# PM Alliance

# PROJECT MANAGEMENT INSIGHT 2015

## ANNUAL SURVEY REPORT

# TABLE OF CONTENTS

# EXECUTIVE SUMMARY AND IMPLICATIONS

The information in this summary contains a brief overview of key findings covered in this detailed report.

While some of the statistics show positive results, the information in this survey suggests that many organizations across the U.S. have significant room to improve their project management success.

Some of the correlations this survey reveals are the positive effects of adequate project management training, a formalized project management process and clear communication between team members and stakeholder on projects being completed within budget and on time.

Further supporting what many project managers already know, the data also reveals the direct correlation between projects running late and also running over budget. This key finding demonstrates how important the time elements is to controlling spending within organizations.

Also significant, those who felt their organization provided adequate project management training were significantly more likely than others to report a number of favorable project management behaviors/practices, such as clearly establishing and communicating project priorities, following a formal and structured project management methodology, regularly updating project schedule information, being able to reliably use project schedule information for making business decisions, having alignment between project sponsors and team members on project goals and scope, clarity on team member accountability, actively measuring project metrics to predict future problems, and using risk assessment tools.

Each of the favorable project management behaviors/practices above was in turn positively associated with the frequency of completing projects on time and within budget. Thus, organizations seeking to improve project performance can consider providing thorough project management training that fosters the various favorable behaviors/practices noted above.

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OF PARTICIPANTS THAT INDICATED THEIR ORGANIZATION DOES NOT PROVIDE ADEQUATE TRAINING:

ALWAYS / 7%

OFTEN / 27%

SOMETIMES / 45%

RARELY / 18%

NEVER / 3%

COMPLETE PROJECTS ON TIME

## 7/10

PARTICIPANTS INDICATED WHEN THEIR PROJECTS RUN LATE THEY ALSO TEND TO RUN OVER BUDGET.

APPROXIMATELY

## HALF

OF ORGANIZATIONS DO NOT USE RISK ASSESSMENT TOOLS DURING PLANNING AND CONTROL

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### 55%
of organizations say they could use a more formalized project management process

### 3/4
OF ORGANIZATIONS SUFFER FROM LATE PROJECTS WHEN SCHEDULE INFORMATION IS ONLY UPDATED "SOMETIMES", "RARELY" OR "NEVER"

83% of those with adequate project management training were significantly more likely to report projects being on time and/or within budget

Among those who did not feel their organization provided adequate project management training, only 34% reported projects being on time "Always" or "Often"

Of the respondents who indicated their organization promotes a culture where it is safe to tell the truth

### 94%
also stated that their projects are "Always" or "Often" on time and are also "Always" or "Often" within budget

Of the respondents who indicated their organization did not promote a culture where it is safe to tell the truth

### only 1/3
Indicated that their projects are "Always" or "Often" on time and are also "Always" or "Often" within budget

PROJECT SCHEDULE INFORMATION IS

## NOT RELIABLE

AT 37% OF ORGANIZATIONS

47% answered less than "Often" for projects being on time or for projects being within budget or both

41% OF ORGANIZATIONS DO NOT PROVIDE ADEQUATE PROJECT MANAGEMENT TRAINING

### 2/5
FELT THAT TEAM MEMBER ACCOUNTABILITY IS ONLY CLEAR "SOMETIMES", "RARELY" OR "NEVER"

42% of participants reported their organizations do not use portfolio management systems to monitor and track all project progress.

Of the organizations that do use portfolio management systems, 70% report projects that "always" or "often" on time versus 52% of organizations with no portfolio management system.

### 75%
OF ORGANIZATIONS HAVE A DEPARTMENT OR GROUP OF PEOPLE DEDICATED TO PROJECT MANAGEMENT

## 37% OF PARTICIPANTS REPORTED THAT PROJECTS AT THEIR ORGANIZATION ARE ON TIME LESS THAN OFTEN

# 1 | DETAILED FINDINGS

# STUDY METHODOLOGY

PMAlliance commissioned a web survey of project team members and Project Managers working at companies with at least 100 employees. Survey respondents were sampled from a nationwide web panel

Amplitude Research, in conjunction with PMAlliance, developed the questionnaire for this study. Amplitude Research programmed the web survey and administered the study online in September of 2014. To qualify for the survey, the respondent had to first select one of the first three options in the question below.

**Which of the following most closely matches your job level?**
- Entry Level / Mid-Level *(staff member, associate, analyst, supervisor, engineer, or any other entry or mid-level employee)*
- Manager
- Senior Manager
- Director
- Vice President
- Senior Vice President
- C-level Executive (CIO, CTO, COO, CMO, etc.)
- President or CEO
- Owner

Respondents who selected the first item ("Entry Level / Mid-Level") were next asked, "Are you a member of a project team?" If they answered "Yes," then they were qualified to continue with the rest of the survey. Respondents who selected the second or third option in the question above ("Manager" or "Senior Manager") were next asked, "Are you a Project Manager?" If they answered "Yes," then they were qualified to continue with the rest of the survey. In the end, the survey was completed by 89 project team members and 61 Project Managers, for a total of 150 survey respondents.

The survey respondents worked in a variety of departments / functional areas, such as Quality Assurance / Testing (21%), Marketing (19%), Software Engineering (19%), Accounting (15%), Technical Data (13%), and Purchasing (9%).]

The survey also included respondents from more than 25 different industries. The industries with the highest proportions of respondents were Financial / Insurance (15%), Computers and Other Electronic Products (11%), Healthcare (7%), Food & Beverage (5%), and Aerospace / Defense (4%).

The chart to the right shows the mix of company sizes represented in the survey. For example, nearly one-third of the respondents worked at companies with 25,000 or more employees. As a first step in the analysis, the company size categories above were combined into the three broader categories of < 1,000, 1,000 to 9,999, and 10,000 or more employees. Next, "Chi-Square" tests were run for cross-tabulations of these three categories vs. other questions in the survey. A Chi-Square test is a statistical test used to determine if there is "Statistically Significant" relationship between two variables. The purpose of running these tests was to determine if the survey results were significantly related to company size. With one exception (which is noted later in this report), all of the questions covered on the following pages did not have a statistically significant Chi-Square test in this analysis. This means that the findings can be thought of as applying broadly across different company sizes (with at least 100 employees).

A similar approach was used for the type of respondent. The relationship between each of the questions covered on the following pages and whether a respondent was a Project Manager or project team member was not statistically significant based on Chi-Square tests. This implies that the perspectives of Project Managers and project team members are comparable in relation to the questions covered in this survey.

## WHAT SIZE COMPANY DO YOU WORK FOR?
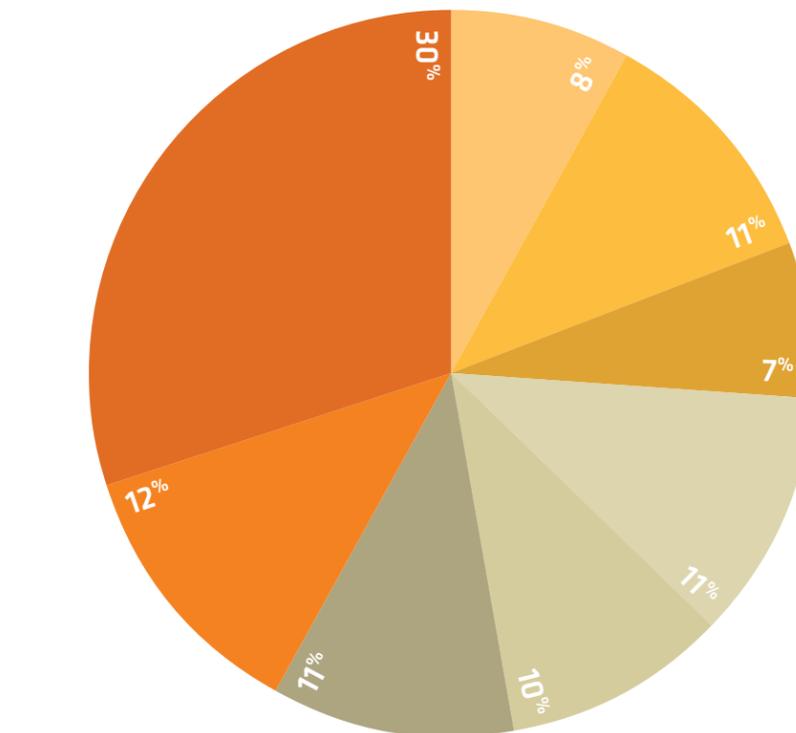


| COLOR | NUMBER OF EMPLOYEES | PERCENTAGE |
|---|---|---|
| | 100 – 249 | 8 |
| | 250 – 499 | 11 |
| | 500 – 999 | 7 |
| | 1,000 – 2,499 | 11 |
| | 2,500 – 4,999 | 10 |
| | 5,000 – 9,999 | 11 |
| | 10,000 – 24,999 | 12 |
| | 25,000+ | 30 |

# 2 | PROJECTS: ON TIME & WITHIN BUDGET

# PROJECTS ON TIME

## ARE PROJECTS REGULARLY COMPLETED BY THE PLANNED TARGET DATE?

For example, 16% indicated that projects are "Always" completed by the planned target date, while 47% indicated that this happened "Often" at their organization. However, this leaves 37% giving a response less than "Often," which suggests that many companies have room to improve project timing.

The results for other questions in the survey were often related to the results for the question above. For analysis purposes, respondents were classified into two groups based on the question above. The first group consists of those who answered "Always" or "Often."

The second group combines those who answered "Sometimes," "Rarely," or "Never." Later in this report, results for some other questions are broken out by these two groups to help understand how different factors are related to completing projects on time.

Among those who did not select "Always" for the question above, 46% indicated that late projects are generally 1 to 3 months late. Some (11%) indicated a longer time frame, while 43% indicated a shorter time frame (i.e., less than one month late).

ALWAYS | **16%**

OFTEN | **47%**

SOMETIMES | **28%**

RARELY | **8%**

NEVER | **1%**

# WITHIN BUDGET

For example, 11% indicated that projects are "Always" completed within the final approved budget, while 47% indicated that this happened "Often" at their organization. Some did not know, while approximately one-third (34%) answered "Sometimes" or "Rarely."

None of the respondents selected "Never" for the question above, even though it was a response option shown in the survey.

The results for other questions in the survey were often related to the results for the question above. For analysis purposes, respondents were classified into two groups based on this question. The first group consists of those who answered "Always" or "Often." The second group combines those who answered "Sometimes" or "Rarely."

Later in this report, results for some other questions are broken out by these two

groups to help understand how different factors are related to completing projects within budget.

Those who did not select "Always" for the question above were asked, "Generally, how far over budget are projects not completed within the final approved budget?" The majority (71%) selected "1 to 24%," while 22% selected "25% to 49%," and 7% selected "50% to 74%."

## ARE PROJECTS COMPLETED WITHIN THE FINAL APPROVED BUDGET?

ALWAYS | **11%**

OFTEN | **47%**

SOMETIMES | **31%**

DON'T KNOW | **8%**

RARELY | **3%**

# INTERPRETING CORRELATION COEFFICIENTS

| | |
|---|---|
| 1.0 | PERFECT POSITIVE CORRELATION |
| 0.8 | VERY STRONG |
| 0.6 | STRONG |
| 0.4 | MODERATE |
| 0.2 | MILD |
| 0.0 | NO CORRELATION |
| −0.2 | |
| −0.4 | |
| −0.6 | |
| −0.8 | |
| −1.0 | PERFECT INVERSE CORRELATION |
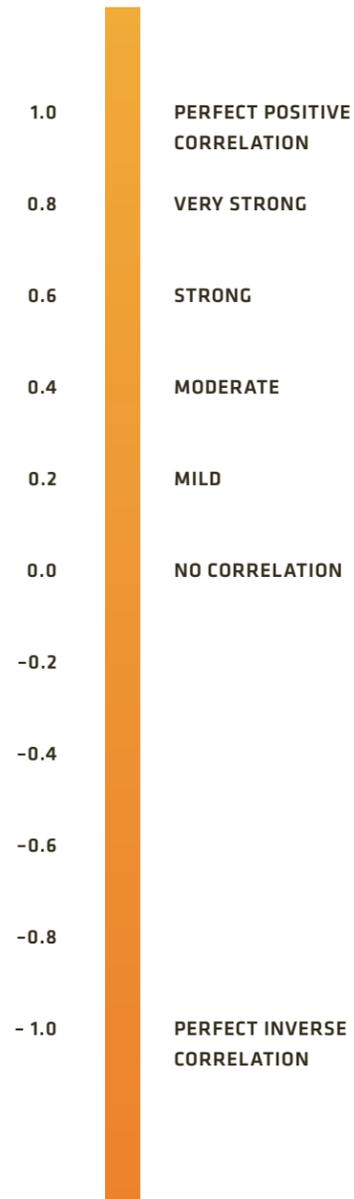
Results for the previous two questions were strongly correlated. This means that if a respondent gave a high rating for one question, it is likely that the respondent gave a high rating for the other question as well. Or, if a respondent gave a low rating for one question, it is likely that the respondent gave a low rating for the other question. Of course, this does not happen for every respondent, but the more often respondents answer both questions similarly, the stronger the correlation. A single number that can be used to gauge the degree of correlation is the "Correlation Coefficient," which can range from -1.00 to +1.00. The diagram below helps to interpret the strength of coefficients.

The correlation coefficient between the two questions on the previous pages (i.e., frequency of projects being on time and frequency of projects being within budget) was .60. According to the diagram, this indicates a strong correlation. To help develop a sense for why a correlation coefficient of .60 is "Strong," the table below shows a cross-tabulation for these two questions. (This table excludes the respondents who answered "Don't know" for frequency of budgets being within budget.) For example, among those who "Always" or "Often" complete projects within budget, 85.1% also indicated that they "Always" or "Often" complete projects on time. Among those who gave a lower rating for projects being within budget, 72.5% also gave a lower rating for projects being on time.

| | | PROJECTS COMPLETED WITHIN FINAL APPROVED BUDGET | |
|---|---|---|---|
| PROJECTS REGULARLY COMPLETED BY PLANNED TARGET DATE | | SOMETIMES/ RARELY | ALWAYS/ OFTEN |
| SOMETIMES/ RARELY/NEVER | COUNT % WITHIN COLUMN | 37 72.5% | 13 14.9% |
| ALWAYS/OFTEN | COUNT % WITHIN COLUMN | 14 27.5% | 74 85.1% |
| TOTAL | COUNT % WITHIN COLUMN | 51 100% | 87 100% |

# 3 | PROJECT MANAGEMENT CULTURE & GENERAL PRACTICES

# STATEMENTS ABOUT PROJECT MANAGEMENT

Survey respondents were asked if they agreed or disagreed that each of the following five statements applied to their organization. The chart below shows the proportion that agreed with each statement.

For example, 84% felt it was "safe to tell the truth" about the status of projects at their organization. However, a much lower proportion (59%) agreed that their organization provides adequate project management training for team members. This suggests that many organizations could improve in this area.
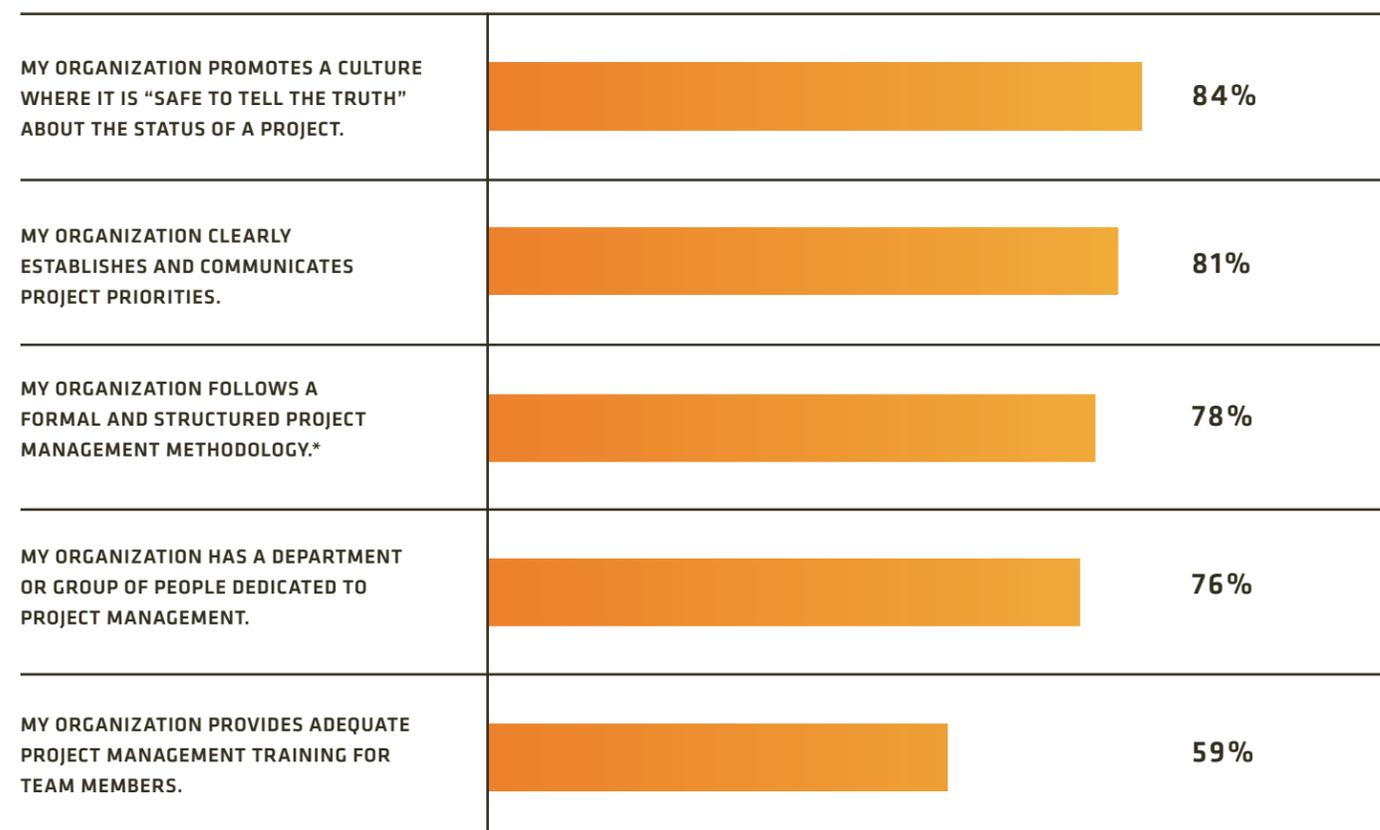
The table below shows how often respondents from different groups agreed with each of the statements. (These groups were defined in the previous section.)

For example, among those at an organization that "Always / Often" completes projects by the planned target date, 94% felt it was "safe to tell the truth" about the status of projects at their organization. This was significantly higher than the result among those at organizations that "Sometimes / Rarely / Never" complete projects on time (68%). In other words, feeling safe to tell the truth about projects is positively related to completing projects on time.

Similarly, feeling safe to tell the truth about projects is positively related to completing projects within the final approved budget.

For each of the statements in the table above, the proportion was significantly higher among those in the "Always / Often" subgroup vs. the "Sometimes / Rarely / Never" subgroup. The difference was particularly large for the statement about their organization providing adequate project management.

| MY ORGANIZATION PROMOTES A CULTURE WHERE IT IS "SAFE TO TELL THE TRUTH" ABOUT THE STATUS OF A PROJECT. | 84% |
| MY ORGANIZATION CLEARLY ESTABLISHES AND COMMUNICATES PROJECT PRIORITIES. | 81% |
| MY ORGANIZATION FOLLOWS A FORMAL AND STRUCTURED PROJECT MANAGEMENT METHODOLOGY.* | 78% |
| MY ORGANIZATION HAS A DEPARTMENT OR GROUP OF PEOPLE DEDICATED TO PROJECT MANAGEMENT. | 76% |
| MY ORGANIZATION PROVIDES ADEQUATE PROJECT MANAGEMENT TRAINING FOR TEAM MEMBERS. | 59% |

* Formal process includes processes, procedures, best practices, guidelines and policies.

| PROPORTION AGREEING WITH | PROJECTS ON TIME | | PROJECTS WITHIN BUDGET | |
|---|---|---|---|---|
| | ALWAYS/ OFTEN | SOMETIMES/ RARELY/ NEVER | ALWAYS/ OFTEN | SOMETIMES/ RARELY/ NEVER |
| MY ORGANIZATION PROMOTES A CULTURE WHERE IT IS "SAFE TO TELL THE TRUTH" ABOUT THE STATUS OF A PROJECT. | 94% | 68% | 93% | 67% |
| MY ORGANIZATION CLEARLY ESTABLISHES AND COMMUNICATES PROJECT PRIORITIES. | 94% | 59% | 93% | 61% |
| MY ORGANIZATION FOLLOWS A FORMAL AND STRUCTURED PROJECT MANAGEMENT METHODOLOGY.* | 89% | 59% | 86% | 67% |
| MY ORGANIZATION HAS A DEPARTMENT OR GROUP OF PEOPLE DEDICATED TO PROJECT MANAGEMENT. | 82% | 66% | 82% | 65% |
| MY ORGANIZATION PROVIDES ADEQUATE PROJECT MANAGEMENT TRAINING FOR TEAM MEMBERS. | 78% | 27% | 78% | 29% |

While the results on the previous page show that the frequency of completing projects on time and within budget are significantly related to an organization's project management culture and practices, the tables below examine the results from a different angle. For example, among those working at an organization providing adequate project management training, 23% "Always" complete their projects by the planned target date vs. 7% of those without such training. The proportion "Often" completing projects on time was 60% if adequate project management training was provided vs. 27% if not.

## ORGANIZATION PROVIDES ADEQUATE PROJECT MANAGEMENT TRAINING

### PROJECTS ON TIME:

|           | YES  | NO   |
|-----------|------|------|
| ALWAYS    | 23%  | 7%   |
| OFTEN     | 60%  | 27%  |
| SOMETIMES | 16%  | 45%  |
| RARELY    | 1%   | 18%  |
| NEVER     | 0%   | 3%   |

### WITHIN BUDGET:

|           | YES  | NO   |
|-----------|------|------|
| ALWAYS    | 23%  | 7%   |
| OFTEN     | 60%  | 27%  |
| SOMETIMES | 16%  | 45%  |
| RARELY    | 1%   | 18%  |
| NEVER     | 0%   | 3%   |

As shown in the second table on the previous page, the relationship between project management training and the frequency of projects being completed within the final approved budget was similar to the relationship between project management training and the frequency of projects being completed on time. For example, among those working at an organization providing adequate project management training, 18% "Always" complete their projects within budget vs. 4% of those without such training. The proportion "Often" completing projects within budget was 64% if adequate project management training was provided vs. 31% if not.

Another way of examining the data is presented in the table below. Among those working at an organization where they feel adequate project management training is provided, approximately nine-in-ten or more expressed agreement with each statement in the table. The results were significantly lower among those who did not feel their organization provided adequate project management training.

## ORGANIZATION PROVIDES ADEQUATE PROJECT MANAGEMENT TRAINING

| PROPORTION AGREEING WITH                                                                                  | YES  | NO   |
|-----------------------------------------------------------------------------------------------------------|------|------|
| MY ORGANIZATION PROMOTES A CULTURE WHERE IT IS "SAFE TO TELL THE TRUTH" ABOUT THE STATUS OF A PROJECT.     | 95%  | 68%  |
| MY ORGANIZATION CLEARLY ESTABLISHES AND COMMUNICATES PROJECT PRIORITIES.                                   | 98%  | 56%  |
| MY ORGANIZATION FOLLOWS A FORMAL AND STRUCTURED PROJECT MANAGEMENT METHODOLOGY.*                           | 94%  | 55%  |
| MY ORGANIZATION HAS A DEPARTMENT OR GROUP OF PEOPLE DEDICATED TO PROJECT MANAGEMENT.                       | 89%  | 58%  |

# FORMALIZED PROJECT MANAGEMENT PROCESS

Slightly more than half (55%) gave a rating of at least "Likely" for the idea of having a more formalized project management process leading to on-time and within budget projects.

This question was not significantly related to whether adequate project management training was provided.  For example, among those who felt their organization provided adequate project management training, 56% gave a rating of at least "Likely" for the question above.  Among those without adequate project management training, 55% gave a rating of at least "Likely" for the question above.  However, this question is about a hypothetical future scenario, whereas most other questions in the survey are about the actual state of affairs at their organization currently and/or in the recent past.

HOW LIKELY OR UNLIKELY WOULD YOUR ORGANIZATION BE TO DELIVER PROJECTS ON TIME AND WITHIN BUDGET IF IT ADOPTED A MORE FORMALIZED PROJECT MANAGEMENT PROCESS?

VERY LIKELY | **15%**

LIKELY | **40%**

NEITHER | **38%**

UNLIKELY | **6%**

VERY UNLIKELY | **1%**
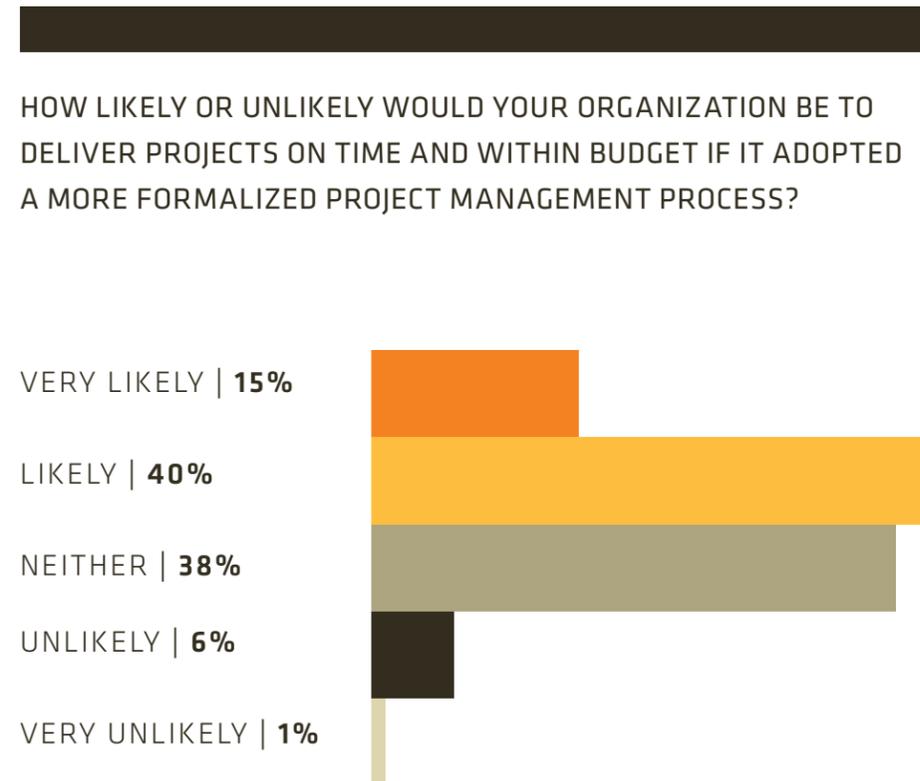
# 4 | PROJECT SCHEDULING

# UPDATING PROJECT SCHEDULE INFORMATION

Slightly more than three-fourths (78%) reported that project schedule information is regularly updated at their organization.  Among these respondents (i.e., those who answered "Yes" to the first question below), more than half (56%) reported weekly update cycles.

Those who indicated that project schedule information is regularly updated at their organization were more likely than others to say that their projects are "Always" or "Often" on time and within budget, as shown in the tables below.

Another finding (not shown in the table on the next page) was that, among those who feel their organization provides adequate project management training, 92% indicated that project schedule information is regularly updated at their organization.  This can be compared to 58% of those without adequate project management training at their organization.

## IS PROJECT SCHEDULE INFORMATION REGULARLY UPDATED AT YOUR ORGANIZATION?
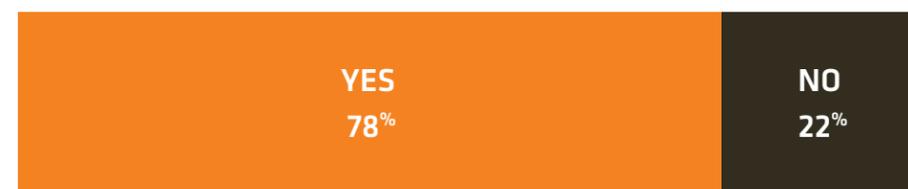
| YES 78% | NO 22% |
|---------|--------|

## IF YES: GENERALLY, HOW OFTEN IS THE PROJECT SCHEDULE UPDATED (UPDATE CYCLES OCCUR AND STATUSES ARE COLLECTED)?

WEEKLY | **56%**

BI-WEEKLY | **23%**

MONTHLY | **21%**

## SCHEDULE INFORMATION REGULARLY UPDATED

| PROJECTS ON TIME: | YES | NO |
|-------------------|-----|-----|
| ALWAYS | 20% | 3% |
| OFTEN | 54% | 21% |
| SOMETIMES | 22% | 49% |
| RARELY | 4% | 21% |
| NEVER | 0% | 6% |

| WITHIN BUDGET: | YES | NO |
|----------------|-----|-----|
| ALWAYS | 15% | 3% |
| OFTEN | 55% | 34% |
| SOMETIMES | 29% | 50% |
| RARELY | 1% | 13% |
| NEVER | 0% | 0% |

# PROJECT SCHEDULE INFORMATION RELIABILITY

While the previous two pages discussed whether or not project schedule information is updated regularly, the question below addresses the reliability of this information.

Results for the question below were significantly related to completing projects on time and within budget.

On the previous page, the relationship between regularly updating schedule information and completing projects on time and within budget was shown in

tables. For the question above, a table would not be helpful, because there are five different possible answers, and some answer choices were selected by a small number of respondents.

As an alternative, the correlation coefficient between the question above and completing projects on time was .57, and the correlation coefficient between the question above and completing projects within budget was .55. These are fairly strong correlation coefficients.

This implies that being able to use project schedule information reliably at their organization was strongly related to completing projects on time and within budget.

At the same time, as shown in the table on the next page, those who felt their organization provides adequate project management training were more likely than others to select "Always" or "Often" for the frequency of being able to use project management information reliably to make business decisions.

HOW OFTEN CAN PROJECT SCHEDULE INFORMATION BE USED RELIABLY AT YOUR ORGANIZATION TO MAKE BUSINESS DECISIONS?

ALWAYS | **9%**

OFTEN | **54%**

SOMETIMES | **33%**
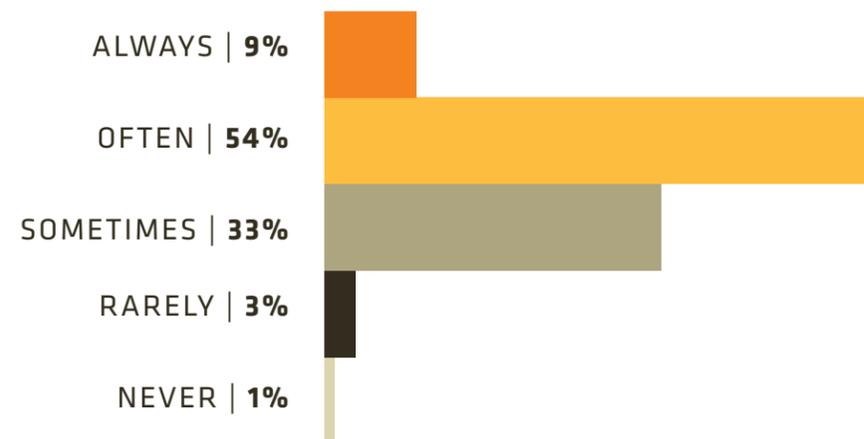
RARELY | **3%**

NEVER | **1%**

| PROJECT MANAGEMENT SCHEDULE INFORMATION CAN BE USED RELIABLY | ORGANIZATION PROVIDES ADEQUATE PROJECT MANAGEMENT TRAINING | |
|---|---|---|
| | YES | NO |
| ALWAYS | 20% | 3% |
| OFTEN | 54% | 21% |
| SOMETIMES | 22% | 49% |
| RARELY | 4% | 21% |
| NEVER | 0% | 6% |

# PORTFOLIO MANAGEMENT SYSTEM

More than half (58%) reported that their organization uses a portfolio management system to monitor and track all active projects. Among those using this type of system, 22% indicated that reports from the system are "Always" shared with the executive level; 42% said "Often."

The tables on the next page compare those who use a portfolio management system to those who do not in terms of the frequency of projects being on time and within budget. However, although the proportion "Always" completing projects on time was 21% among those who use a portfolio management system vs. 9% of those who do not, this difference was not quite large enough to be "statistically significant" at the "95% confidence level." Also, the overall Chi-Square test for each of the cross-tabulations below was not statistically significant.

Although other questions in the survey were not significantly related to company size, the question above was an exception. Among companies with 10,000 or more employees, 72% reported using a portfolio management system. Among those with fewer than 10,000 employees in their organization, 48% reported using a portfolio management system.

DOES YOUR ORGANIZATION USE A PORTFOLIO MANAGEMENT SYSTEM TO MONITOR AND TRACK ALL ACTIVE PROJECTS?

| YES 58% | NO 42% |
|---|---|

IF YES: HOW OFTEN ARE REPORTS FROM THE PORTFOLIO MANAGEMENT SYSTEM SHARED WITH THE EXECUTIVE LEVEL AT YOUR ORGANIZATION?

ALWAYS | **22%**

OFTEN | **42%**

SOMETIMES | **10%**

RARELY | **2%**

NEVER | **1%**

DON'T KNOW | **23%**
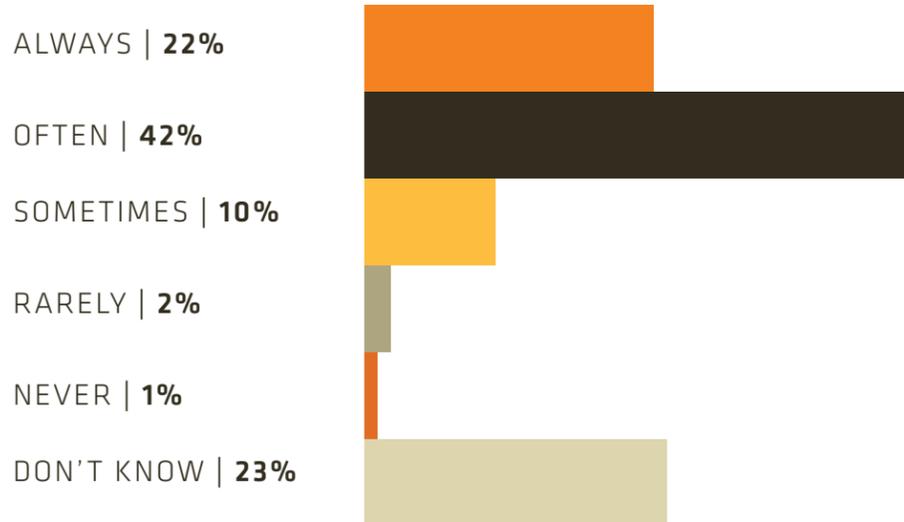
## USE PORTFOLIO MANAGEMENT SYSTEM

| PROJECTS ON TIME: | YES | NO |
|---|---|---|
| ALWAYS | 21% | 9% |
| OFTEN | 49% | 43% |
| SOMETIMES | 24% | 33% |
| RARELY | 5% | 13% |
| NEVER | 1% | 2% |

| WITHIN BUDGET: | YES | NO |
|---|---|---|
| ALWAYS | 13% | 11% |
| OFTEN | 53% | 48% |
| SOMETIMES | 32% | 36% |
| RARELY | 2% | 5% |
| NEVER | 0% | 0% |

# 5 | PROJECT EXECUTION

# EXPERIENCES OCCURRING ALWAYS / OFTEN

Based on a scale of "Always, Often, Sometimes, Rarely, or Never," the chart below shows the proportion rating "Always" or "Often" for each item.

For example, 71% indicated that there was "Always" or "Often" alignment among project sponsors and team members over goals, objectives, scope, deliverables, and other key issues.

More detail – i.e., the proportion giving each rating level for each item – is shown in the table on the next page.

| | | | | | |
|---|---|---|---|---|---|
| PROJECT SPONSORS AND TEAM MEMBERS ARE IN ALIGNMENT OVER GOALS, OBJECTIVES, SCOPE, DELIVERABLES, AND OTHER KEY ASPECTS OF PROJECTS. | 71% | | | | |
| PROJECT PLANS ARE SUBMITTED TO STAKEHOLDERS FOR THEIR SIGN-OFF AND AGREEMENT PRIOR TO EXECUTION. | 66% | | | | |
| PROJECT METRICS ARE ACTIVELY MEASURED TO PREDICT FUTURE PROBLEMS AND GAUGE A PROJECT'S LIKELIHOOD OF SUCCESS.* | 65% | | | | |
| TEAM MEMBER ACCOUNTABILITY FOR EXECUTING PROJECT PLAN ACTIVITIES (WHAT EACH TEAM MEMBER IS RESPONSIBLE FOR) IS CLEAR AND RARELY AN ISSUE. | 61% | | | | |
| RISK ASSESSMENT TOOLS ARE USED DURING PLANNING AND CONTROL IN ORDER TO INCREASE THE LIKELIHOOD OF PROJECT SUCCESS. | 53% | | | | |

* Respondents selecting "Don't know" for this question were excluded from the percent base.

| | ALWAYS | OFTEN | SOMETIMES | RARELY | NEVER |
|---|---|---|---|---|---|
| PROJECT SPONSORS AND TEAM MEMBERS ARE IN ALIGNMENT OVER GOALS, OBJECTIVES, SCOPE, DELIVERABLES, AND OTHER KEY ASPECTS OF PROJECTS. | 17% | 54% | 25% | 3% | 1% |
| PROJECT PLANS ARE SUBMITTED TO STAKEHOLDERS FOR THEIR SIGN-OFF AND AGREEMENT PRIOR TO EXECUTION. | 32% | 34% | 21% | 11% | 2% |
| PROJECT METRICS ARE ACTIVELY MEASURED TO PREDICT FUTURE PROBLEMS AND GAUGE A PROJECT'S LIKELIHOOD OF SUCCESS.* | 21% | 44% | 27% | 6% | 2% |
| TEAM MEMBER ACCOUNTABILITY FOR EXECUTING PROJECT PLAN ACTIVITIES (WHAT EACH TEAM MEMBER IS RESPONSIBLE FOR) IS CLEAR AND RARELY AN ISSUE. | 18% | 43% | 28% | 10% | 1% |
| RISK ASSESSMENT TOOLS ARE USED DURING PLANNING AND CONTROL IN ORDER TO INCREASE THE LIKELIHOOD OF PROJECT SUCCESS. | 26% | 27% | 30% | 14% | 3% |

The table below shows the degree of correlation between each item and projects being on time and within budget.  The correlation coefficients for submitting project plans to stakeholders were mild to moderate, but the other coefficients were moderate to strong.

|  | CORRELATION WITH PROJECTS | |
| --- | --- | --- |
|  | ON TIME | WITHIN BUDGET |
| PROJECT SPONSORS AND TEAM MEMBERS ARE IN ALIGNMENT OVER GOALS, OBJECTIVES, SCOPE, DELIVERABLES, AND OTHER KEY ASPECTS OF PROJECTS. | .58 | .50 |
| PROJECT PLANS ARE SUBMITTED TO STAKEHOLDERS FOR THEIR SIGN-OFF AND AGREEMENT PRIOR TO EXECUTION. | .37 | .26 |
| PROJECT METRICS ARE ACTIVELY MEASURED TO PREDICT FUTURE PROBLEMS AND GAUGE A PROJECT'S LIKELIHOOD OF SUCCESS. | .50 | .48 |
| TEAM MEMBER ACCOUNTABILITY FOR EXECUTING PROJECT PLAN ACTIVITIES (WHAT EACH TEAM MEMBER IS RESPONSIBLE FOR) IS CLEAR AND RARELY AN ISSUE. | .55 | .47 |
| RISK ASSESSMENT TOOLS ARE USED DURING PLANNING AND CONTROL IN ORDER TO INCREASE THE LIKELIHOOD OF PROJECT SUCCESS. | .57 | .43 |

Although the correlation coefficient is a concise measure of how strongly two measures are related to each other, some readers might not be comfortable with this statistic.  The table below provides an alternative way to gauge how strongly each item is related to projects being on time and within budget.

For example, among those who work at an organization where projects are "Always" or "Often" on time, 90% indicated that they also find it is "Always" or "Often" the case that "Project sponsors and team members are in alignment over goals, objectives, scope, deliverables, and other key aspects of projects."

This can be compared to 38% among those who find projects are "Sometimes" or "Rarely" or "Never" on time.  The large difference between these two percentages shows that this item is positively related to projects being on time.

|  | PROJECTS ON TIME | | PROJECTS WITHIN BUDGET | |
| --- | --- | --- | --- | --- |
| % ALWAYS / OFTEN FOR | ALWAYS/ OFTEN | SOMETIMES/ RARELY/ NEVER | ALWAYS/ OFTEN | SOMETIMES/ RARELY/ NEVER |
| PROJECT SPONSORS AND TEAM MEMBERS ARE IN ALIGNMENT OVER GOALS, OBJECTIVES, SCOPE, DELIVERABLES, AND OTHER KEY ASPECTS OF PROJECTS. | 94% | 68% | 93% | 67% |
| PROJECT PLANS ARE SUBMITTED TO STAKEHOLDERS FOR THEIR SIGN-OFF AND AGREEMENT PRIOR TO EXECUTION. | 94% | 59% | 93% | 61% |
| PROJECT METRICS ARE ACTIVELY MEASURED TO PREDICT FUTURE PROBLEMS AND GAUGE A PROJECT'S LIKELIHOOD OF SUCCESS.* | 89% | 59% | 86% | 67% |
| TEAM MEMBER ACCOUNTABILITY FOR EXECUTING PROJECT PLAN ACTIVITIES (WHAT EACH TEAM MEMBER IS RESPONSIBLE FOR) IS CLEAR AND RARELY AN ISSUE. | 82% | 66% | 82% | 65% |
| RISK ASSESSMENT TOOLS ARE USED DURING PLANNING AND CONTROL IN ORDER TO INCREASE THE LIKELIHOOD OF PROJECT SUCCESS. | 78% | 27% | 78% | 29% |

*Respondents selecting "Don't know" for this question were excluded from the percent base.

Each of the items in the table below was strongly related to whether or not adequate project management training is provided at the organization. For example, among those with adequate training, 85% reported that project sponsors and team members are "Always" or "Often" in alignment.

This can be compared to 50% of those who feel that their organization does not provide adequate project training.

The difference was particular large for using risk assessment tools (78% vs. 16%).

# 6 | APPENDIX

## ORGANIZATION PROVIDES ADEQUATE PROJECT MANAGEMENT TRAINING

| % ALWAYS / OFTEN FOR | YES | NO |
|---|---|---|
| PROJECT SPONSORS AND TEAM MEMBERS ARE IN ALIGNMENT OVER GOALS, OBJECTIVES, SCOPE, DELIVERABLES, AND OTHER KEY ASPECTS OF PROJECTS. | 85% | 50% |
| PROJECT PLANS ARE SUBMITTED TO STAKEHOLDERS FOR THEIR SIGN-OFF AND AGREEMENT PRIOR TO EXECUTION. | 81% | 45% |
| PROJECT METRICS ARE ACTIVELY MEASURED TO PREDICT FUTURE PROBLEMS AND GAUGE A PROJECT'S LIKELIHOOD OF SUCCESS. | 83% | 40% |
| TEAM MEMBER ACCOUNTABILITY FOR EXECUTING PROJECT PLAN ACTIVITIES (WHAT EACH TEAM MEMBER IS RESPONSIBLE FOR) IS CLEAR AND RARELY AN ISSUE. | 80% | 35% |
| RISK ASSESSMENT TOOLS ARE USED DURING PLANNING AND CONTROL IN ORDER TO INCREASE THE LIKELIHOOD OF PROJECT SUCCESS. | 78% | 16% |

**S1.  What size company do you work for?**
- o   0 to 99 employees [END SURVEY]
- o   100 - 249 employees
- o   250 - 499 employees
- o   500 - 999 employees
- o   1,000 - 2,500 employees
- o   2,501- 4,999 employees
- o   5,000 - 9,999 employees
- o   10,000 - 24,999 employees
- o   25,000 or more employees
- o   Not applicable / Not currently employed [END SURVEY]

**S2.  Which of the following most closely matches your job level?**
- o   Entry Level / Mid-Level (staff member, associate, analyst, supervisor, engineer, or any other entry or mid-level employee)
- o   Manager [SKIP to S4]
- o   Senior Manager [SKIP to S4]
- o   Director [END SURVEY]
- o   Vice President  [END SURVEY]
- o   Senior Vice President  [END SURVEY]
- o   C level Executive (CIO, CTO, COO, CMO, etc.) [END SURVEY]
- o   President or CEO  [END SURVEY]
- o   Owner  [END SURVEY]

**S3.  Are you a member of a project team?**
- o   No [END SURVEY]
- o   Yes [SKIP to S5]

**S4.  Are you a Project Manager?**
- o   No [END SURVEY]
- o   Yes

**S5.   Which of the following departments do you work in? (Select all that apply)**
- o   Accounting
- o   Marketing
- o   Hardware Engineering
- o   Software Engineering
- o   Quality Assurance / Testers
- o   Purchasing
- o   Manufacturing
- o   Technical Data
- o   Other: _____

**S6.   Which of the following best describes your industry?**
- o   Aerospace / Defense
- o   Agriculture / Forestry
- o   Biotechnology
- o   Chemicals
- o   Communications
- o   Computers and Other Electronic Products
- o   Education Sector
- o   Electrical Equipment and Appliances
- o   Entertainment/Gaming
- o   Financial / Insurance
- o   Food & Beverage
- o   Government
- o   Healthcare
- o   Internet
- o   Logistics, Transportation, & Warehousing
- o   Machinery
- o   Motor Vehicles
- o   Non-Profit
- o   Petroleum and Coal Products
- o   Pharmaceuticals
- o   Publishing
- o   Real Estate
- o   Restaurant, Food Service
- o   Semiconductor / Electronic Components
- o   Telecommunications
- o   Utilities (Electric Power)
- o   Utilities (Green Energy)
- o   Retail, Wholesale
- o   Other: _____

**Q1.  Please indicate whether you agree or disagree with the following statements: [Programming Note:  Radio Table with No, Yes response choices]**
- o   My organization clearly establishes and communicates project priorities.
- o   My organization promotes a culture where it is "safe to tell the truth" about the status of a project.
- o   My organization has a department or group of people dedicated to project management.
- o   My organization follows a formal and structured project management methodology (formal process includes processes, procedures, best practices, guidelines and policies).
- o   My organization provides adequate project management training for team members.

**Q2.  Does your organization use a portfolio management system to monitor and track all active projects?**
- o   No  [SKIP TO Q4]
- o   Yes

**Q3.  How often are reports from the portfolio management system shared with the executive-level at your organization?**
- o   Never
- o   Rarely
- o   Sometimes
- o   Often
- o   Always
- o   Don't Know

**Q4.  How likely or unlikely would your organization be to deliver projects on-time and within budget if it adopted a more formalized project management process?**
- o   Very Unlikely
- o   Unlikely
- o   Neither Likely nor Unlikely
- o   Likely
- o   Very Likely

**Q5.  Please indicate the frequency of the following at your organization: [Programming Note:  Radio Table with: Never, Rarely, Sometimes, Often, Always]**
- o   Project sponsors and team members are in alignment over goals, objectives, scope, deliverables, and other key aspects of projects.
- o   Project plans are submitted to stakeholders for their sign-off and agreement prior to execution.
- o   Team member accountability for executing project plan activities (what each team member is responsible for) is clear and rarely an issue.
- o   Risk assessment tools are used during planning and control in order to increase the likelihood of project success.
- o   Projects are regularly completed by the planned target date. {view next question if selected Never, Rarely, Sometimes or Often}

**Q6.  Generally, how late are projects when not completed by the planned target date?**
- o   Less than one month late
- o   1 to 3 months late
- o   4 to 6 months late
- o   More than 6 months late

**Q7.  Are projects completed within the final approved budget?**
- o   Never
- o   Rarely
- o   Sometimes
- o   Often
- o   Always
- o   Don't know

*[View next question if selected Never, Rarely, Sometimes, or Often in Q7.]*

**Q8.  Generally, how far over budget are projects not completed within the final approved budget?**
- o   1% to 24%
- o   25% to 49%
- o   50% to 74%
- o   75% to 99%
- o   100% to 199%
- o   200% or more

**Q9.  Is project schedule information regularly updated at your organization?**
- o    No  [SKIP TO Q11]
- o    Yes

**Q10. Generally, how often is the project schedule updated (update cycles occur and statuses are collected)?**
- o    Weekly
- o    Bi-weekly
- o    Monthly
- o    Longer intervals

**Q11. How often can project schedule information be used reliably at your organization to make business decisions?**
- o    Never
- o    Rarely
- o    Sometimes
- o    Often
- o    Always

**Q12. How often are project metrics actively measured at your organization to predict future problems and gauge a project's likelihood for success?**
- o    Never
- o    Rarely
- o    Sometimes
- o    Often
- o    Always
- o    Don't Know

# QUESTION FREQUENCIES

The tables below present the 2014 results for each question in the order they appeared in the survey.

NOTE: As is conventional when summarizing survey findings, percentages shown earlier in charts and tables have sometimes been adjusted slightly so that rounded percentages sum to an even 100% where appropriate.  Without adjustment, rounded percentages can sometimes add to 99% or 101%. For this reason, very slight differences are possible when comparing the results below to results shown in earlier charts and tables.

## S1. What size company do you work for?

| # OF EMPLOYEES | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|
| 100 - 249 EMPLOYEES | 12 | 8.0 | 8.0 | 8.0 |
| 250 - 499 EMPLOYEES | 16 | 10.7 | 10.7 | 18.7 |
| 500 - 999 EMPLOYEES | 11 | 7.3 | 7.3 | 26.0 |
| 1,000 - 2,500 EMPLOYEES | 16 | 10.7 | 10.7 | 36.7 |
| 2,501- 4,999 EMPLOYEES | 15 | 10.0 | 10.0 | 46.7 |
| 5,000 - 9,999 EMPLOYEES | 16 | 10.7 | 10.7 | 57.3 |
| 10,000 - 24,999 EMPLOYEES | 18 | 12.0 | 12.0 | 69.3 |
| 25,000 OR MORE EMPLOYEES | 46 | 30.7 | 30.7 | 100.0 |
| TOTAL | 150 | 100.0 | 100.0 | |

## S2. Which of the following most closely matches your job level?

| EMPLOYEE | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|
| ENTRY LEVEL / MID-LEVEL (STAFF MEMBER, ASSOCIATE, ANALYST, SUPERVISOR, ENGINEER, OR ANY OTHER ENTRY OR MID-LEVEL EMPLOYEE | 89 | 59.3 | 59.3 | 59.3 |
| MANAGER | 45 | 30.0 | 30.0 | 89.3 |
| SENIOR MANAGER | 16 | 10.7 | 10.7 | 100.0 |
| TOTAL | 150 | 100.0 | 100.0 | |

## S3. Are you a member of a project team?

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | YES | 89 | 59.3 | 100.0 | 100.0 |
| MISSING | SYSTEM | 61 | 40.7 | | |
| TOTAL | | 150 | 100.0 | | |

## S4. Are you a Project Manager?

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | YES | 61 | 40.7 | 100.0 | 100.0 |
| MISSING | SYSTEM | 89 | 59.3 | | |
| TOTAL | | 150 | 100.0 | | |

## S5a. Which of the following departments do you work in? (select all that apply) - Accounting

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 127 | 84.7 | 84.7 | 84.7 |
| | YES | 23 | 15.3 | 15.3 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

## S5b. Which of the following departments do you work in? (select all that apply) - Marketing

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 122 | 81.3 | 81.3 | 81.3 |
| | YES | 28 | 18.7 | 18.7 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

## S5c. Which of the following departments do you work in? (select all that apply) - Hardware Engineering

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 146 | 97.3 | 97.3 | 97.3 |
| | YES | 4 | 2.7 | 2.7 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**S5d. Which of the following departments do you work in? (select all that apply) - Software Engineering**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 122 | 81.3 | 81.3 | 81.3 |
|  | YES | 28 | 18.7 | 18.7 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

**S5e. Which of the following departments do you work in? (select all that apply) - Quality Assurance / Testers**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 118 | 78.7 | 78.7 | 78.7 |
|  | YES | 32 | 21.3 | 21.3 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

**S5f. Which of the following departments do you work in? (select all that apply) - Purchasing**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 136 | 90.7 | 90.7 | 90.7 |
|  | YES | 14 | 9.3 | 9.3 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

**S5g. Which of the following departments do you work in? (select all that apply) - Manufacturing**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 144 | 96.0 | 96.0 | 96.0 |
|  | YES | 6 | 4.0 | 4.0 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

**S5h. Which of the following departments do you work in? (select all that apply) - Technical Data**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 130 | 86.7 | 86.7 | 86.7 |
|  | YES | 20 | 13.3 | 13.3 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

**S5i. Which of the following departments do you work in? (select all that apply) - Other**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | YES | 24 | 16.0 | 100.0 | 100.0 |
| MISSING | SYSTEM | 126 | 84.0 |  |  |
| TOTAL |  | 150 | 100.0 |  |  |

## S6. Which of the following best describes your industry?

| EMPLOYEE | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|
| AEROSPACE / DEFENSE | 6 | 4.0 | 4.0 | 4.0 |
| AGRICULTURE / FORESTRY | 1 | .7 | .7 | 4.7 |
| CHEMICALS | 4 | 2.7 | 2.7 | 7.3 |
| COMMUNICATIONS | 1 | .7 | .7 | 8.0 |
| COMPUTERS AND OTHER ELECTRONIC PRODUCTS | 16 | 10.7 | 10.7 | 18.7 |
| EDUCATION SECTOR | 4 | 2.7 | 2.7 | 21.3 |
| ELECTRICAL EQUIPMENT AND APPLIANCES | 1 | .7 | .7 | 22.0 |
| ENTERTAINMENT/GAMING | 2 | 1.3 | 1.3 | 23.3 |
| FINANCIAL / INSURANCE | 22 | 14.7 | 14.7 | 38.0 |
| FOOD & BEVERAGE | 7 | 4.7 | 4.7 | 42.7 |
| GOVERNMENT | 4 | 2.7 | 2.7 | 45.3 |
| HEALTHCARE | 10 | 6.7 | 6.7 | 52.0 |
| INTERNET | 1 | .7 | .7 | 52.7 |
| LOGISTICS, TRANSPORTATION, & WAREHOUSING | 3 | 2.0 | 2.0 | 54.7 |
| MACHINERY | 4 | 2.7 | 2.7 | 57.3 |
| MOTOR VEHICLES | 2 | 1.3 | 1.3 | 58.7 |
| NON-PROFIT | 3 | 2.0 | 2.0 | 60.7 |
| PETROLEUM AND COAL PRODUCTS | 3 | 2.0 | 2.0 | 62.7 |
| PHARMACEUTICALS | 2 | 1.3 | 1.3 | 64.0 |

## (continued)

| EMPLOYEE | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|
| PUBLISHING | 4 | 2.7 | 2.7 | 66.7 |
| REAL ESTATE | 2 | 1.3 | 1.3 | 68.0 |
| SEMICONDUCTOR / ELECTRONIC COMPONENTS | 1 | .7 | .7 | 68.7 |
| TELECOMMUNICATIONS | 2 | 1.3 | 1.3 | 70.0 |
| UTILITIES (ELECTRIC POWER) | 3 | 2.0 | 2.0 | 72.0 |
| UTILITIES (GREEN ENERGY) | 2 | 1.3 | 1.3 | 73.3 |
| RETAIL, WHOLESALE | 4 | 2.7 | 2.7 | 76.0 |
| OTHER | 36 | 24.0 | 24.0 | 100.0 |
| TOTAL | 150 | 100.0 | 100.0 | |

## Q1a. Please indicate whether you agree or disagree with the following statement: My organization clearly establishes and communicates project priorities.

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 29 | 16.0 | 100.0 | 100.0 |
| | YES | 121 | 84.0 | | |
| | TOTAL | 150 | 100.0 | | |

**Q1b. Please indicate whether you agree or disagree with the following statement: My organization promotes a culture where it is "safe to tell the truth" about the status of a project.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 24 | 16.0 | 16.0 | 16.0 |
| | YES | 126 | 84.0 | 84.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q1c. Please indicate whether you agree or disagree with the following statement: My organization has a department or group of people dedicated to project management.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 36 | 24.0 | 24.0 | 24.0 |
| | YES | 114 | 76.0 | 76.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q1d. Please indicate whether you agree or disagree with the following statement: My organization follows a formal and structured project management methodology (formal process includes processes, procedures, best practices, guidelines and policies).**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 33 | 22.0 | 22.0 | 22.0 |
| | YES | 117 | 78.0 | 78.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q1e. Please indicate whether you agree or disagree with the following statement: My organization provides adequate project management training for team members.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 62 | 41.3 | 41.3 | 41.3 |
| | YES | 88 | 58.7 | 58.7 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q2. Does your organization use a portfolio management system to monitor and track all active projects?**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 63 | 42.0 | 42.0 | 42.0 |
| | YES | 87 | 58.0 | 58.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q3. How often are reports from the portfolio management system shared with the executive-level at your organization?**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 1 | 4.7 | 1.1 | 1.1 |
| | RARELY | 2 | 1.3 | 2.3 | 3.4 |
| | SOMETIMES | 9 | 6.0 | 10.3 | 13.8 |
| | OFTEN | 36 | 24.0 | 41.4 | 55.2 |
| | ALWAYS | 19 | 12.7 | 21.8 | 77.0 |
| | DON'T KNOW | 20 | 13.3 | 23.0 | 100.0 |
| | TOTAL | 87 | 58.0 | 100.0 | |
| MISSING | SYSTEM | 63 | 42.0 | | |
| TOTAL | | 150 | 100.0 | | |

**Q4. How likely or unlikely would your organization be to deliver projects on-time and within budget if it adopted a more formalized project management process?**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | VERY UNLIKELY | 2 | 1.3 | 1.3 | 1.3 |
| | UNLIKELY | 9 | 6.0 | 6.0 | 7.3 |
| | NEITHER | 56 | 37.3 | 37.3 | 44.7 |
| | LIKELY | 60 | 40.0 | 40.0 | 84.7 |
| | VERY LIKELY | 23 | 15.3 | 15.3 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q5a. Please indicate the frequency of the following at your organization: Project sponsors and team members are in alignment over goals, objectives, scope, deliverables, and other key aspects of projects.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 1 | .7 | .7 | .7 |
| | RARELY | 5 | 3.3 | 3.3 | 4.0 |
| | SOMETIMES | 38 | 25.3 | 25.3 | 29.3 |
| | OFTEN | 81 | 54.0 | 54.0 | 83.3 |
| | ALWAYS | 25 | 16.7 | 16.7 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q5b. Please indicate the frequency of the following at your organization: Project plans are submitted to stakeholders for their sign-off and agreement prior to execution.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 3 | 2.0 | 2.0 | 2.0 |
| | RARELY | 16 | 10.7 | 10.7 | 12.7 |
| | SOMETIMES | 32 | 21.3 | 21.3 | 34.0 |
| | OFTEN | 51 | 34.0 | 34.0 | 68.0 |
| | ALWAYS | 48 | 32.0 | 32.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q5c. Please indicate the frequency of the following at your organization:**
**Team member accountability for executing project plan activities (what**
**each team member is responsible for) is clear and rarely an issue.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 2 | 1.3 | 1.3 | 1.3 |
| | RARELY | 15 | 10.0 | 10.0 | 11.3 |
| | SOMETIMES | 41 | 27.3 | 27.3 | 38.7 |
| | OFTEN | 65 | 43.3 | 43.3 | 82.0 |
| | ALWAYS | 27 | 18.0 | 18.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q5d. Please indicate the frequency of the following at your organization:**
**Risk assessment tools are used during planning and control in order to**
**increase the likelihood of project success.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 4 | 2.7 | 2.7 | 2.7 |
| | RARELY | 22 | 14.7 | 14.7 | 17.3 |
| | SOMETIMES | 45 | 30.0 | 30.0 | 47.3 |
| | OFTEN | 40 | 26.7 | 26.7 | 74.0 |
| | ALWAYS | 39 | 26.0 | 26.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q5e. Please indicate the frequency of the following at your organization:**
**Projects are regularly completed by the planned target date.**

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 2 | 1.3 | 1.3 | 1.3 |
| | RARELY | 12 | 8.0 | 8.0 | 9.3 |
| | SOMETIMES | 42 | 28.0 | 28.0 | 37.3 |
| | OFTEN | 70 | 46.7 | 46.7 | 84.0 |
| | ALWAYS | 24 | 16.0 | 16.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

**Q6. Generally, how late are projects when not completed by the planned**
**target date?**

| | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|
| LESS THAN ONE MONTH LATE | 54 | 36.0 | 42.9 | 42.9 |
| 1 TO 3 MONTHS LATE | 58 | 38.7 | 46.0 | 88.9 |
| 4 TO 6 MONTHS LATE | 9 | 6.0 | 7.1 | 96.0 |
| MORE THAN 6 MONTHS LATE | 5 | 3.3 | 4.0 | 100.0 |
| TOTAL | 126 | 84.0 | 100.0 | |
| SYSTEM | 24 | 16.0 | | |
| TOTAL | 150 | 100.0 | | |

## Q7. Are projects completed within the final approved budget?

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | RARELY | 5 | 3.3 | 3.3 | 3.3 |
| | SOMETIMES | 46 | 30.7 | 30.7 | 34.0 |
| | OFTEN | 70 | 46.7 | 46.7 | 80.7 |
| | ALWAYS | 17 | 11.3 | 11.3 | 92.0 |
| | DON'T KNOW | 12 | 8.0 | 8.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

## Q8. Generally, how far over budget are projects not completed within the final approved budget?

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | 0 TO 24% | 86 | 57.3 | 71.1 | 71.1 |
| | 25% TO 49% | 27 | 18.0 | 22.3 | 93.4 |
| | 50% TO 74% | 8 | 5.3 | 6.6 | 100.0 |
| | TOTAL | 121 | 80.7 | 100.0 | |
| MISSING | SYSTEM | 29 | 19.3 | | |
| TOTAL | | 150 | 100.0 | | |

## Q9. Is project schedule information regularly updated at your organization?

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NO | 33 | 22.0 | 22.0 | 22.0 |
| | YES | 117 | 78.0 | 78.0 | 100.0 |
| | TOTAL | 150 | 100.0 | 100.0 | |

## Q10. Generally, how often is the project schedule updated (update cycles occur and statuses are collected)?

| | | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | WEEKLY | 65 | 43.3 | 55.6 | 55.6 |
| | BI-WEEKLY | 27 | 18.0 | 23.1 | 78.6 |
| | MONTHLY | 25 | 16.7 | 21.4 | 100.0 |
| | TOTAL | 117 | 78.0 | 100.0 | |
| MISSING | SYSTEM | 33 | 22.0 | | |
| TOTAL | | 150 | 100.0 | | |

**Q11. How often can project schedule information be used reliably at your organization to make business decisions?**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 1 | .7 | .7 | .7 |
|  | RARELY | 5 | 3.3 | 3.3 | 4.0 |
|  | SOMETIMES | 50 | 33.3 | 33.3 | 37.3 |
|  | OFTEN | 80 | 53.3 | 53.3 | 90.7 |
|  | ALWAYS | 14 | 9.3 | 9.3 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

**Q12. How often are project metrics actively measured at your organization to predict future problems and gauge a project's likelihood for success?**

|  |  | FREQUENCY | PERCENT | VALID PERCENT | CUMULATIVE % |
|---|---|---|---|---|---|
| VALID | NEVER | 3 | 2.0 | 2.0 | 2.0 |
|  | RARELY | 9 | 6.0 | 6.0 | 8.0 |
|  | SOMETIMES | 39 | 26.0 | 26.0 | 34.0 |
|  | OFTEN | 64 | 42.7 | 42.7 | 76.7 |
|  | ALWAYS | 31 | 20.7 | 20.7 | 97.3 |
|  | DON'T KNOW | 4 | 2.7 | 2.7 | 100.0 |
|  | TOTAL | 150 | 100.0 | 100.0 |  |

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