

VALUE:

- Lower cost
- Shorter schedules
- Improved staff utilization
- Better control
- Fewer changes
- Fewer issues
- Continuous improvement
- Consistency
- Targeted improvement activity

INSIDE THIS ISSUE:

Balanced Scorecard	1
Methodology Implementation Checklist	3
Roles and Responsibilities—QA	4

It is not our intent to send unwanted email.

To unsubscribe from this newsletter, send an email to [newsletter@pmmaturity.com](mailto:newsletter@pmmaturity.com) with "unsubscribe" in the subject line

## balanced scorecard (bsc)

### put your visions into practice

#### What is it Anyhow?

It's a concept to help you translate strategy into action.

BSC starts from the company vision and strategies. From here critical success factors are defined.

Measures are constructed that aid target-setting and performance measurement in areas critical to the strategies.

It's a performance measurement system, derived from vision and strategy that reflects the most important aspects of the business.

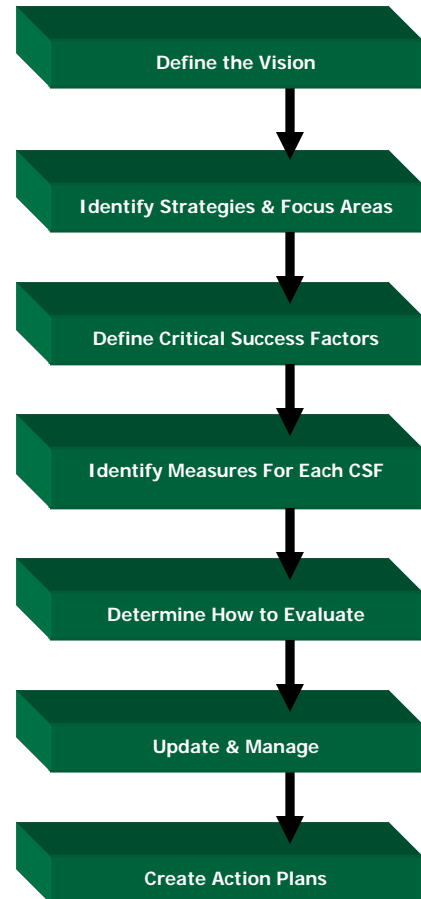
It supports strategic planning and implementation by merging the actions of all parts of an organization around a common understanding of its goals, and by facilitating the assessment and upgrade of strategy.

#### Why?

Performance measurement that focuses on external accounting data is quickly becoming obsolete. More is needed to provide the information age enterprises with efficient planning tools.

Four different perspectives exist from which a company's activity can be evaluated:

1. **Financial perspective** — How are shareholders



- perceived?
- 2. **Customer perspective** — How are customers? Perceived?
- 3. **Process perspective** — In what processes should we excel to succeed?
- 4. **Learning and innovation perspective** — How will we sustain our ability to change and improve?

**Create a Balanced Scorecard**

Identify the vision. Where is the organization going? By identifying strategies you learn about how you will get there.

Define Critical Success Factors and perspectives. Ask what do we have to do well in each perspective?

How do we measure that everything is going as expected? Think about evaluating your Scorecard. Are the right things being measured?

Create action plans and plan reporting and operation of the Scorecard. How do we manage the Scorecard? Which persons should have reports and what should the reports look like?

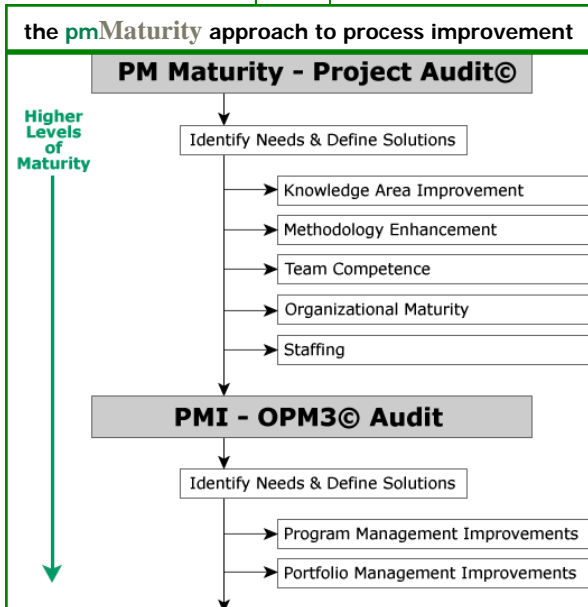
**Benefits**

- ◆ Helps to align key performance measures with strategy at all levels of an organization.
- ◆ Provides management with a comprehensive picture of business operations.
- ◆ Facilitates communication and understanding of business goals and strategies at all levels of an organization.
- ◆ Provides strategic feedback and learning.

**methodology implementation**

So you've been told to implement a project management methodology? Ask yourself these questions and proceed with caution!

- ✓ Is there a clear vision or understanding of why the methodology is being implemented?
- ✓ Is it being implemented to standardize the organization's work processes?
- ✓ Is the methodology adding value to the organization?
- ✓ Will it improve the organization's processes - increase productivity, increase quality, shorten delivery cycle, decrease costs?



- ✓ Is the methodology well suited to the organization?
- ✓ Will the methodology correspond to the level of knowledge and experience of the organization?
- ✓ Is the methodology well adapted to its audience?
- ✓ Is there a real support and commitment from the organization's upper management for implementing the methodology?
- ✓ Is the organization aware of the benefits and impacts associated with the implementation of the methodology?

- ✓ Does it realize that it will increase its productivity, but to achieve the increase, the organization might have to change the technology currently used?
- ✓ Are the organization's expectations taken into consideration?
- ✓ Have the organization's expectations been met?
- ✓ Is the technical environment in



**Wisconsin Technology Network**

[www.wistechnology.com](http://www.wistechnology.com)

Michael J. Weymier, PMP, founder of pmMaturity, has joined the Wisconsin Technology Network as a columnist. He will be exploring the various aspects of project management as part of a WTN-exclusive series.



302 Park Street  
 Theresa, WI 53091  
 920-488-2061 b  
 920-296-0368 c  
 920-227-0020 f  
 info@pmMaturity.com  
 www.pmMaturity.com

pmMaturity has a simple goal...

... to help you improve the performance of the projects you perform.

... and we do it by offering a unique set of service and product offerings:

- [projectAudIT®](#)
- [project management knowledge area improvement](#)
- [project methodology implementation](#)
- [team competence building - training and education](#)
- [organizational maturity enhancement - PMO](#)
- [project team staffing](#)
- [IT governance](#)
- [maturity model audits](#)
- [program management](#)
- [portfolio management](#)

## Significant and Permanent Improvement in Project Performance

which the methodology is implemented ready?

- ✓ Is the methodology implemented in an environment where there is a dedication towards quality?
- ✓ Is there a plan to guide the implementation of the methodology?
- ✓ Is this implementation plan being properly followed?
- ✓ Are the users attracted and motivated to use the methodology?
- ✓ Are the users seeing benefits in using the methodology?
- ✓ Is there a plan to overcome resistance from the users of the methodology?
- ✓ Do the users have the appropriate background or education to use the methodology?
- ✓ Is the methodology easy to use and convenient to ac-

cess?

- ✓ Is the methodology helping people perform their work?
- ✓ Is the methodology well integrated into the work flow?
- ✓ Does the methodology comply with national and international quality standards?
- ✓ Is the methodology customizable?
- ✓ Can the methodology smoothly integrate with tools already used by the organization?
- ✓ Is the methodology maintaining a connection with what was done well in the past?
- ✓ Are there mechanisms in place for training and ongoing support regarding the use of the methodology?
- ✓ Are these training and support mechanisms adapted to the audience?

**PMI OPM3**  
[www.uwm.edu](http://www.uwm.edu)

Mike Weymier hosts a seminar at the University of Wisconsin — Milwaukee on November 18 & 19 that details the maturity model and explains how you can use it to improve project performance permanently and significantly.

# quality assurance

( Reprinted from [projectMethodology](#)<sup>®</sup>, pmMaturity's, PMI based Project Management Methodology. )

The quality assurance (QA) function incorporates a process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. Ideally, quality assurance is a part of each team function, with team members responsible for quality as a key component of each job assignment.

## *General Functions*

- ◆ Review and verify that the [Client] department has management and technical QA processes that are followed.
- ◆ Maintain project library and repository of project metrics.

## *Project Initiation*

- ◆ Ensure that requirements are identified

## *Project Planning*

- ◆ Verify that plans are reviewed by all affected groups.
- ◆ Review process used for estimating and planning.
- ◆ Prepare a project QA plan that identifies quality activities and resource requirements.
- ◆ Assist in developing QA estimates.
- ◆ Verify that requirements are clear, verifiable, and testable.
- ◆ Ensure that risks are properly identified and tracked.
- ◆ Provide orientation to project staff and managers on the role of quality assurance.
- ◆ Coordinate the assignment of external Independent Verification & Validation auditing contractors, if necessary.



## *Project Execution*

- ◆ Collect and analyze project metric data.
- ◆ Maintain noncompliance issues list under CM control.
- ◆ Observe testing and inspect test reports as needed.
- ◆ Verify deliverables for conformance to standards.

## *Project Control*

- ◆ Coordinate formal reviews and audits and participate in informal reviews.
- ◆ Verify that departmental and project policies are followed.

## *Project Closeout*

- ◆ Archive project metric data.
- ◆ Certify readiness of products.
- ◆ Assess project quality process.
- ◆ Participate in lessons-learned session.