

# PMO METRICS

This selection of metrics is not meant to be comprehensive. For a more detailed list of metrics, please refer to the PMO Executive Council's Project Performance Metrics Inventory.

## Scorecard Foundational Metrics Categories

### Financial Performance

- Total PMO budget as percentage of revenue
- Actual PMO spend versus forecast spend
- Actual capital project spend versus forecast spend

### Project Performance

- Percentage of projects delivered on time, on budget, and within scope
- Percentage of projects compliant with architectural standards
- Percentage of projects with completed business cases
- Percentage of projects managed with detailed budget data
- Percentage of projects started on time
- Percentage of stage gate compliance
- Percentage of application failure within first 90 days of deployment
- Percentage of projects with a dedicated business sponsor
- Level of project oversight compliance
- Percentage of projects aligned with corporate strategic goals
- Percentage of total project time consumed by rework (portfolio average)

### Operational Performance

- Average hours spent on project activities per week versus average hours spent on overhead by function
- Percentage of time spent in rework by function
- Percentage of errors that are not detected in testing
- Percentage of project requests rejected
- Percentage of noncompliant projects out of total project portfolio
- Average project overrun by project type by months
- Percentage of steering committee meetings attended by project sponsor

## Mature Metrics

- Total value creation from project execution
- Percentage of business cases achieved (financial, value, and risk)

- Percentage of high-risk driver projects (see page 11)
- Project portfolio health index
- Percentage of innovation projects evolving into full projects
- Percentage of projects aligned with corporate strategic goals
- Percentage of project effort spent on overhead administrative costs
- Percentage of tasks having assigned resources for the next 30 (60, 90) days
- Estimation of variance (for cost or schedule) (according to the original estimate)

- Project complexity score
- Percentage of new products and services resulting from existing project work

# PMO METRICS (CONTINUED)

Scorecard Categories	Foundational Metrics	Mature Metrics
Talent Management	<ul style="list-style-type: none"> <li>Ratio of PMO headcount (number of full-time PMO staff) versus all IT employees</li> <li>PMO employee turnover as a percentage of IT staff</li> <li>PMO employee absentee rate</li> <li>PMO employee satisfaction rate</li> <li>Percentage of project managers trained on project management methodology</li> <li>Percentage of projects led by nonproject managers</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of change management and business acumen programs completed</li> <li>Number of staff on track against planned stretch and development assignments/number of FTEs (see page 35)</li> <li>Percentage of contractor project managers compared to total number of project managers</li> <li>Percentage of project managers receiving training on general management skills, and soft skills</li> <li>Percentage of projects managed by project managers reporting to PMO (percentage in terms of number of projects or value of projects as a percentage of total portfolio value)</li> </ul>
User Satisfaction	<ul style="list-style-type: none"> <li>Meeting or exceeding solution satisfaction targets (completed projects)</li> <li>Average project sponsor satisfaction rating with delivered project</li> <li>Average end-user satisfaction rating with delivered project</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative improvement suggestions from project sponsors</li> <li>Sponsor perception of contribution to business value</li> <li>Sponsor perception of contribution to competitive advantage</li> <li>Sponsor perception of contribution to business process improvement</li> <li>Sponsor perception of contribution to corporate business strategy</li> <li>Business partner rating of benefit realization (low to high)</li> </ul>
Information Security	<ul style="list-style-type: none"> <li>Percentage of external partners in compliance with security standards</li> <li>Percentage of new initiatives that receive security and compliance sign-off</li> </ul>	