

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