72

Defined Business	3.17
Business Change	1.56

Section 3 - KPIs of concern

This section identifies KPIs for which we have sufficient data for confidence in scoring, but the scores are of concern. Each KPI is made up of 4 thresholds.

❌ Red   ➖ Orange   ⚠️ Yellow   ✅ Green

This section identifies all non-green KPIs and their calculated score along with any remarks that the project advisor may have. In addition, a list of the questions that are used in the calculation of the KPI score and color is provided. Responses identified by role is also provided.

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Project Size

Large projects are more difficult to manage than small ones. Since large projects are normally expected to deliver large benefits the consequences of failure are far more significant. Size can be best expressed as the number of total man years work required, but the problem is compounded by both the number of different individuals involved and the elapsed time taken - more things change over a longer time period including the project personnel.

Project Size	Observations:
✖ 43	• Anticipated to take more than a year to complete. Sponsors perceive smaller project than PM. May be due to each sponsor's vision of what constitutes the project and may be overlooking components not of immediate interest to a given sponsor. • Comments indicate "the team is focused and on track" and "things get done quickly within time constraints". Are requirement and technical challenges kept in mind when directing the team, so "important" work is being performed instead of "urgent" work?

Question Analysis

How long is the project likely to last?

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Less than 3 months					
Between 3 months and 6 months					
Between 6 months and 1 year					
More than 1 year	3		1		

How many people are likely to be involved in the project?

Responses Needed: 3
Responses Received: 4

Project Size

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
3 or less					
Between 4 and 6 people	1				
Between 7 and 15 people	2				
More than 15 people			1		

What proportion of the staff of the organization that is doing the work will be involved in the project?

Responses Needed: 2

Responses Received: 2

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Less than 1%		1			
Between 1% and 5%			1		
Between 5% and 10%					
More than 10%					

Requirement Stability

Well-documented and defined requirements are key for a successful project. Changing requirements make it difficult for the project team make progress as time will inevitably be wasted working towards requirements that do not stick. More stability means that the team can work toward consist goals and achieve success more efficiently.

Requirement Stability	Observations:
✕ **48**	• The Sponsors see periodic but predictable change; in its totality, the Project Manager sees the amount of change to be unpredictable and rapid. • One participant noted that "we started the project just by putting out fires while being pressured on how long it will take." • The project still has requirements documentation in outline form, even though it has been in process for years. • Must think about how the sponsors can help support requirement stability.

Question Analysis

How much change is the business function covered by this project likely to experience?

Responses Needed: 4
Responses Received: 6

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Unpredictable and rapid change			1		
Periodic but predictable change	2				
Little change	1				2

How well documented is the business function to be covered by this project?

Responses Needed: 4
Responses Received: 6

Requirement Stability

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Well documented and precisely understood by everyone concerned					1
Documented in outline to be finalized as the project proceeds	2		1		1
Poorly documented and likely to change	1				

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Resource Availability

Resources for the planned project are needed to carry out a project. The resources must be available in order to carry out the planned project. If the resources are unavailable, the project cannot be completed. When project resources are reassigned to another project, the resources will not be utilized in a productive manner.
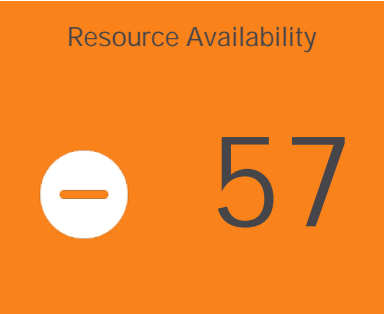
Resource Availability	Observations:
⊖ **57**	• There is general disagreement as to whether resources are being reassigned to higher priority projects or are overscheduled. • Resources are very skilled, with well-documented roles and responsibilities. This should not impede availability due to needing assistance within their areas of expertise. • One respondent pointed out that "they will test what they know how to test." This gap should be addressed. • If maintenance activities impede when resources can work, consider making adjustments.

Question Analysis

Project resources have not been assigned to a higher priority project.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1			3	1
Neither agree nor disagree					
Disagree	1		1	1	
Strongly Disagree				1	
Don't Know	1			1	1
N/A					

Resource Availability

| Project team knowledge, skills, and abilities have been verified. | | Responses Needed: | 3 |
| Responses Received: | 4 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2		1		
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

| Project team members are not overscheduled. | | Responses Needed: | 6 |
| Responses Received: | 9 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree				2	1
Neither agree nor disagree				1	1
Disagree			1	2	
Strongly Disagree				1	
Don't Know					
N/A					

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Resource Availability

The roles and responsibilities of project team members are clearly defined and documented.

Responses Needed: 6
Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree			1	2	1
Neither agree nor disagree				3	1
Disagree					
Strongly Disagree					
Don't Know					
N/A					

There has been no significant turnover in team personnel since the start of the project.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	2			3	1
Neither agree nor disagree	1				
Disagree			1	2	
Strongly Disagree					
Don't Know					1
N/A					

SME Availability

Subject matter experts guide the project team and resource their requirements. SMEs provide the knowledge about business processes, data, timing, objectives and rules. When SMEs are unavailable, the project team does not have the knowledge to carry out a project. It is crucial that SMEs are available to dedicate time on a project for the team to receive information regarding their work.

SME Availability
⊖ 57

Observations:

• Some participants indicate the need improved SME support.
• In some cases, this may be impact meeting target dates.
• There was a comment that the team is sometimes hindered by being "dependent on external resources." Consider if there are there alternative resources, possibly they could be located or cultivated internally.

Question Analysis

Subject matter experts assigned to the project have an appropriate amount of time dedicated to the project.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	1			2	1
Neither agree nor disagree	1		1		1
Disagree				2	
Strongly Disagree					
Don't Know	1			1	
N/A					

SME Availability

The project schedule is not affected by the lack of subject matter expert participation.

Responses Needed: 4

Responses Received: 6

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2				2
Neither agree nor disagree					
Disagree	1				
Strongly Disagree			1		
Don't Know					
N/A					

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Stakeholder Involvement

Any significant project has stakeholders to contribute resources towards the project's success or failure. Stakeholders who are engaged in a project provide the requirements to deliver within the established scope on time and on budget. An inactive stakeholder leads to others being disengaged which causes difficulty for the project manager. The project manager needs stakeholders to participate and provide necessary resources for project success.

Stakeholder Involvement

64

Observations:

• Sponsors do not appear satisfied with their involvement in contributing to requirements or with their verification, yet they agree they have participated in major review meetings.
• Despite these circumstances, stakeholders indicate an understanding of new system/product capabilities and improvements.
• It was highlighted that the separation of facilities impede involvement, consider making arrangements to increase visibility and contact.

Question Analysis

All project stakeholders contribute to requirements.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	
Agree				1	1
Neither agree nor disagree	3			1	
Disagree			1	1	
Strongly Disagree					
Don't Know				1	1
N/A					

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Stakeholder Involvement

All project stakeholders have approved the testing or verification results, ensuring requirements have been met.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	
Agree	1				2
Neither agree nor disagree	2			1	
Disagree			1	1	
Strongly Disagree					
Don't Know				1	
N/A					

Project stakeholders participate in major review meetings.

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	3				
Neither agree nor disagree			1		
Disagree					
Strongly Disagree					
Don't Know					
N/A					

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Stakeholder Involvement

Project stakeholders validate deliverables on a timely basis.						Responses Needed: 6

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	2			2	2
Neither agree nor disagree	1		1	2	
Disagree					
Strongly Disagree					
Don't Know				1	
N/A					

Project stakeholders were involved in requirements gathering.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	1			3	1
Neither agree nor disagree	2				
Disagree			1	1	
Strongly Disagree					
Don't Know				1	1
N/A					

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Stakeholder Involvement

Users are involved and have an understanding of new system capabilities.	Responses Needed:	4
	Responses Received:	6

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2		1		1
Neither agree nor disagree	1				
Disagree					
Strongly Disagree					
Don't Know					
N/A					1

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Schedule Management

A schedule that entails the tasks for the project from beginning to end is necessary to deliver a project on time. Managing a schedule allows the team to determine what steps need to be completed and the time required for each step. A schedule must be created and managed throughout a project's entirety to estimate completion time and delays. If the project begins late, planned resources will not be received on time and other delays will occur.

Schedule Management
⊖ **65**

Observations:

• The PM indicates that the usage of an Earned Value System is not applicable / not in use. May want to consider taking a look at what is the remaining scope, what are the estimates (T-shirt sizing is fine), what has been accomplished, what have you earned.
• 4 of 12 participants indicated that deadlines and project schedule agree, and the same number disagree (including the PM).
• Schedule reporting occurs regularly and using a documented process.

Question Analysis

An Earned Value System is being used to control the project.					

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree					
Neither agree nor disagree					
Disagree	1				
Strongly Disagree					
Don't Know	2				
N/A			1		

Schedule Management

Deadline and project schedule are in agreement.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree				2	1
Neither agree nor disagree				1	1
Disagree	2				
Strongly Disagree			1	1	
Don't Know	1			1	
N/A					

Project delays are reflected in the overall project schedule.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	1	
Agree	2			4	1
Neither agree nor disagree	1			1	
Disagree					1
Strongly Disagree					
Don't Know					
N/A					

Schedule Management

The budget, schedule, scope, and quality are all determined by the project team and not mandated from outside the project team.

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				
Neither agree nor disagree			1		
Disagree	1				
Strongly Disagree					
Don't Know	1				
N/A					

The current approved project budget is greater than the budget estimated by the project team.

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1		
Agree	2				
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

Schedule Management

| The project manager tracks and reports project status according to a documented process regularly. | | Responses Needed: | 6 |
| | | Responses Received: | 12 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	
Agree	1		1	3	2
Neither agree nor disagree	1				
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

| There are no IT infrastructure, operational, or network problems impeding the project team's productivity. | | Responses Needed: | 6 |
| | | Responses Received: | 9 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	
Agree				2	2
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know				1	
N/A			1		

Schedule Management

There are no major unaddressed project risks.				

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1			4	1
Neither agree nor disagree	1			1	1
Disagree	1				
Strongly Disagree					
Don't Know			1	1	
N/A					

There is a contingency budget for project risks and anticipated scope changes.				

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree					
Neither agree nor disagree					
Disagree	1				
Strongly Disagree					
Don't Know	2		1		
N/A					

Change Management

In any project, change is inevitable. Many aspects may change throughout the duration of the project such as, competitors, regulations, business processes, technology, and management. Since change is inevitable, there needs to be a process to manage the changes. At the beginning of a project, the team can declare that their requirements are frozen, but there will still be change in the real world.

Change Management	Observations:
⊖ 65	• Change control process appears healthy (only one disagreed; should discuss in case there is a process gap). • Explore undocumented changes.

Question Analysis

All changes to goals, scope, or schedule follow the established change control process.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	1
Agree	3		1	3	1
Neither agree nor disagree					
Disagree				1	
Strongly Disagree					
Don't Know				1	
N/A					

Change Management

The project uses a formal process to control changes to goals, scope, or schedule requirements.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	2		1	4	2
Neither agree nor disagree	1				
Disagree					
Strongly Disagree					
Don't Know				1	
N/A					

The project's goals, scope, and schedule have remained essentially unchanged from the start.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree	1			2	
Neither agree nor disagree	1				
Disagree				1	
Strongly Disagree	1		1	1	1
Don't Know					
N/A					

Requirements Documentation

Functional, performance and reliability requirements must be documented for the team to understand the scope of a project. Projects need success criteria to be defined in a document for the team to deliver success. A team's lack of documents will result in stakeholders withdrawing their resources for the project. The project must have defined success criteria for everyone to understand their roles in a project and to succeed.

Requirements Documentation

⊖ **68**

🔍 Observations:

• PMO and PM strongly disagree that the initial project request is documented
• Project team think estimates, planning activities and success criteria are well-documented while the PM disagrees.
• Half of respondents think that functional requirements are fully documented.
• It may be productive to pair Michael Andrews with a Business Analyst and perhaps 1-2 "friendly" participants from suppliers and customers to improve upon the current requirements documentation.

Question Analysis

All estimates are adequately documented.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree	1			3	
Neither agree nor disagree	2			1	1
Disagree			1		
Strongly Disagree					
Don't Know					
N/A					

Requirements Documentation

All planning activities are adequately documented.	Responses Needed:	3
	Responses Received:	4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2				
Neither agree nor disagree	1				
Disagree					
Strongly Disagree			1		
Don't Know					
N/A					

As new risks are identified, they are assessed and added to the project risk register.	Responses Needed:	3
	Responses Received:	4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1		
Agree	1				
Neither agree nor disagree	2				
Disagree					
Strongly Disagree					
Don't Know					
N/A					

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Requirements Documentation

| Milestones and deliverables for this project are fully documented. | Responses Needed: | 6 |
| | Responses Received: | 12 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree	1		1	2	1
Neither agree nor disagree	2			1	
Disagree				1	
Strongly Disagree					
Don't Know					
N/A					

| My documented assignments are specific, measurable, achievable, relevant, and time-based. | Responses Needed: | 6 |
| | Responses Received: | 9 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	1
Agree			1	3	
Neither agree nor disagree				2	1
Disagree					
Strongly Disagree					
Don't Know					
N/A					

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Requirements Documentation

Project success criteria are defined and documented.

Responses Needed: 6

Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree	2			1	1
Neither agree nor disagree	1				
Disagree				1	
Strongly Disagree			1		
Don't Know				1	
N/A					

Robust processes for tracking product performance and reliability are in place and in use.

Responses Needed: 4

Responses Received: 5

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					1
Agree	1				1
Neither agree nor disagree	1				
Disagree	1				
Strongly Disagree					
Don't Know					
N/A					

Requirements Documentation

The functional requirements are fully documented.					
				Responses Needed:	6
				Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree	1			2	
Neither agree nor disagree	2		1		1
Disagree				1	
Strongly Disagree					
Don't Know				1	
N/A					

The initial project request is documented.					
				Responses Needed:	4
				Responses Received:	7

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					1
Agree	2				
Neither agree nor disagree	1				
Disagree					
Strongly Disagree		1	1		
Don't Know					1
N/A					

Requirements Documentation

The performance requirements are fully documented.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree	1			2	1
Neither agree nor disagree				1	
Disagree	1				
Strongly Disagree			1	1	
Don't Know	1				
N/A					

The project has an effective risk analysis process.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	1		1	4	1
Neither agree nor disagree	1			1	
Disagree					1
Strongly Disagree	1				
Don't Know					
N/A					

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Requirements Documentation

The reliability requirements are fully documented.		Responses Needed:	6
		Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				4	1
Agree	1				1
Neither agree nor disagree	1			2	
Disagree					
Strongly Disagree					
Don't Know	1				
N/A			1		

The scope is fully documented.		Responses Needed:	6
		Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	2	1
Agree	2			3	1
Neither agree nor disagree	1			1	
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Requirements Documentation

There is an approved project charter.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree	3		1	2	
Neither agree nor disagree				1	
Disagree					
Strongly Disagree					
Don't Know					1
N/A					

Top-level project objectives are documented.	Responses Needed:	4
	Responses Received:	5

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2				
Neither agree nor disagree	1				
Disagree					
Strongly Disagree			1		
Don't Know		1			
N/A					

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Project Team Commitment

Committed project team members work to deliver the promised project scope that is high quality, on time, and budget. Project team member's commitment is crucial to complete the work and make decisions to deliver the promised project scope.

Project Team Commitment
⊖ 68

🔍 Observations:

Question Analysis

Project stakeholders have approved a documented project charter.	Responses Needed:	3
	Responses Received:	4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2		1		
Neither agree nor disagree	1				
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Project Team Commitment

Project stakeholders think that the project will benefit them personally.				

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				
Neither agree nor disagree	1		1		
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

Project team member's morale is high.				

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree				1	1
Neither agree nor disagree	2		1	2	
Disagree				1	
Strongly Disagree					
Don't Know	1				
N/A					

Project Team Commitment

| Project team members are committed to the project plan. | | Responses Needed: | 6 |
| Responses Received: | 12 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	3	
Agree	2			2	2
Neither agree nor disagree					
Disagree				1	
Strongly Disagree					
Don't Know	1				
N/A					

| The primary consumers of the deliverables of this project are cooperating with the project team. | | Responses Needed: | 6 |
| Responses Received: | 12 |

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	3			4	2
Neither agree nor disagree			1		
Disagree					
Strongly Disagree					
Don't Know				1	
N/A					

Project Team Commitment

There is a written commitment to this project from the project sponsor and the senior management.

Responses Needed: 6

Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree			1	3	2
Neither agree nor disagree	1				
Disagree	1			1	
Strongly Disagree					
Don't Know	1			1	
N/A					

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Management Support

Managers provide vital resources for the success of projects. Employees and middle managers tend to focus their efforts and resources on activities that management deems most important. Management ensures that a project is moving in the right direction. Their lack of support greatly increases the probability of a project failure. Management must support a project in order to reduce spin and focus employees on the highest priority work.

Management Support	
⊖	**69**

Q Observations:

Question Analysis

Management makes decisions about this project within assigned timeframes.	
Responses Needed:	5
Responses Received:	8

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					1
Agree				1	1
Neither agree nor disagree				2	
Disagree				3	
Strongly Disagree					
Don't Know					
N/A					

TrueProject

Management Support

Project stakeholders make timely project decisions so that due dates can be met.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree	1				2
Neither agree nor disagree	2			4	
Disagree			1	1	
Strongly Disagree					
Don't Know					
N/A					

Senior management is committed to, and supportive of, this project.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree	2			1	1
Agree	1		1	1	1
Neither agree nor disagree				3	
Disagree				1	
Strongly Disagree					
Don't Know					
N/A					

Management Support

The management team attends meetings as needed and stays informed.		

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	1
Agree			1	3	1
Neither agree nor disagree				2	
Disagree					
Strongly Disagree					
Don't Know					
N/A					

The organization environment is stable (No changes in senior management or the organization structure).		

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree	2			1	1
Agree	1		1	5	1
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know					
N/A					

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Stakeholder Communication

A significant project has multiple stakeholders to discuss the resources needed for a project. Throughout a project, change will occur which needs to be communicated to stakeholders in order to receive appropriate resources for the project. Lack of communication with stakeholders' results in the project team being pulled in multiple directions. This will affect the project success criteria needed to complete the project and deliver on time and on budget.

Stakeholder Communication	Observations:
⊖ 70	

Question Analysis

Communication among project stakeholders is consistent and effective.	Responses Needed:	4
	Responses Received:	5

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				2
Neither agree nor disagree	2				
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Stakeholder Communication

The project communications plan effectively addresses stakeholder communications.		Responses Needed:	3
		Responses Received:	4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				
Neither agree nor disagree	1		1		
Disagree	1				
Strongly Disagree					
Don't Know					
N/A					

The team has appropriate tools to communicate and collaborate easily.		Responses Needed:	6
		Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	
Agree	3		1	2	2
Neither agree nor disagree				1	
Disagree					
Strongly Disagree					
Don't Know				1	
N/A					

Stakeholder Communication

There are minimal cultural conflicts among the organizations involved.

Responses Needed: 6

Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree	3			1	1
Neither agree nor disagree				2	
Disagree					
Strongly Disagree			1		
Don't Know					
N/A					

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Complexity

The more complex the problem the more difficult it is to ensure a good solution. Complexity can arise in both the business and the technology and this is usually compounded by the number of different business functions who need the new system and the number of other systems with which it must be integrated or interface.

Complexity	Observations:
⚠ **45**	

Question Analysis

Does this project involve interaction and coordination between other business functions either inside or outside the organization?						Responses Needed:	3
						Responses Received:	4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Several complex interactions			1		
One complex interaction	1				
One or more trivial interaction	2				
No interactions					

How complex do you believe the technology utilized on this project to be?	Responses Needed:	6
	Responses Received:	9

Complexity

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Highly complex			1	1	
Complex				3	1
Moderate				2	1
Simple					

How complex is the business function to be covered by this project?

Responses Needed: 6

Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Highly complex			1		1
Complex	1			3	
Moderate	1			3	1
Simple	1				

How many interfaces to other systems or functions are there likely to be?

Responses Needed: 6

Responses Received: 9

Complexity

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
None					1
Between 1 and 4				5	1
5 or more				1	
I don't know			1		

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Control Systems

Control of the project is a set of factors which describe how rigidly the time, quality and cost aspects of the project are to be controlled in terms of milestones standards, methodology, budgets and change management processes.

Control Systems	Q Observations:
(!) 61	

Question Analysis

Does the team have the freedom to define new business practices?	Responses Needed:	6
	Responses Received:	13

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
The team has authority to implement new business practices					2
The team can suggest new business practices but need authority to implement	3	1	1	6	
The team has no authority to define new business practices					

Has a budget been set for this project?	Responses Needed:	4
	Responses Received:	5

Control Systems

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Budget set and will be rigorously enforced					
Budget set but some flexibility will be allowed					
Budget set for guidance only					
No budget set	3	1	1		

Has a formal methodology been considered for the development of project deliverables?

Responses Needed: 6
Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Not considered					
Considered but rejected				1	
Considered and will be partially used			1	3	1
Considered and will be used for the entire project				2	1

What level of management control will be exercised over the project?

Responses Needed: 4
Responses Received: 5

Control Systems

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Formal project planning and control Procedures with regular management review					
Formal control procedures with some flexibility allowed to individuals	2	1			
Informal control procedures with some management reporting as necessary during the project	1		1		
Control delegated entirely to the project team					

What level of testing or verification will be carried out prior to implementation of the project?	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Some testing of key elements as the project team sees fit	1				
Reasonable acceptance testing	1		1	4	1
Exhaustive acceptance testing	1			2	1
I don't know					

Will formal review and pre-Implementation sign-off procedures be used on the project?	Responses Needed:	4
	Responses Received:	7

Control Systems

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
No sign off procedure will be used					
Informal review and sign off routines will be developed by the project team	1		1		1
A formal review and sign off routine will be developed and used by the project team	2	1			
A formal organizational sign off procedure will be used					1

Will standards be used on this project?				Responses Needed:	5
				Responses Received:	7

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
No standards will be used					
Choice of standards will be left to individuals					
Informal standards will be developed and used for this project				2	
Formal and rigorous standards will be applied				2	
I don't know			1	2	

Morale

Morale is the general feeling of the team members. Team's functionality is dependent on their morale. Teams need regular checkups to ensure they are healthy and effectively performing their project tasks.

Morale	Observations:
⚠ 71	

Question Analysis

As a team member, I am committed to making changes.	Responses Needed: 5
	Responses Received: 6

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				4	
Agree				2	
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

I want to be on our team.	Responses Needed: 5
	Responses Received: 8

Morale

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree				2	1
Neither Agree nor Disagree				1	
Disagree					
Strongly Disagree					

My team members want to be on our team.

Responses Needed: 3
Responses Received: 4

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				
Neither Agree nor Disagree	2		1		
Disagree					
Strongly Disagree					

Our team is recognized for its accomplishments.

Responses Needed: 5
Responses Received: 8

Morale

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree				2	2
Neither Agree nor Disagree				3	
Disagree				1	
Strongly Disagree					

Team members willingly take on new responsibilities.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	
Agree			1	2	2
Neither Agree nor Disagree	3				
Disagree				2	
Strongly Disagree					

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Novelty

This concerns both the amount of business change needed to obtain the benefits and the novelty of the technical solution proposed. If both apply the risks become very high but, in many cases, other than Support systems, change or technical novelty are an essential ingredient if the benefits are to be obtained.

Novelty	Observations:
! 72	

Question Analysis

Is the technology being employed on this project new to the organization?	Responses Needed:	5
	Responses Received:	7

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
The technology is entirely new					
The technology has been used before but never in this way			1	4	
The technology has been used in a very similar way before				2	

Will any business practices change as a result of this project?	Responses Needed:	3
	Responses Received:	4

Novelty

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Major changes to business practice			1		
Minor changes to business practice	1				
No changes to business practice	2				

Will any re-organization of people and job functions be necessary as a result of this project?			Responses Needed:	3
			Responses Received:	3

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Major re organization					
Minor re organization					
No re organization	3				

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Project Business Case

A documented business case is made to understand the reasoning for the project and needed resources. A project with an entailed business case will receive the necessary resources and management attention. A project business case must be made clear in order to receive necessary resources and attention. A clear business case allows there to be top management support and project success criteria.

Project Business Case	Observations:
⚠ 72	

Question Analysis

The documented business case describes the project's alignment to the organization's business strategy.					Responses Needed: 3
					Responses Received: 3

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree	1			2	
Agree	2			2	1
Neither agree nor disagree		1	1		
Disagree				1	
Strongly Disagree					
Don't Know				1	
N/A					1

Project Business Case

There is a documented business case for this project.

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree	1				
Agree	1				1
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know	1				1
N/A					

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Productive Team

The productive team is formed by employees who care for and are engaged with the project. A productive team is formed when team members are competent enough to work independently toward the team goal. Each member of a team is accountable for their own tasks. A project team that is not engaged or productive will have trouble delivering a project on time and budget.

Productive Team	Observations:
! **75**	

Question Analysis

As a team member, I am committed to making changes.	Responses Needed:	5
	Responses Received:	6

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				4	
Agree				2	
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

As a team member, I understand how our work affects the larger goals of our department.	Responses Needed:	5
	Responses Received:	8

Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree				3	1
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

I clearly understand the purpose of my team.

Responses Needed: 5

Responses Received: 8

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree				2	1
Neither Agree nor Disagree				1	
Disagree					
Strongly Disagree					

I want to be on our team.

Responses Needed: 5

Responses Received: 8

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Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree				2	1
Neither Agree nor Disagree				1	
Disagree					
Strongly Disagree					

Members of our team are held accountable for their responsibilities and assignments.

Responses Needed: 6

Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree				2	2
Neither Agree nor Disagree			1	1	
Disagree				2	
Strongly Disagree					

My team members want to be on our team.

Responses Needed: 3

Responses Received: 4

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Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				
Neither Agree nor Disagree	2		1		
Disagree					
Strongly Disagree					

Our team can have productive meetings without the influence of a team leader.

Responses Needed: 5

Responses Received: 8

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	
Agree				1	2
Neither Agree nor Disagree				2	
Disagree					
Strongly Disagree					

Our team has established a set of ground rules and guidelines for team performance and behaviors.

Responses Needed: 6

Responses Received: 9

Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1		
Agree				5	
Neither Agree nor Disagree					2
Disagree				1	
Strongly Disagree					

Our team has the right members to be successful.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	1
Agree	2		1	3	1
Neither Agree nor Disagree				1	
Disagree	1			1	
Strongly Disagree					

Our team is able to make thoughtful decisions that all team members support.

Responses Needed: 6
Responses Received: 12

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Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	3	
Agree	1			2	2
Neither Agree nor Disagree	2				
Disagree				1	
Strongly Disagree					

Our team is recognized for its accomplishments.	Responses Needed:	5
	Responses Received:	8

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree				2	2
Neither Agree nor Disagree				3	
Disagree				1	
Strongly Disagree					

Our team makes time to evaluate how effectively they work as a group.	Responses Needed:	6
	Responses Received:	9

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Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree				3	
Neither Agree nor Disagree			1	1	2
Disagree				1	
Strongly Disagree				1	

Our team members trust and respect each other.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				4	
Agree	3		1	1	2
Neither Agree nor Disagree				1	
Disagree					
Strongly Disagree					

Team members are encouraged to express different points of view.	Responses Needed:	6
	Responses Received:	12

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Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	4	
Agree	3			2	2
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

Team members express disagreements constructively.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	4	
Agree	2			1	2
Neither Agree nor Disagree	1				
Disagree				1	
Strongly Disagree					

Team members follow through on decisions and action items.	Responses Needed:	6
	Responses Received:	12

Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	3			4	2
Neither Agree nor Disagree			1	1	
Disagree				1	
Strongly Disagree					

Team members have a means to see progress toward important objectives.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	
Agree	2		1	1	2
Neither Agree nor Disagree	1			2	
Disagree					
Strongly Disagree					

Team members openly express their ideas and opinions.	Responses Needed:	6
	Responses Received:	12

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Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	3	
Agree	3			3	2
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

Team members willingly take on new responsibilities.	Responses Needed:	6
	Responses Received:	12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	
Agree			1	2	2
Neither Agree nor Disagree	3				
Disagree				2	
Strongly Disagree					

The team leader has a process for sharing information with members.	Responses Needed:	6
	Responses Received:	9

Productive Team

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				4	1
Agree			1	2	1
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

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Team Member Capability

Project team members are the ones to exert work into a project and make choices. It is the team members responsibility to understand the project's promised scope in order to successfully deliver the project. Insufficient capability from team members will result in a project being late, over budget, and not delivered within the promised scope.

Team Member Capability	Observations:
⚠ 75	

Question Analysis

Project team members have the required knowledge and skills to perform their project tasks.		
Responses Needed:	6
Responses Received:	9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree			1	4	1
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Team Member Capability

Team members have sufficient experience with the chosen tools and technologies for this project.		

Responses Needed: 6
Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree				4	1
Neither agree nor disagree				1	1
Disagree			1		
Strongly Disagree					
Don't Know					
N/A					

The project team members understand the business requirements of the new system.		

Responses Needed: 6
Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree			1	1	
Agree				3	2
Neither agree nor disagree				2	
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Team Oversight

The team is responsible for making sure project tasks are completed efficiently and correctly. Oversight includes the review, monitoring and supervision of project tasks that are to be completed. Team oversight is a governance role that is utilized to reduce project risk and improve the overall outcome of the project.

Team Oversight	Observations:
⚠ 76	

Question Analysis

Members of our team are held accountable for their responsibilities and assignments.

Responses Needed: 6
Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				1	
Agree				2	2
Neither Agree nor Disagree			1	1	
Disagree				2	
Strongly Disagree					

Our team can have productive meetings without the influence of a team leader.

Responses Needed: 5
Responses Received: 8

Team Oversight

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	
Agree				1	2
Neither Agree nor Disagree				2	
Disagree					
Strongly Disagree					

The team leader has a process for sharing information with members.

Responses Needed: 6

Responses Received: 9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				4	1
Agree			1	2	1
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					

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Project Management Capability

The Project Manager coordinates efforts and leads a project. Project Management Capability measures his/her ability to effectively lead the project team and plan the out the necessary activities for the project to be successful. A weak project manager severely hinders a project's ability to be successful. Poor planning and leadership result in unnecessary work being completed. Projects with spin typically fail to meet budget, schedule, and/or scope.

Project Management Capability	Observations:
(!) **80**	

Question Analysis

The project manager effectively communicates with me.	Responses Needed:	6
	Responses Received:	11

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				2	1
Agree				4	1
Neither agree nor disagree	3				
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Project Management Capability

The project manager effectively leads the team.		Responses Needed:	6
		Responses Received:	11

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree	1			2	1
Neither agree nor disagree	1			1	
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

The project manager has experience managing projects of this size.		Responses Needed:	3
		Responses Received:	3

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	2				
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

Project Management Capability

The project manager has the experience and training needed for the project management role.					

Responses Needed: 3
Responses Received: 3

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree					
Agree	1				
Neither agree nor disagree	1				
Disagree					
Strongly Disagree					
Don't Know	1				
N/A					

The project manager holds regular stakeholder meetings to keep the project stakeholders informed.					

Responses Needed: 6
Responses Received: 11

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	2
Agree	3			3	
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know					
N/A					

Project Management Capability

The project manager holds regular team meetings to keep the project team on plan.

Responses Needed: 6
Responses Received: 11

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree	3			3	1
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know					
N/A					

The team is using a documented project management methodology.

Responses Needed: 6
Responses Received: 12

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree	3		1	3	
Neither agree nor disagree					
Disagree					
Strongly Disagree					
Don't Know					
N/A					1

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People Issues

People Issues relate to obtaining the appropriate commitment and involvement of senior management. Ensuring the project team includes the right mix of business and technical skills, and that the communication between business users and system deliverers is effective. Weaknesses in any of these areas can cause misunderstandings at the earliest stages of projects which lead to major problems later.

People Issues	Observations:
✔ 87	

Question Analysis

The team has the necessary business knowledge of the covered area in the project.					
Responses Needed:					6
Responses Received:					9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Strongly Agree				3	1
Agree			1	3	1
Neither Agree nor Disagree					
Disagree					
Strongly Disagree					
I don't know					

People Issues

What is the average experience level of people involved in the project?					
	Responses Needed:				6
	Responses Received:				13

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Less than 1 year in the organization					
Between 1 year and 3 years in the organization					
Between 3 years and 5 years in the organization				1	
More than 5 years in the organization	2	1	1	3	1
I don't know	1			2	1

What is the position of the senior business managers of the organization with respect to this project?					
	Responses Needed:				4
	Responses Received:				5

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
They are not aware of it					
They are aware of it but not very interested					
They are supportive of it but not involved	3	1	1		
They are supportive and involved in the project					
I don't know					

What is the relationship between the people performing the work and the people the work is being performed for?		
	Responses Needed:	4
	Responses Received:	7

People Issues

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
No separate groups exist - an integrated team is in place	2				
Separate groups exist but they work very closely together					1
Separate groups exist and they work together as necessary					1
Separate groups exist and there is occasionally conflict between the two			1		
I don't know	1	1			

What level of relevant technical skills exist within the team working on this project?		Responses Needed:	6
		Responses Received:	9

	Sponsor	Project Office	Project Manager	Team Member	Business Analyst
Excellent				2	1
Good			1	3	1
Adequate					
Poor				1	
None					
I don't know					