

How to ensure effective project performance reporting webinar

Webinar Question 1	Webinar Response 1
How would opportunities be identified from the data collected or is the focus on risk to given tolerances, would opportunities have a space in the dashboard?	This was answered at the end of the webinar - please refer to the webinar recording.
Show month to month trends on the dashboard to avoid having to look backwards	This is a very good idea and should certainly be encouraged.
What's the best way to make the case for real analysts to sceptics who just want 'admin' from PMO?	This was answered at the end of the webinar - please refer to the webinar recording.
Do you have any suggestions for programme reporting for large programmes (over 25 projects)	The support structure needs to be in place to handle large programmes, such as having a dedicated Programme Office that is sufficiently resourced and skilled. If you can split the Programme in to different Workstreams with Projects within them then this can also be a more effective way of ensuring that the Programme doesn't have to try and review 25+ projects. Put simply, the support structure needs to be in place but the principles of the webinar still apply and probably even more so, it needs to be clear right across the programme what is required of everyone from a performance reporting perspective.
To what level would you suggest getting a business intelligence tool in place to drill down into more data than manually visually.	Business Intelligence tools can be very effective but at the end of the day, they will still generate information that needs to be reviewed by a human. Our view is that it's better to invest in your people to train them up to be able to analyse the data. Weighing the cost of training your people against the tool, in the long run it's likely to be more effective to invest in people.
How long, in terms of percentage, do you think should be spent on data gathering?	This was answered at the end of the webinar - please refer to the webinar recording.
What is their definition of an Earned Value Engine? What does it include? Some seamlessly synchronize schedules. Others have other functions. What is an effective one from your standpoint?	This was answered at the end of the webinar - please refer to the webinar recording.
In DE&S, did you experience a reluctance to report 'Red' on dashboards as it might be interpreted as a failure?	This was answered at the end of the webinar - please refer to the webinar recording.

Can use a space on Dashboard for 'take aways' for senior staff ie this is where I need your help/support!	This a good idea and certainly something that we have seen work well on some dashboards.
Do you think Project Manages have simply become report writers rather than building stuff on site?	In some instances yes but certainly not all. Where PMs have become report writers, it is a cause of the culture/behaviour of the organisation. If there is a lack of trust then seniors are consistently asking for more and more reports, which takes the PM away from what they should be doing such as leading and managing the project.
From the project perspective, there often seems to be one set of data / analysis needed to manage the project and a completely different set requested for the programme review level. Any thoughts on better aligning these so that projects collect and analyse one (not two sets of data)?	This was answered at the end of the webinar - please refer to the webinar recording.
What level of effort should be planned/budgeted by a project team manager for the team to maintain MI ?	This was answered at the end of the webinar - please refer to the webinar recording.
What value do you see that a PMO can bring to a project or prortfolio instead of just repeating the same information?	This was answered at the end of the webinar - please refer to the webinar recording.
Should we not be aiming for both quality of content and presentation, rather than choosing one or the other?	This was answered at the end of the webinar - please refer to the webinar recording.
Are there any common themes that cropped up as you worked with senior stakeholders to develop the dashboard, e.g. How risks are presented and discussed?	This was answered at the end of the webinar - please refer to the webinar recording.
Do you not think there should be more ownership by individual CAM Level to focus on the development and mitigation of project risks through the mi dashboard and the focus of opportunity to be shared through to the business and the customer?	Yes, ownership should be driven down to the lowest possible level because ultimately it will be the CAMs that fully understand the project and can deal with any risks/issues most effectively. Where CAMs need support from their seniors, they need to then escalate that through an appropriate performance management framework.