PJM6125 Project Evaluation:

Evaluation Tool Selection

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By

Cristina Rodriguez

Part 2: Evaluation Goals Matrix:

Stakeholder	Goal	Measure Type	Metric	Evaluation Tool
Sponsor, PM	Tool stays within budget	Efficiency	Price of the tool should not be greater than $150,000	**Actual Cost (AC) =** Total Costs per Time Period x Time Period **Cost Variance (CV)** = Budgeted Cost of Work – Actual Cost of Work (Adobe Experience Cloud, n.d)
Sponsor, PM	Project stays within budget	Efficiency	The total budget of the project should not exceed $250,000	**Actual Cost (AC) =** Total Costs per Time Period x Time Period **Cost Variance (CV) =** Budgeted Cost of Work – Actual Cost of Work (Adobe Experience Cloud, n.d)
Sponsor, PM	Project is delivered on time	Efficiency	The project takes exactly 6 months	**Schedule Variance (SV) =** Budgeted Cost of Work Performed – Budgeted Cost of Work Scheduled (Adobe Experience Cloud, n.d)
Sponsor, PM	Project is delivered within scope	Efficiency	Only one tool is selected. The tool meets company requirements.The purchase of the tool may include training on the tool.	**Checklist**: yes or no. The tool does or does not meet this requirement (Bean-Mellinger, 2018)
Sponsor	Multiple vendors are evaluated toguarantee the best solution is selected	Efficiency	At least three different software providers are evaluated by the procurement team	**Checklist:** yes or no (whether this was met or not) **Actual VS planned**: actual number of tools evaluated vs 3 planned tools
Sponsor, Call Center Managers	Call center representative and manager portal	Efficiency	The tool must have a representative and a manager portal. Those two must be different.	**Checklist:** yes or no. The platform meets or does not meet the criteria.

Sponsor, Call Center Managers	Tool analyzes the data from calls andgives a score to the performance of the representative	Effectiveness	The tool analyzes 100% of incoming and outcoming calls. Tool rates the performance of the representative with a percentage from 0-100%	**Percentage of calls analyzed**: number of calls analyzed by the platform divided by the number of total calls recorded by the call center
Call Center Managers	Training on the tool is successfullydelivered to call center reps and managers	Effectiveness	100% Call center representative and call center managersattendance at the meeting	**Attendance rate:** Percentage of people who attended the meeting.
Sponsor, Call Center Managers	Call center representatives adhere tothe tool	Effectiveness	100% of call center representatives use the tool weekly	**Percentage of usage:** number of employees who use the tool every day 5 days a week.
Sponsor	Call Center Managers adhere to thetool	Effectiveness	All five call center managers use the insights from the tool to train representatives during their weekly one-on-ones	**Percentage of usage:** number of call center managers who use the insights from the tool in all of their weekly one-on-ones
Sponsor, Call Center Managers	Increase in productivity	Impact	Productivity increases by or by more than 20%	**Productivity rate**: revenue generated divided by the number of hours worked
CEO, Sponsor	Increase in market share	Impact	Increase of 1-3% in market share	**Actual vs Planned:** percentage of market share achieved vs percentage of market share planned **Percentage increase:** (increase in market share divided by original market share) x 100
CEO, Sponsor, Call Center Manager	Increase in cross-selling opportunities	Impact	Opportunities for a cross-selling increase from 1out of 5 calls to 3out of 5 calls	**Cross-selling rate:** number of calls where cross-selling happens over the total of calls answered by representatives
CEO, Sponsor, Call Center Manager	Increase in customer experience	Impact	Ratings on post-attendance surveys increase from 3/5 to at least 4/5	**Customer Experience survey rates:** results from surveys after the implementation are compared to the surveys before the implementation. Rates after implementation are 4/5 or higher

For this assignment, I have selected the best evaluation tools for the metrics that I have identified as critical for the project. I have divided them into three different types:

1. **Difference metrics:** For cost evaluation, I have selected cost variance and actual cost. Similarly, I have selected schedule variance to evaluate schedule performance These two measures will provide us information about how well the project has met the cost and schedule requirements. It would be ideal to stay at or under the estimated budget and schedule. The project manager will be responsible for performing the evaluation of the cost.

2. **Checklist metrics:** For many measures, like project scope or the evaluation of different providers, I have chosen a yes or no checklist. The reason why is because we are exclusively interested in knowing if that requirement was met. It is not important, for example, by how much that requirement was met. I believe the Project Manager and the sponsor will evaluate these measures together to determine whether the project has been delivered within scope.

3. **Percentage and increase metrics:** For all the measures where a percentage was required, I have chosen rates. These represent the percentage of people who meet the requirements specified by the measure. For example, the percentage of employees who attend the training on the tool, or the percentage of employees who actively use the tool. On the other hand, for measures like productivity or market share where an increase in the current value is expected, I have selected increase rates. These rates represent the increase that a measure has experienced compared to its original value. The project manager and the sponsor should be in charge of performing the evaluation of these tools.

References:

Adobe Experience Cloud (n.d). Project Management Tools, Retrieved from https://www.workfront.com/project-management/metrics

Bean-Mellinger, B. (2018). The Advantages & Disadvantages of the Basic Checklist Method in Performance Appraisals, Retrieved from https://bizfluent.com/info-8649754-advantages-checklist-method-performance-appraisals.html