

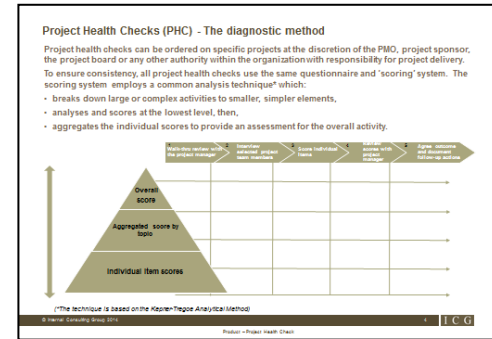
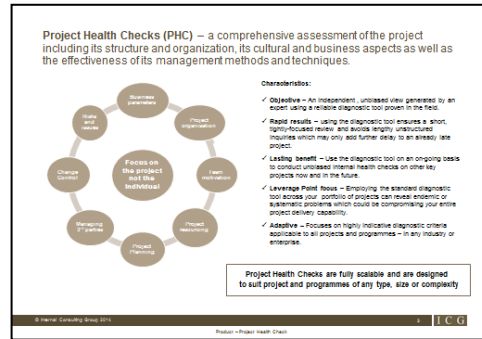


Project Health Checks (PHC)

Rapid, effective, independent assessment of the health of in-flight projects by combining experienced project management expertise with a reliable diagnostic tool.



Project Health Checks (PHC) – a rapid, effective diagnostic tool for unbiased assessment of the health of in-progress projects



Price: US\$ 10,000

Project Health Checks (PHC) provide a valuable means of dispassionately assessing the likelihood of success (or the risk of failure) of *in-progress* projects. They can provide a safety net and early warning system - both for senior management and for individual project managers - by revealing environmental, structural or intrinsic flaws in projects, which, for those absorbed in managing them, are often difficult to recognise.

The Product includes a simple-to-use diagnostic scorecard with in-built guidance and edits which, when completed, automatically produces a finished report.

A Project Health Check:

- Produces a standard unbiased benchmark for measuring the health of *all* the organization’s projects – right across the portfolio, independent of size, complexity, function or territory.
- Measures the project - not the people, minimising potential resistance to remedial action
- Provides a “safe zone” for project managers to self-assess their own projects
- Is self-documenting, eliminating tedious after-the-event report writing

Project Health Checks (PHC) – a comprehensive assessment of the project including its structure and organization, its cultural and business aspects as well as the effectiveness of its management methods and techniques.



Characteristics:

- ✓ **Objective** – An independent , unbiased view generated by an expert using a reliable diagnostic tool proven in the field.
- ✓ **Rapid results** – Using the diagnostic tool ensures a short, tightly-focused review and avoids lengthy unstructured inquiries which may only add further delay to an already late project.
- ✓ **Lasting benefit** – Use the diagnostic tool on an on-going basis to conduct unbiased internal health checks on other key projects now and in the future.
- ✓ **Leverage Point focus** – Employing the standard diagnostic tool across your portfolio of projects can reveal endemic or systematic problems which could be compromising your entire project delivery capability.
- ✓ **Adaptive** – Focuses on highly indicative diagnostic criteria applicable to all projects and programmes – in any industry or enterprise.

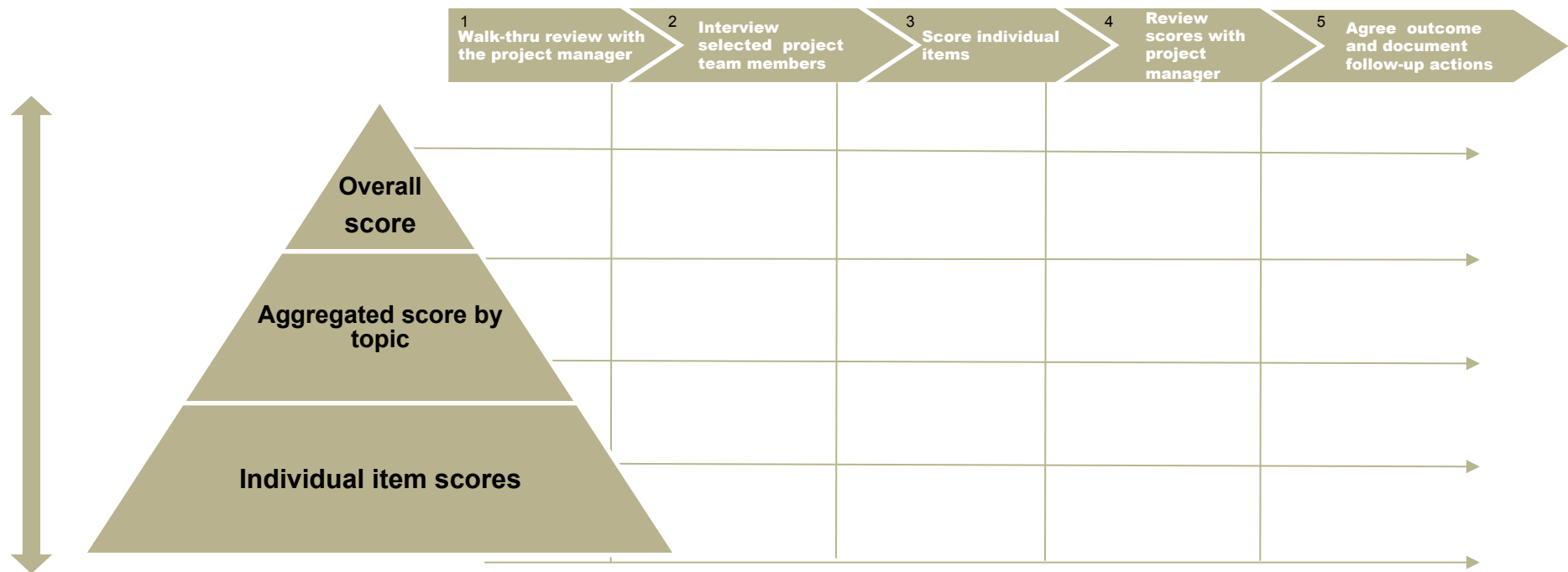
Project Health Checks are fully scalable and are designed to suit project and programmes of any type, size or complexity

Project Health Checks (PHC) - The diagnostic method

Project health checks can be ordered on specific projects at the discretion of the PMO, project sponsor, the project board or any other authority within the organization with responsibility for project delivery.

To ensure consistency, all project health checks use the same questionnaire and 'scoring' system. The scoring system employs a common analysis technique* which:

- breaks down large or complex activities to smaller, simpler elements,
- analyses and scores at the lowest level, then,
- aggregates the individual scores to provide an assessment for the overall activity.



(*The technique is based on the Kepner-Tregoe Analytical Method)

Project Health Checks (PHC) - The Report

Keeping it simple:

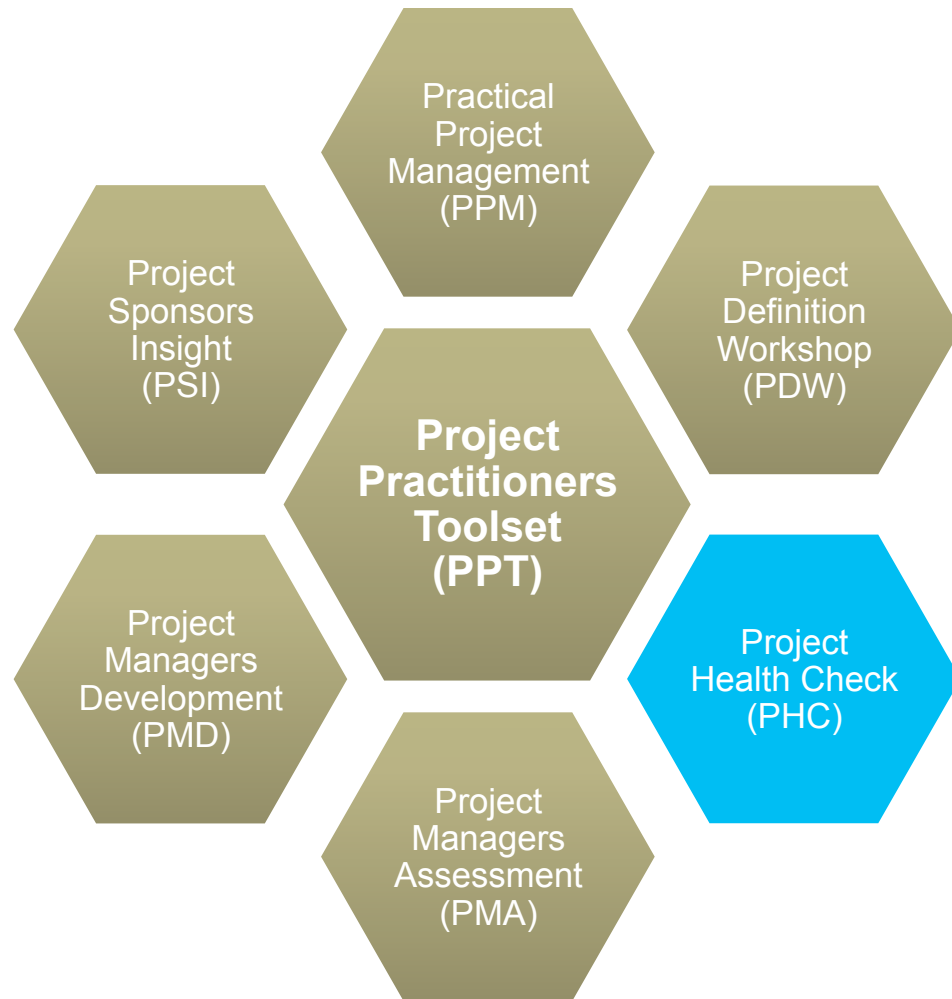
- Using everyday technology, entering an individual assessment against each diagnostic indicator automatically produces an aggregated, summarised score.
- A facility is provided for both the assessor and the project manager to enter narrative comment at the end of the form.
- The completed form constitutes the Health Check Report and can be stored, viewed or printed immediately.
- Results from individual assessments can be aggregated to provide summarised assessments of the overall health of projects across any size or mix of project portfolios.
- Health checks are easily amendable to accommodate client preferences: either to the number or nature of the performance indicators or to the scoring criteria.

The form is titled 'Healthcheck Questionnaire Scorecard' and includes the ICG logo. It is divided into sections for 'Project Environment' and 'Identified Risks, Issues & Changes'. The 'Identified Risks, Issues & Changes' section includes a table for scoring and a summary table.

Topic:	1 Identified Risks, Issues & Changes	Scoring	Weight	Result	Comment
Questions:		Pass/Fail	X		
1 How visible are the risks, issues & change log? for the project?	Very	-	0		
	Fairly	-	1		
	Not Very	-	2		
	Not at all	-	3		
2 Taking all the documented risks together, how high is the overall identified threat to the project?	Very	-	0		
	Fairly	-	1		
	Not Very	-	2		
	Not at all	-	3		
3 Looking at the overall nature of the project, is the number of risks or issues either much higher or much lower than should be expected?	Very	-	0		
	Fairly	-	1		
	Not Very	-	2		
	Not at all	-	3		

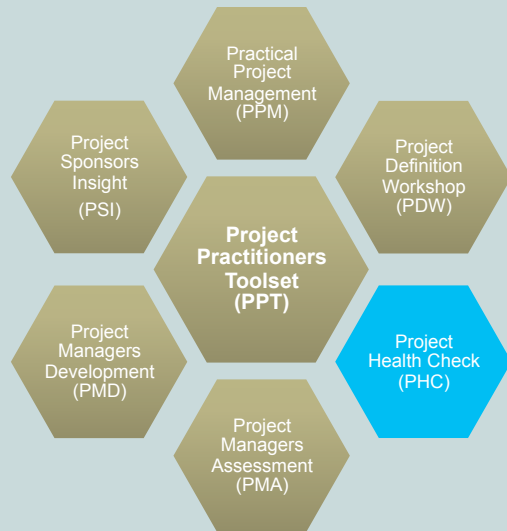
Summary	Range for Band Ratings	Total Score	Band Rating	Critical
Overall	0 to 10			
Issues	0 to 10			
Risks	0 to 10			
Other	0 to 10			

Project Health Check (PHC) is a member of the Project Practitioners Toolset – designed to bring excellence in project delivery capability to organisations of any type, size or geographical location.



- Each member may be implemented or executed:
 - on its own,
 - in conjunction with any other or
 - as part of the whole Toolset
- Though complimentary to each other, each brings its own benefits and all can be simply tailored to meet client-specific requirements
- Case studies show the practical value realised by clients using these products world-wide.

Project Health Check (PHC) – case study 1



A London-based international private bank:

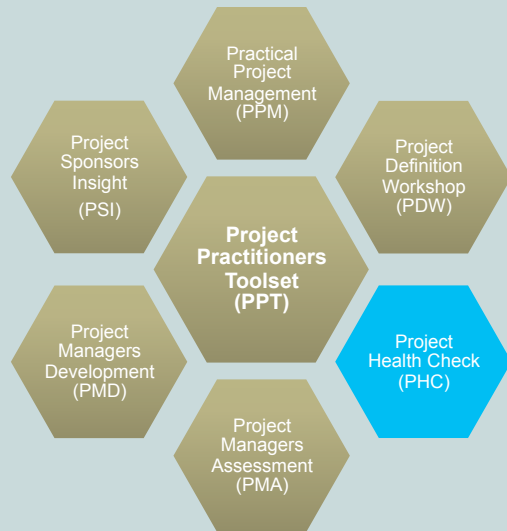
The bank decided to adopt PRINCE2 as its standard for project management while designing and implementing a new PMO function in its IT division.

However Project Health Check (PHC) was adopted as the standard health check method for all in-flight projects. These were carried out periodically and at *ad hoc* intervals by the bank's PMO staff but they were also used as a self-check facility by the project managers themselves.

PHC proved particularly useful as an unbiased project health assessment tool as its focus was not on “tick-in-the-box”, strict adherence to PRINCE2 rules but to qualitative assessment of the more general and significant diagnostic indicators of project well-being.

Significant gains in reducing project overruns and cancellations were made through early detection and management intervention where projects were experiencing problems (or were likely to experience problems at later stages of their execution).

Project Health Check (PHC) – case study 2



A leading international concrete and heavy building materials manufacturer:

This client first adopted Practical Project Management for a comprehensive UK-wide IT & network platform replacement project.

Based on this success, PPM was used as the standard Project Management Methodology for a major business transformation programme to introduce a shared service centre combined with an ERP implementation.

During the early stages of the ERP programme, Project Health Checks were introduced to monitor the health of the on-going projects in each work stream (at its peak there were 11 work streams running concurrently within the programme). The main purpose of the PHCs was to reveal and especially to predict problems in advance which normally might only come to light in regular progress reports (which were mainly retrospective in content). While regular health checks were at first conducted only by the PMO, the PHC tool was soon adopted by project managers and sponsors as a self-check device and proved popular as a means of illustrating, highlighting or substantiating problems affecting their projects which required PMO or senior management attention.



Internal Consulting Group

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visit our website at www.internalconsulting.com