Benefit Writing Workshop

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Objective:

Learn or strengthen your technique for writing benefit statements for your projects so that ITCRB can better evaluate project submissions
Introductions

Introduce yourself:
  – Name
  – Group
  – Role
  – Project (s) or Services
Benefit statements

Creating benefit statements is a fundamental change in thinking for initiating project and programs of work:

- Before we start a project we must define the expected return
- A change in perspective from outputs (what) to outcomes (why)

An **output** is something that you deliver as part of a project
An **outcome** is the resulting change that an organization (or community) experiences through the use of an output
Advantages gained from focusing on outcomes include:

- Improve ITCRB decision-making
- Assess and demonstrate project accomplishments
- Assist stakeholders to communicate the most important features to their constituents
Line of Sight
between all levels – focused on benefit

- Enables teams to suggest better solutions to meet outcomes
- Helps team and PM determine if they are going of course and right the progress
- Increases satisfaction by being able to see how their work contributes to a benefit
- Clarifies what work doesn’t need to be done – not adding to the benefits
Benefit Writing Approaches

- Approach to capture and communicate benefit—fill in blanks asking to define user, what the user is trying to do and why.

- For the PMO Vision the format is:

  `<action verb> <some objective>, so that <type of user> <benefit>`

- The common format for Agile teams is:

  “As a <type of user>, I want <some goal> so that <some reason (benefit to user)>.”
Try some examples: use the “user story” or “vision” format*

1. Streamline hiring processes through automation and simplification

2. Upgrade system to most recent version

3. Reduce inefficiencies and improve the productivity of activities associated with the University’s technology licensing and development program in order to maximize the potential of Harvard’s Intellectual Property portfolio.

4. Develop, deploy, and manage a diverse set of scalable and strategic knowledge management tools to serve our customers, improving the possibility of overall satisfaction among our diverse customer profiles

*ITCRB vision slide requires PMO vision format
Starting in FY19 each ITCRB project proposal included an updated vision which includes:

- Overall vision for the project
- Objectives of the project (3-5) – should be business impact, not tasks/deliverables/milestones
- How will you measure business benefit for each objective?
- Guiding principles

https://pmo.huit.harvard.edu/project-vision-slide
**[PROJECT NAME]**

**Vision**

[INSERT VISION TEXT]

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurable Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. [INSERT OBJECTIVES, preferably only 3, never more than 5]</td>
<td>1. [For each objective, indicate the measurable business benefit of the objective.]</td>
</tr>
</tbody>
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**Guiding Principles**

- [INSERT GUIDING PRINCIPLES]
# ITCRB Proposal Form

**Benefits Section**

(Replaced the old ROI spreadsheet starting in FY19)

## 3b. Benefits

**Measurable Benefits:**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Who will receive the benefit?</th>
<th>How will you measure the benefit?</th>
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**Potential Savings (if any):**

<table>
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<tr>
<th>Type of savings (cost avoidance, recoverable savings)</th>
<th>Who will receive the savings?</th>
<th>How will the savings be realized?</th>
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## Vision example

### Vision – Contingent Workforce Management

Create a holistic contingent labor strategy and provider model for Harvard with the goal of improving compliance, reducing risk, increasing efficiencies by streamlining the talent acquisition cycle and reducing total spend in this category.

### Objectives

1. Minimize risk (operational, legal, financial) and ensure compliance with employment regulations.
2. Achieve measurably higher levels of performance through analytics, data-driven management, and a continuous improvement approach.
3. Reduce costs by consolidating, rationalizing, and more strategically managing Harvard’s $100M+ spend.

### Measurable Benefits

1. Reduced Co-employment Risk and indemnification with MSP and agencies responsible for classification, compliance and benefits eligibility determination.
2. Holistic Program Management resulting in a savings potential of 10-15% for a fully deployed program through a single managed service provider (MSP).
3. Better Talent Sourcing through a competitive sourcing model to improve response time, fill ratios, feedback on past performance, and successful placements using standardized rate cards and job descriptions.

### Guiding Principles

- TBD
Workshop Instructions

• Get in small groups of 2-3
• Describe to your partners your current project vision, objectives and benefits
• Partners give feedback
  – is value clear to someone outside team?
  – are objectives focused on the business?
  – are benefits measurable?
  – please don’t hold back
Feedback

• Was this helpful?
• What made it difficult?
• What made it easier?