Multidimensional Project Management Tracking & Control – Related Measurement Issues

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Agenda

• Introduction
• Multidimensional Analysis in Project Management
  ✓ Why is it needed?
  ✓ Some Multidimensional Models
  ✓ What should be measured and analysed?
  ✓ Which set of indicators to select?
• BMP: Balancing Multiple Perspectives
  ✓ The proposed measurement procedure
  ✓ An example using 4 dimensions
  ✓ Measuring project performances from multiple views
• Conclusions & Prospects
Introduction

• Growing interest in Integrated Software Measurement...
  ✓ E.g. BSC, EFQM, MBQA
• ...but still few documented industrial implementations
  ✓ Usually Time and Cost dimensions used
• Other possible dimensions of analysis (eg: Quality, Risk, ...) are not often taken into account
  ✓ Q: how much does it cost project monitoring & control?
  ✓ Q: how many measures/indicators are usually tracked during the project lifecycle? And from which perspectives?
• Objective:
  • to optimize the cost for tracking & control projects, balancing the number of measures/indicators used by each perspective of analysis useful to the project
Multidimensional Analysis in PM

Why is it needed?

• Loss of project control is one of the most frequent causes of failure in Project Management
  ✓ Prevention: detailed analysis of content and quality of project tracking

• Some basic questions:
  ✓ Right number of perspectives?
  ✓ Right number of indicators?
  ✓ What about hypothesis of relationships among processes?

At least, 3 dimensions:
  ✓ Management
  ✓ Users
  ✓ Technical
Multidimensional Analysis in PM

Some examples

Balanced Scorecard

EFQM

QEST/LIME

Organizational Profile:
Environment, Relationships, and Challenges

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Process Management
5. Human Resource Focus
7. Business Results
Multidimensional Analysis in PM

What should be measured and analysed?

STAR taxonomy: a broader view on Measurement & Analysis
Multidimensional Analysis in PM
Which set of indicators to select?

- **Q**: What is the right number of indicators to use?
  - The Miller’s “magic number” $7 \pm 2$?

- General suggestions to avoid the misbalance in selecting the measures critical to success, whatever the number

  “Select a small suite of key measures that will help you to understand your group’s work better, and begin collecting them right away, measuring several complementary aspects of your work, such as quality, complexity, and schedule.”

  *(Karl Wiegers)*
**BMP: Balancing Multiple Perspectives**

**General issue**

- **Q**: how can a proper balance of perspectives and indicators be selected when managing a portfolio of projects?

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The problem is **not** to reduce the cost of measurement, **but** optimising it against the informative value provided by the number of measures/indicators balancing them by each perspective of analysis.
BMP: Balancing Multiple Perspectives
The proposed Measurement Procedure

1. Determine the **dimensions of interest in the project**
2. Determine the list of the most representative **measures associated with each dimension**
3. For each of the measures selected, identify which other control variables might be impacted negatively
4. Figure out the **best combination of indicators and the causal relations between them** in order to **build a measurement plan** for the project
BMP: Balancing Multiple Perspectives
A Generic four-dimensional BMP
BMP: Balancing Multiple Perspectives
An example with 4 dimensions

1. Determine the dimensions of interest in the project

A: Time, Cost, Quality & Risk
### BMP: Balancing Multiple Perspectives

An example with 4 dimensions

1. Determine the list of the most representative **measures associated with each dimension** – **Note**: excerpt from the **PSM Guide**

<table>
<thead>
<tr>
<th>Perspective/Dimension</th>
<th>Indicators</th>
<th>Questions</th>
<th>Measures used to build related indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time (T)</td>
<td>GT₁ – Milestone Performance</td>
<td>• QT₁₁ – Is the project meeting scheduled milestones?</td>
<td>• MT₁₁ – Milestone Dates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• QT₁₂ – Are critical tasks or delivery dates slipping?</td>
<td>• MT₁₂ – Critical Path Performance</td>
</tr>
<tr>
<td></td>
<td>GT₂ – Work Unit Progress</td>
<td>• QT₂₁ – How are specific activities and products progressing?</td>
<td>• MT₂₁ – Requirement Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₂₂ – Problem Report Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₂₃ – Review Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₂₄ – Change Request Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₂₅ – Component Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₂₆ – Test Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₂₇ – Action Item Status</td>
</tr>
<tr>
<td></td>
<td>GT₃ – Incremental Capability</td>
<td>• QT₃₁ – Is capability being delivered as scheduled in incremental builds and releases?</td>
<td>• MT₃₁ – Increment Content – Components</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MT₃₂ – Increment Content – Functions</td>
</tr>
<tr>
<td></td>
<td>GT₄ – Personnel</td>
<td>• QT₄₁ – Is effort being expended according to plan?</td>
<td>• MT₄₁ – Effort</td>
</tr>
<tr>
<td>Cost (C)</td>
<td>GC₁ – Financial Performance</td>
<td>• QC₁₁ – Is project spending meeting budget and schedule objectives?</td>
<td>• MC₁₁ – Earned Value</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• MC₁₂ – Cost</td>
</tr>
</tbody>
</table>
BMP: Balancing Multiple Perspectives
An example with 4 dimensions

2. Determine the list of the most representative measures associated with each dimension – Note: excerpt from the PSM Guide

<table>
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</tr>
</thead>
</table>
| Quality (Q)            | GQ₁ – Functional Correctness | • QC₁₁ – Is the product good enough for delivery to the User?  
  QC₁₂ – Are identified problems being resolved? | • MQ₁₁ – Defects  
  MQ₁₂ – Technical Performance |
|                        | GQ₂ – Process Effectiveness   | • QC₁₂ – How much additional effort is being expended due to rework? | • MQ₁₁ – Defect Containment  
  MQ₁₂ – Rework |
| Risk (R)               | GR₁ – Personnel               | • QR₁₁ – Is there enough staff with required skills? | • MR₁₁ – Staff Experience  
  MR₁₂ – Staff Turnover |
|                        | GR₂ – Functional Size and Stability | • QR₁₂ – How much are the requirements and associated functionalities changing? | • MR₁₁ – Requirements  
  MR₁₂ – Functional Change Workload  
  MR₁₃ – Function Points |
|                        | GR₃ – Environment & Support Resources | • QR₁₃ – Are needed facilities, equipment and materials available? | • MR₃₁ – Resource Availability  
  MR₃₂ – Resource Utilization |
BMP: Balancing Multiple Perspectives
An example with 4 dimensions

3. For each of the measures selected, identify which other control variables might be impacted negatively
BMP: Balancing Multiple Perspectives

An example with 4 dimensions

4 Figure out the best combination of indicators and the causal relations between them in order to build a measurement plan for the project

| Time        | • MT_{11} – Milestone Dates  
|            | • MT_{22} – Problem Report Status  
|            | • MT_{34} – Change Request Status  
|            | • MT_{35} – Test Status  |
| Cost       | • MC_{11} – Earned Value  
|            | • MC_{12} – Cost  |
| Quality    | • MQ_{11} – Defects  
|            | • MQ_{21} – Defect Containment  
|            | • MQ_{22} – Rework  |
| Risk       | • MR_{11} – Staff Experience  
|            | • MR_{12} – Staff Turnover  
|            | • MR_{22} – Functional Change Workload  
|            | • MR_{32} – Resource Utilization  |

Referring to GT, the most important thing to track is respect for scheduled dates for the project, with an impact on Costs (C). The other three indicators selected are the main ones for determining the eventual amount of rework or additional work to perform, with an impact on scheduled dates and therefore also on the EV.

The Cost perspective, as in most BSCs, is the final dimension, where all the others converge.

The Quality perspective is usually associated with defectiveness and the capability of removing defects. Indicators on rework and reuse are therefore an input for planning (T) and for budgeting the effort (C) for the project.

The Risk perspective is a cross-influence perspective, since it provides input information on the probability of occurrence of several factors. The first two indicators relevant to us in this exercise concern the probability of staffing with the right people in terms of experience and with a proper turnover ratio. Looking at people issues, the % of resource utilization is also useful to the PM for allocating the proper amount of physical resources to the project for the Cost (C) dimension.
BMP: Balancing Multiple Perspectives
An example with 4 dimensions

Figure out the best combination of indicators and the causal relations between them in order to build a measurement plan for the project.
BMP: Balancing Multiple Perspectives
Measuring projects’ performances from multiple views

- **Q**: What about a possible usage of BMP for measuring the overall project value within a **BSC** logic?
  - **Pros**: BSC helps in managing multiple perspectives
  - **Cons**: BSC does not provide the integrated measurement results
- **A**: a joint usage of QEST $nD$ model with BSC framework
- **A**: BMP can help as a tool for considering the counter-productive impacts of a possible control action in a project by each BSC perspective

Conclusions & Prospects

• Project managers often consider only two dimensions for tracking & control of their projects (Time, Cost)
• At least, the Quality perspective should be also taken into account; further perspectives (eg: Risk) could be also be useful if considered from the planning phase on. Even challenging, a multiperspective approach – as in the BSC – is suggested
• It does not exist a “magic number” of indicators to track, but the goal is to optimize costs and informative value derived from that amount of indicators, establishing also the causal relationships among their related goals
• **BMP (Balancing Multiple Perspectives)** proposes a 4-step procedure to select an appropriate balance of indicators from the various perspectives taken into account (e.g. Time, Cost, Risk and Quality) and focus on the core indicators from each of them, thereby helping the project manager in tracking and control activities
• Due to its inner multidimensional nature, future joint usages with methods, tools and frameworks taking into account concurrent dimensions (eg: QEST/LIME) will be investigated
Q & A

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Thank you!

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