



30 Stakeholder Management Metrics

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PROJECT MANAGEMENT COLLECTION

04

30 Stakeholder Management Metrics



STAKEHOLDER
ENGAGEMENT



INFLUENCE MAP



COMMUNICATION



SENTIMENT



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1

STAKEHOLDER IDENTIFICATION COVERAGE



Track how much of the currently expected stakeholder landscape has been checked and recorded.



1 WHAT IT MEASURES

Stakeholder identification coverage shows the proportion of expected relevant stakeholder groups that have been checked and verified.



VERIFIED GROUPS:

Stakeholder groups confirmed and recorded with basic details.



EXPECTED GROUPS:

All currently expected relevant stakeholder groups for the project.



COVERAGE:

The percentage of expected groups that have been verified and recorded.



STAKEHOLDER GROUP:

A category of stakeholders with similar interests, needs or influence.



RELEVANT:

Groups that may be affected by or can affect the project objectives.

2 FORMULA & METHOD

$$\text{Coverage \%} = (\text{Verified groups} / \text{Expected groups}) \times 100$$



1 List the currently expected relevant stakeholder groups for the project.



2 Identify and verify which groups have been checked and recorded.



3 Document the discovery method used (e.g. workshops, research, interviews).



4 Record the review date of the stakeholder list and the verification work.



5 Apply the formula using the counts of verified and expected groups.



CONTROL:

If expected groups = 0, report N/A. Use the latest approved list.

3 DATA & EVIDENCE



STAKEHOLDER LIST:

Current list of expected relevant groups with brief descriptions.



VERIFICATION RECORDS:

Notes, meeting records, research findings or other evidence showing groups have been checked.



DISCOVERY METHOD:

Description of how stakeholders were identified (e.g. workshops, interviews, document review).



REVIEW DATE:

Date when the list and verification were last updated.



OWNERSHIP:

Project manager or stakeholder lead maintains the list and evidence. Governance or PMO may review and endorse.



SUPPORTING MATERIAL:

Stakeholder maps, analysis notes and change logs.

4 WORKED EXAMPLE

Illustrative project at the planning stage:

Expected relevant groups: 12
Verified groups: 9

$$\text{Coverage \%} = (\text{Verified groups} / \text{Expected groups}) \times 100$$

RESULT: 75%

$$\begin{aligned} \text{Coverage \%} &= (9 / 12) \times 100 \\ &= 0.75 \times 100 \\ &= 75\% \end{aligned}$$



INTERPRETATION:

Nine out of twelve expected stakeholder groups have been verified and recorded, giving 75% coverage at this stage.

5 INTERPRET & CAUTIONS



WHAT IT SHOWS:

The proportion of expected stakeholder groups that have been checked and recorded.



USEFUL INSIGHT:

Helps reveal gaps in stakeholder understanding and where further work is needed.



CAUTIONS:

The list of expected groups is provisional and may change as the project evolves.



LIMITATIONS:

Unknown or hidden stakeholders cannot be counted reliably, and a high coverage rate does not prove the list is complete.

6 ACTIONS & OUTPUTS



INVESTIGATE GAPS:

Review missing stakeholder groups and plan targeted identification activities.



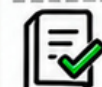
USE MULTIPLE SOURCES:

Apply different methods such as workshops, interviews, research and document review.



UPDATE REGULARLY:

Repeat stakeholder identification when project scope, context or external environment changes.



OUTPUTS:

An updated stakeholder list, record of discovery method, coverage calculation and change log.



INTEGRATE & SHARE:

Use the results to inform stakeholder analysis and planning, and share with the project team and governance as appropriate.



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CONTACT DATA COMPLETENESS



Measure whether stakeholder records contain the agreed essential contact and ownership information.

1 WHAT IT MEASURES

Contact data completeness shows the proportion of active stakeholder records that contain all agreed essential contact and ownership information.



COMPLETE RECORD:

All required fields present and accessible.



ESSENTIAL INFORMATION:

Typical fields include name, role, organization, contact details and owner.



ACTIVE RECORDS:

Stakeholders relevant to current project work.



PURPOSE:

Supports effective communication, engagement and accountability.

2 FORMULA & METHOD

$$\text{Contact Completeness \%} = \left(\frac{\text{Complete Active Records}}{\text{Active Records Reviewed}} \right) \times 100$$

1



Agree the list of required fields for a complete record.

2



Identify the active records to review.

3



Check each record for the required fields and access permissions.

4



Calculate the percentage using the formula above.



CONTROL:

If there are no active records reviewed, report N/A (avoid division by zero).

3 DATA & EVIDENCE



STAKEHOLDER REGISTER:

Source of contact and ownership details for active records.



REQUIRED FIELDS LIST:

Agreed essential fields for a complete record.



ACCESS EVIDENCE:

Confirmation that information is accessible to authorized users only.



DATA OWNERS:

Project sponsor or stakeholder lead provides the register and confirms active status.



REVIEWER:

Project team member or data steward checks completeness and records the evidence.



PRIVACY & SECURITY:

Follow organizational data protection rules and restrict access to appropriate users.

4 WORKED EXAMPLE

Illustrative example using active records:

Complete active records: 45

Active records reviewed: 50

$$\text{Contact Completeness \%} = \left(\frac{45}{50} \right) \times 100$$

RESULT: 90%



INTERPRETATION:

Ninety percent of the reviewed active records contain all required contact and ownership information. Ten percent are incomplete.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage indicates fewer missing contact details in active records.



COMPLETE ≠ ACCURATE:

A record can be complete but still contain outdated or incorrect information.



DATA MINIMIZATION:

Only collect the information needed for project communication and engagement.



RESPECT PREFERENCES:

Follow stakeholder communication preferences and legal requirements (e.g. opt-out requests).



PROJECT SPECIFIC:

Required fields and access rules may vary by project context. Thresholds are not universal.

6 ACTIONS & OUTPUTS



VALIDATE RECORDS:

Review and update incomplete or stale records with the assigned owner.



ASSIGN OWNERSHIP:

Confirm a data owner for each active record to maintain accuracy over time.



RESTRICT ACCESS:

Ensure contact information is visible only to authorized users based on roles.



OUTPUTS:

Updated stakeholder register, list of incomplete records and actions taken.



USE FOR PLANNING:

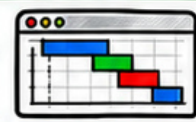
Supports targeted data cleanup, improved engagement and more reliable communications.



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30 Stakeholder Management Metrics



ENGAGEMENT PLAN COVERAGE



Measure whether priority stakeholders have a documented engagement approach.



1 WHAT IT MEASURES

Engagement plan coverage shows the proportion of priority stakeholders with a documented approach, ensuring no key stakeholder is overlooked.



PRIORITY STAKEHOLDER:

Person or group with significant interest, influence or impact on the project.



ENGAGEMENT APPROACH:

Documented plan for how to engage, including purpose, channel and cadence.



COVERAGE:

Percentage of priority stakeholders with a complete engagement plan.



HIGHER COVERAGE:

Reduces the risk of missed stakeholders and supports more consistent engagement.

2 FORMULA & METHOD

$$\text{Engagement Plan Coverage \%} = \left(\frac{\text{Stakeholders with complete plans}}{\text{All priority stakeholders}} \right) \times 100$$

1



Identify all priority stakeholders for the project.

2



Check each has a current owner, purpose, channel and cadence documented.

3



Count how many have complete plans.

4



Divide by the total number of priority stakeholders and multiply by 100.

5



Calculate for the current reporting period.



CONTROL:

If there are no priority stakeholders (N = 0), report N/A.

3 DATA & EVIDENCE



ENGAGEMENT PLANS:

Documented purpose, planned channel(s), cadence and current owner for each priority stakeholder.



SOURCES:

Stakeholder register, engagement plan, communications plan and project documents.



REQUIRED DETAILS:

Each plan must show an owner, purpose, channel and cadence to be counted as complete.



OWNERS:

Project manager maintains records. Stakeholder owners provide and update their plans.



EVIDENCE OF CURRENCY:

Use the latest approved project documents from the current reporting period.

4 WORKED EXAMPLE

Illustrative project with 20 priority stakeholders. Eighteen have complete engagement plans with an owner, purpose, channel and cadence.

Stakeholders with complete plans: 18
All priority stakeholders: 20

RESULT: 90%

$$\text{Engagement Plan Coverage \%} = \frac{18}{20} \times 100 = 90\%$$



INTERPRETATION:

Ninety percent of priority stakeholders have a documented engagement approach.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage indicates broader coverage of planned engagement.



AS A SNAPSHOT:

Shows whether plans exist, not whether engagement has happened or been effective.



NOT AGREEMENT:

A written plan does not mean stakeholders agree with the approach or are satisfied.



CHECK QUALITY:

Plans should be realistic, tailored to each stakeholder and kept up to date.



CONTEXT MATTERS:

Thresholds and what counts as "complete" are project-specific and may vary by stage and complexity.

6 ACTIONS & OUTPUTS



ASSIGN MISSING OWNERS:

Ensure every priority stakeholder has a named owner responsible for the engagement plan.



DEVELOP OR UPDATE PLANS:

Create missing plans or complete any gaps in purpose, channel or cadence.



REVIEW EXECUTION EVIDENCE:

During project reviews, check that planned engagement activities are being carried out.



MAINTAIN CURRENCY:

Keep plans up to date as stakeholder needs and project circumstances change.



OUTPUTS:

Updated stakeholder register, completed engagement plans and an action log for any missing or incomplete plans.



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PROFESSIONAL & RELIABLE



AUTOMATED DASHBOARDS



SAVE TIME & STAY ON TRACK



INSTANT ACCESS DOWNLOAD

GET LIFETIME ACCESS

ENGAGEMENT ACTIVITY COMPLETION



Track delivery of the engagement actions due in a reporting period.



1 WHAT IT MEASURES

Engagement activity completion shows the proportion of planned stakeholder engagement actions due in the period that were actually completed.



ENGAGEMENT ACTION:

Any planned activity to inform, consult, involve or collaborate with stakeholders.



COMPLETED ACTION:

Delivered as planned with evidence of completion.



ACTIONS DUE:

Planned actions scheduled to be completed in the reporting period.



PURPOSE:

Track delivery and highlight delays so recovery action can be taken.

2 FORMULA & METHOD

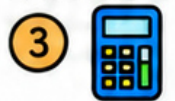
$$\text{Completion \%} = \frac{\text{Completed actions due}}{\text{Total planned actions due}} \times 100$$



1 Identify all planned engagement actions due in the reporting period.



2 Confirm which due actions were completed using evidence.



3 Divide completed actions due by total planned actions due and multiply by 100.



4 Calculate for the agreed period and reporting scope (e.g. project or phase).



CONTROL:

If total planned actions due is zero, report N/A for the percentage.

3 DATA & EVIDENCE



PLANNED ACTIVITY LOG:

List of engagement actions with due dates, owners and stakeholder groups.



COMPLETION EVIDENCE:

Meeting notes, attendance records, materials shared, published outputs or stakeholder confirmations.



REQUIRED DATA:

For each due action: planned date, completion status, evidence link and owner.



DATA OWNERS:

Engagement lead or project manager, with support from communication and stakeholder relations teams.



SCOPE AND DEPENDENCIES:

Use the agreed project scope and calendar. Note dependencies that may affect delivery dates.

4 WORKED EXAMPLE

Illustrative project in a reporting period with fifteen engagement actions due. Twelve are completed.

Completed actions due: 12
Total planned actions due: 15

RESULT: 80%

Completion % = $12 / 15 \times 100$
= 80%



INTERPRETATION:

Eighty percent of the engagement actions due in the period were completed, with three actions still outstanding.



ILLUSTRATIVE ONLY:

Example used for learning. Actual results will vary by project and period.

5 INTERPRET & CAUTIONS



MEASURES DELIVERY:

Shows completion at the reporting cutoff, not whether each action met its original due date.



NOT A QUALITY MEASURE:

Completion does not confirm the quality, reach, stakeholder understanding or level of support.



CHECK THE CONTEXT:

Consider the importance and size of the missed actions, not just the percentage.



SEPARATE CANCELED ACTIONS:

Do not include actions formally canceled or deferred. Report these separately with the reason.



USE OTHER METRICS:

Combine with feedback, participation and sentiment measures for a fuller view of stakeholder engagement.

6 ACTIONS & OUTPUTS



REVIEW MISSED ACTIONS:

Check reasons for delays, especially high-value or time-critical activities.



AGREE RECOVERY DATES:

Set new dates for outstanding actions and confirm owners.



ADJUST PLAN IF NEEDED:

Reallocate resources, remove blockers or reschedule lower-priority actions.



UPDATE RECORDS:

Amend the activity log, record new dates and track to completion.



REPORT OUTPUTS:

Completion percentage with a short narrative, list of missed actions, reasons and agreed recovery dates.



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MEETING ATTENDANCE RATE



Measure the proportion of expected attendees who actually participate in meetings.

1 WHAT IT MEASURES

Meeting attendance rate shows the level of participation among expected attendees for a defined set of meetings, using consistent rules for counting attendance.



EXPECTED ATTENDEE:

Invited or required to attend the meeting.



ATTENDED:

Joined for the agreed attendance criteria (in person or virtual).



MEETING SET:

A defined period or series of meetings.



PARTIAL ATTENDANCE:

Use consistent rules to count partial attendance (e.g. count as attended if minimum time met).

2 FORMULA & METHOD

$$\text{Attendance rate} = \left(\frac{\text{Attended expected attendee-slots}}{\text{Total expected attendee-slots}} \right) \times 100$$



1

Define the meeting set and list expected attendees for each meeting.



2

Apply consistent rules for counting attendance and partial attendance.



3

Count the attended expected attendee-slots.



4

Divide by the total expected attendee-slots and multiply by 100.



5

Report the attendance rate for the period.



CONTROL:

If total expected attendee-slots is zero, report N/A.

3 DATA & EVIDENCE



MEETING RECORDS:

Invitations, attendee lists, calendar invites and sign-in or platform attendance logs.



ATTENDEE DETAILS:

Names, roles and whether each expected attendee attended or was partially present.



SCOPE & DATES:

The defined meeting set and time period for analysis.



OWNERSHIP:

Meeting organizer or project administrator provides the data and verifies the records.



QUALITY CHECK:

Ensure records are complete and consistent with the agreed attendance rules.

4 WORKED EXAMPLE

Illustrative example for four meetings with a total of 40 expected attendee-slots, of which 32 were attended.

Attended attendee-slots: 32

Total expected attendee-slots: 40

$$\text{Attendance rate} = 32 / 40 \times 100$$

RESULT: 80%



INTERPRETATION:

Eighty percent of expected attendee-slots were attended across the four meetings.



ILLUSTRATIVE ONLY:

This example is for learning purposes. Actual results will depend on the project's meeting set, attendees and rules.

5 INTERPRET & CAUTIONS



MEASURES PARTICIPATION:

Shows presence, not the quality of contribution, attention or endorsement.



CONSIDER CONTEXT:

Look at meeting purpose, critical stakeholders and whether the right people were invited.



INVITATION RELEVANCE:

Low attendance may indicate invitations were not relevant or the meeting was not seen as useful.



LIMITATIONS:

Attendance does not demonstrate agreement, decision quality or engagement, and may be affected by external constraints.

6 ACTIONS & OUTPUTS



CHECK THE CAUSE:

Before interpreting repeated absence, review scheduling, meeting format, agenda and role fit for invitees.



IMPROVE PLANNING:

Send clear agendas, timings and expected participants. Consider time zones and meeting options (in person or virtual).



ENGAGE STAKEHOLDERS:

Involve the right people and explain the purpose and value of each meeting.



USEFUL OUTPUTS:

Attendance rate for the period, list of frequently absent invitees, and agreed actions to improve future participation.



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STAKEHOLDER RESPONSE RATE



Measure the percentage of invited stakeholders who reply to a request or survey.



1 WHAT IT MEASURES

Stakeholder response rate shows how many invited stakeholders reply to a specific request, survey or consultation within a defined period.



STAKEHOLDER:

Any person or organization affected by or with an interest in the project.



RESPONSE:

A valid reply to the invitation, such as a completed survey or written feedback.



VALID RESPONSE:

A reply that meets the required criteria and is usable for analysis.



NONRESPONSE:

No reply, an unusable reply or a reply outside the response window.

2 FORMULA & METHOD

$$\text{Response Rate \%} = (\text{Valid Responses} / \text{Delivered Invitations}) \times 100$$



Send invitations to the target stakeholder list using agreed channels.



Define the response window (start and end dates).



Count the number of valid responses received within the window.



Count the number of invitations successfully delivered and eligible for response.



CONTROL:

If no invitations are delivered (denominator is zero), report N/A for the response rate.

3 DATA & EVIDENCE



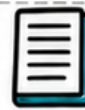
INVITATION RECORDS:

List of intended recipients, delivery status and delivery dates.



STAKEHOLDER RESPONSES:

Surveys, emails, forms or meeting feedback received within the response window.



VALIDATION CRITERIA:

Rules for what counts as a valid response (e.g. completed survey, required fields).



RESPONSE WINDOW:

Agreed start and end dates for receiving replies.



DATA OWNER:

Project communications or stakeholder engagement lead.



EVIDENCE STORAGE:

Seep records of invitations, responses and analysis for audit and transparency.

4 WORKED EXAMPLE

Illustrative survey sent to key stakeholders about a project proposal:

Delivered invitations: 100
Valid responses: 60

$$\text{Response Rate \%} = (\text{Valid Responses} / \text{Delivered Invitations}) \times 100$$

RESULT: 60%

$$\text{Response Rate \%} = (60 / 100) \times 100 = 60\%$$



INTERPRETATION:

Sixty percent of invited stakeholders provided a valid response within the agreed window.



NOTE:

This is an illustrative example only. Actual rates will vary by project, audience and engagement method.

5 INTERPRET & CAUTIONS



WHAT IT SHOWS:

A higher response rate means a larger share replied. It does not by itself prove stronger engagement or a representative sample.



NONRESPONSE BIAS:

Those who do not respond may have different views, which can distort conclusions.



DO NOT ASSUME CONSENT:

Silence or nonresponse does not mean agreement or consent.



CONSIDER CONTEXT:

Interpret results in light of stakeholder mix, topic sensitivity and engagement method.



LIMITATION:

Response rate does not measure the quality or accuracy of the feedback received.

6 ACTIONS & OUTPUTS



IMPROVE RESPONSE RATE:

Use clear, concise invitations, explain the purpose, and offer accessible response channels (e.g. online form, email, meeting).



FOLLOW UP:

Send reminders to nonrespondents through suitable and accessible channels within the response window.



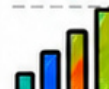
REPORT OUTPUTS:

State the response rate, sample composition (stakeholder groups and roles) and how feedback will be used.



DOCUMENT ACTIONS:

Keep a record of invitations, reminders and any outreach activities.



USE RESULTS:

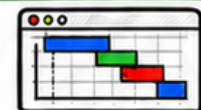
Help assess stakeholder engagement and inform next steps in the project.



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ACKNOWLEDGEMENT TIMELINESS



Track whether recipients confirm receipt of action-critical communications within an agreed window.

1 WHAT IT MEASURES

Acknowledgement timeliness shows the proportion of action-critical messages that are confirmed received within the agreed window.



ACKNOWLEDGEMENT:

Recipient's confirmation that a message has been received (for example, a reply or system receipt).



ACTION-CRITICAL:

Messages that require a response to enable progress or a decision.



TARGET WINDOW:

Time allowed for the acknowledgement, agreed for each message type.



PURPOSE:

Helps identify communication delays that could impact delivery and stakeholder trust.

2 FORMULA & METHOD

$$\text{Acknowledgement \%} = \left(\frac{\text{Acknowledged on time}}{\text{Messages requiring acknowledgement that reached the deadline}} \right) \times 100$$



1 Identify messages that required an acknowledgement and reached the deadline.



2 Count how many of those were acknowledged within the agreed time window.



3 Divide the on-time count by the total qualifying messages.



4 Multiply by 100 to get the percentage.



CONTROL:

If no messages reached the deadline, report N/A (denominator is zero).

3 DATA & EVIDENCE



COMMUNICATION RECORDS:

Emails, messages or system notifications with sent time, recipients and subject.



ACKNOWLEDGEMENT EVIDENCE:

Replies, read receipts or logged confirmations with timestamps.



TARGET DEADLINES:

Agreed acknowledgement time windows by message type.



SCOPE LIST:

Include only messages that required an acknowledgement.



OWNER CHECK:

Project communications lead or stakeholder manager validates the list and evidence.



QUALITY RULE:

Use consistent rules for what counts as an acknowledgement and the deadline time.

4 WORKED EXAMPLE

Illustrative project over a period:

Messages requiring acknowledgement that reached the deadline: 30
Acknowledged on time: 24

$$\text{Acknowledgement \%} = 24 \div 30 \times 100$$

RESULT: 80%



INTERPRETATION:

Eighty percent of qualifying messages were acknowledged within the agreed window.



EXAMPLE ONLY:

Numbers are illustrative for learning. Thresholds and targets are project-specific.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage suggests quicker acknowledgement and lower risk of delayed action.



RECEIPT ≠ COMPREHENSION:

An acknowledgement confirms receipt, not that the message was read or understood.



CHECK THE SCOPE:

Exclude messages that never required a response.



CONSIDER CONTEXT:

Delays may be reasonable due to time zones, holidays or message complexity.



USE WITH OTHER METRICS:

Assess alongside response quality and delivery outcomes. This metric does not measure overall engagement.

6 ACTIONS & OUTPUTS



CLARIFY EXPECTATIONS:

Agree which messages need an acknowledgement and set clear time windows with recipients.



MONITOR REGULARLY:

Review the metric and identify recurring delays or groups that miss the window.



INVESTIGATE URGENT GAPS:

Follow up messages that are critical and not acknowledged on time.



IMPROVE PROCESS:

Adjust templates, channels or escalation paths to make acknowledgement easier.



USEFUL OUTPUTS:

List of overdue messages, actions taken, and any process changes. Share a short summary with relevant stakeholders.



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MEDIAN RESPONSE TIME



Measure the typical elapsed time from a request being delivered to a qualifying response.



1 WHAT IT MEASURES

Median response time shows the typical time taken to respond to stakeholder requests after they are received. It reduces the effect of unusually slow or fast cases.



REQUEST:

An inquiry, question or demand from a stakeholder.



RESPONSE:

A qualifying reply that addresses the request, not just an acknowledgement.



ELAPSED TIME:

Time from when the request is delivered to when the response is sent.



PURPOSE:

Indicates how quickly the team engages with stakeholders.

2 FORMULA & METHOD

MEDIAN RESPONSE TIME =
Median of response durations

1



Identify all qualifying requests and their response times.

2



Calculate the elapsed time for each request from received to response.

3



Sort the completed response times from shortest to longest.

4



Take the middle value (median). If an even number of items, use the average of the two middle values.

5



Also report the longest age of any unresolved request (aging).



CONTROL:

Use the same time basis (business or calendar hours) for all items.

3 DATA & EVIDENCE



REQUEST LOG:

Date and time received, channel (e.g. email, portal, phone) and request details.



RESPONSE RECORDS:

Date and time of qualifying response and type of response (e.g. answer, solution, next step).



OWNERS:

Team responsible for handling requests (e.g. project team, service desk, account manager).



OTHER FIELDS:

Request category, priority or urgency, stakeholder group and current status (open/closed).



DATA QUALITY:

Use complete and accurate timestamps from the same system. Remove duplicates and test for missing entries.

4 WORKED EXAMPLE

Illustrative example using completed response times (hours):

Unsorted times: 10, 2, 18, 4, 6

Sorted times: 2, 4, 6, 10, 18

Median response time = 6 hours



How it works:

There are five completed requests, so the middle value after sorting is 6 hours.



Additional output:

If the longest unresolved request has been open for 12 hours, report the aging as 12 hours.

5 INTERPRET & CAUTIONS



INTERPRETATION:

A lower median means a shorter typical response time among completed requests. It does not measure consistency; also inspect the spread and open-request ages.



CAUTIONS:

Use completed-only data can hide unanswered requests. Always report the age of open requests.



DISTINGUISH RESPONSES:

Separate acknowledgements from substantive responses that address the request.



CONTEXT MATTERS:

Compare like-for-like items using the same time basis, period and request types. Results reflect your project context.

6 ACTIONS & OUTPUTS



SEGMENT RESULTS:

Break down the metric by urgency (e.g. high, medium, low) and by channel (email, portal, phone) to identify differences.



INVESTIGATE AGED ITEMS:

Review open requests that are aging. Identify blockers and agree next steps with owners.



AGREE IMPROVEMENTS:

Address root causes such as resourcing, unclear information or process delays.



OUTPUTS:

Median response time by segment, list of aged open requests, and an action log with owners and target dates.



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DECISION TURNAROUND TIME



Measure the time from a decision-ready submission to a recorded decision.

1 WHAT IT MEASURES

Decision turnaround time shows how quickly decisions are made after a submission is ready for decision, using a defined readiness check and consistent clock.



DECISION-READY:

Submission includes all required information and is complete.



RECORDED DECISION:

A clear approval, rejection or deferral is documented.



TURNAROUND TIME:

Number of business days from ready date to decision date.



PURPOSE:

Helps track responsiveness and keeps stakeholders informed.

2 FORMULA & METHOD

Turnaround time =
Decision date - Ready date
(report in business days)

1



Use a defined readiness checklist to confirm the submission is decision-ready.

2



Use a consistent calendar and clock (e.g., business days).

3



Report the median turnaround time and the range (shortest to longest).

4



Also report the age of open decisions (days since ready) for items not yet decided.



CONTROL:

Apply the same readiness criteria and time rules for all submissions.

3 DATA & EVIDENCE



DECISION LOG:

Submission ID, ready date, decision date, decision outcome and status.



READINESS EVIDENCE:

Completed checklist and supporting documents.



OWNERS:

Decision owner (approver) and log owner (e.g., PMO or governance team).



SOURCES:

Governance system, meeting records, email confirmations, or project tracking tool.



DATA QUALITY:

Ensure dates are accurate, complete and consistent across all records.

4 WORKED EXAMPLE

Illustrative example using five completed decisions:

Decision A: 1 business day
Decision B: 2 business days
Decision C: 3 business days
Decision D: 5 business days
Decision E: 9 business days

Sorted times: 1, 2, 3, 5, 9

Median turnaround time = 3 days



INTERPRETATION:

Three of the five decisions took 3 business days or less. The middle value is 3 days using the defined readiness check and consistent calendar.

5 INTERPRET & CAUTIONS



USE THE FULL PICTURE:

Report the median and the range to show typical performance and variation.



CHECK OPEN ITEMS:

Review the age of open decisions to highlight items that need attention.



BE CONSISTENT:

Do not pause the clock inconsistently or exclude difficult cases, as this can make results look better than they are.



CONTEXT MATTERS:

Turnaround time can be influenced by complexity, dependencies and the quality of the submission. Use alongside other measures.

6 ACTIONS & OUTPUTS



IMPROVE SUBMISSIONS:

Provide clear templates and checklists so decision packs are complete and decision-ready.



ESCALATE AGING DECISIONS:

Set a review point for open items and escalate to the right level with clear consequences for delays.



ENGAGE STAKEHOLDERS:

Share turnaround time insights with decision owners and agree actions to remove blockers.



OUTPUTS:

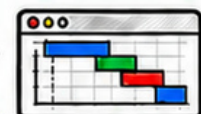
Updated decision log, list of aging decisions, agreed actions and improved median turnaround time over time (project-specific).



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CARD 9 OF 30

30 Stakeholder Management Metrics





ON-TIME APPROVAL RATE



Share of approvals completed by their agreed due dates.



1 WHAT IT MEASURES

Tracks the proportion of approvals that are completed by their agreed due dates for a defined period.



ON-TIME APPROVAL:

A required approval completed on or before the agreed due date.



ALL APPROVALS DUE:

Every approval that had a due date in the period, including those still undecided and overdue.



PURPOSE:

Shows how effectively the project secures stakeholder decisions when needed.



USE WITH:

Decision logs, governance milestones and risk monitoring.

2 FORMULA & METHOD

$$\text{On-Time Approval Rate \%} = \frac{\text{On-time approvals}}{\text{All approvals due}} \times 100$$

1



Identify all approvals that had a due date in the selected period.

2



Count the approvals completed on or before their due dates.

3



Include overdue and undecided approvals in the denominator.

4



Divide the on-time count by all approvals due and multiply by 100.



CONTROL:

If no approvals were due (zero denominator), report N/A.

3 DATA & EVIDENCE



APPROVAL REGISTER:

List of required approvals, agreed due dates and current status.



DECISION RECORDS:

Evidence of approval dates, meeting minutes or system timestamps.



SOURCE SYSTEMS:

Project management tool, workflow system or email trail showing decision dates.



OWNERSHIP:

Project manager maintains the log; approvers confirm decision dates.



EVIDENCE QUALITY:

Records should be complete, accurate and traceable for the period.

4 WORKED EXAMPLE

Illustrative example for one period:

On-time approvals: 16
All approvals due: 20

$$\text{On-Time Approval Rate \%} = \frac{16}{20} \times 100$$

RESULT: 80%



INTERPRETATION:

80% of approvals due in this period were completed by their agreed dates.



LIMIT:

This is a project-specific result and not a universal benchmark. Thresholds depend on context.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage indicates more timely stakeholder decisions.



CONSIDER CONTEXT:

Account for the complexity, risk and importance of each approval.



ARBITRARY DUE DATES:

Unrealistic or poorly defined due dates can make the metric unfair.



INCOMPLETE SUBMISSIONS:

Delays may be caused by incomplete or unclear information provided to approvers.



NOT A BLAME TOOL:

This metric shows timeliness, not the quality of decisions or the reasons for delays.

6 ACTIONS & OUTPUTS



AGREE REALISTIC WINDOWS:

Set clear and achievable review periods with approvers early.



CLARIFY EXPECTATIONS:

Communicate what information is needed and by when.



SEPARATE DELAY CAUSES:

Distinguish between approver delays and delays due to incomplete submissions or external factors.



TRACK AND REVIEW:

Monitor the rate regularly, discuss significant delays and agree corrective actions.



USEFUL OUTPUTS:

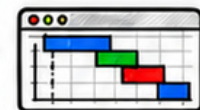
On-time approval rate report, list of overdue approvals and actions to improve timeliness.



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30 Stakeholder Management Metrics





FEEDBACK CLOSURE RATE



Track whether actionable feedback due for resolution has been dispositioned with evidence.

1 WHAT IT MEASURES

Feedback closure rate shows the proportion of actionable feedback items that were due for resolution by the cutoff and have been dispositioned with evidence.



FEEDBACK ITEM:

Comment, concern or suggestion from a stakeholder.



ACTIONABLE FEEDBACK:

Requires a response, decision or change.



DUE BY CUTOFF:

Items whose target resolution date is on or before the reporting date.



CLOSED:

Implemented, declined with rationale or transferred with acceptance.

2 FORMULA & METHOD

$$\text{Feedback Closure Rate (FCR) \%} = \frac{\text{Closed items by cutoff}}{\text{Actionable items due by cutoff}} \times 100$$

1



Set a common reporting cutoff date.

2



Identify actionable feedback items due by the cutoff.

3



Confirm which due items are closed with evidence.

4



Divide closed items by actionable items due and multiply by 100.

5



Compare this period with previous periods.



CONTROL:

If there are no actionable items due, report N/A to avoid division by zero.

3 DATA & EVIDENCE



FEEDBACK REGISTER:

Items, categories, due dates, current status and owner.



CLOSURE EVIDENCE:

Implementation records, rationale for decline or transfer acceptance.



STAKEHOLDER CONFIRMATION:

Evidence that the stakeholder agrees the item is closed (e.g. meeting note or email).



OWNERS:

Item owner responsible for resolution and evidence, and project manager to validate.



SOURCE RECORDS:

Decision logs, change records, meeting notes, emails or system tickets.

4 WORKED EXAMPLE

Illustrative project at the monthly cutoff:

Actionable items due: 24

Closed items: 18

$$\text{FCR \%} = 18 / 24 \times 100$$

RESULT: 75%



INTERPRETATION:

Seventy-five percent of actionable feedback items due by the cutoff have been closed with evidence. Six items remain open.



NOTE:

This example is illustrative only. Actual results depend on your project's scope, definitions and timeframe.

5 INTERPRET & CAUTIONS



HIGHER RATE:

A higher percentage means more due items have a recorded disposition by the cutoff. It does not alone establish response quality or on-time resolution.



CHECK TRENDS:

Look for consistent improvement or recurring backlogs.



DEFINITION MATTERS:

Closed can mean implemented, declined with rationale or transferred with acceptance. Define categories clearly.



DO NOT HIDE DISSATISFACTION:

A high rate does not mean all stakeholders are satisfied. Review the nature of closed items and any reopened items.



LIMITATION:

This metric only covers actionable items due by the cutoff. It does not measure the quality or impact of responses.

6 ACTIONS & OUTPUTS



CONFIRM DISPOSITIONS:

Validate each closed item with the stakeholder and record the evidence.



FOLLOW UP OPEN ITEMS:

Agree actions, assign owners and new due dates for items still open.



MONITOR REOPENED ITEMS:

Track items that are reopened and understand the reasons.



REPORT OUTPUTS:

Feedback closure rate, list of closed items with evidence, and open or reopened items.



USE INSIGHTS:

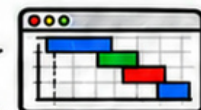
Identify common themes, address root causes and improve feedback processes for future cycles.



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30 Stakeholder Management Metrics





MEDIAN FEEDBACK RESOLUTION TIME



Measure how long actionable feedback takes to reach an agreed disposition.

1 WHAT IT MEASURES

Median feedback resolution time shows how quickly actionable stakeholder feedback reaches an agreed disposition.



FEEDBACK:

Input from stakeholders that requires a response or action.



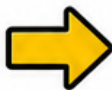
RESOLUTION:

Agreed outcome, such as implemented, declined or logged for future work.



ACTIONABLE:

Specific enough to require a response or follow up.



FOCUS:

Measures timeliness of closing the loop with stakeholders.

2 FORMULA & METHOD

Median feedback resolution time = median of the receipt-to-resolution days for closed feedback items.



1 Record the receipt date for each actionable feedback item.



2 Record the resolution date when an agreed disposition is reached.



3 Calculate the number of days from receipt to resolution for each closed item.



4 List the days and find the median value.



5 Also report the age in days of each unresolved feedback item (receipt to today).

3 DATA & EVIDENCE



FEEDBACK LOG:

Stakeholder feedback records with unique ID, receipt date, status and resolution date.



REQUIRED FIELDS:

Date received, agreed disposition, responsible owner and severity or category.



SOURCES:

Project tools (e.g., issue tracker, CRM, email) or a consolidated feedback register.



OWNERS:

Project manager or stakeholder lead maintains the log; functional owners provide resolution updates.



SUPPORTING EVIDENCE:

Communications, decision notes and links to implemented changes.

4 WORKED EXAMPLE

Illustrative example using five closed feedback items with the following receipt-to-resolution times (days):

3, 4, 6, 8, 14

Ordered list: 3, 4, 6, 8, 14

Median = 6 days



CALCULATION:

With five values, the middle value is 6, so the median resolution time is 6 days.



ILLUSTRATIVE ONLY:

This example shows how to calculate the median. Actual results depend on your project data and context.

5 INTERPRET & CAUTIONS



WHAT IT SHOWS:

A lower median indicates faster feedback resolution and a more responsive team.



USE WITH CONTEXT:

Compare over time and by category or severity to understand drivers of change.



POTENTIAL PITFALLS:

Very quick closure can reflect superficial responses rather than true resolution.



CONSIDER:

Distinguish by severity, watch for reopened items and check unresolved item ages.



LIMITATION:

Median time does not show the full distribution or the quality of the outcome.

6 ACTIONS & OUTPUTS



REMOVE DELAYS:

Identify and eliminate recurring handoff, approval or information gaps that slow resolution.



IMPROVE PROCESS:

Clarify ownership, streamline workflows and provide better access to needed information.



ENGAGE STAKEHOLDERS:

Communicate the agreed outcome and confirm that stakeholders understand it.



OUTPUTS:

Updated feedback log, list of unresolved items with their ages, and summary of actions taken.



VERIFY IMPACT:

Check that changes reduce resolution time and do not lead to more reopenings.



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30 Stakeholder Management Metrics





ISSUE REOPENING RATE



Percentage of closed issues that are reopened within a set observation window.

1 WHAT IT MEASURES

Issue reopening rate shows how often closed issues or stakeholder feedback are reopened, indicating they were closed before their resolution proved durable.



REOPENED ISSUE:

A closed item that is re-logged for the same underlying concern within the observation window.



CLOSED ISSUE:

An item marked as resolved and accepted, eligible for the window period.



REOPENING:

The same issue is raised again due to incomplete or ineffective resolution.



STAKEHOLDER FEEDBACK:

Concerns or requests from stakeholders recorded in the tracking system.

2 FORMULA & METHOD

$$\text{Issue Reopening Rate} = \left(\frac{\text{Reopened Items}}{\text{Closed Items}} \right) \times 100$$

1



Define the observation window (e.g., 30, 60 or 90 days after closure).

2



Identify closed items eligible for the window.

3



Count how many of those closed items are reopened within the window.

4



Divide the number reopened by the eligible closed items and multiply by 100.



CONTROL:

If the number of eligible closed items is zero, report N/A for the rate.

3 DATA & EVIDENCE



ISSUE TRACKING RECORDS:

Closure dates, reopen dates, issue IDs and reasons for reopen.



RELEVANT EVIDENCE:

Resolution notes, acceptance criteria, stakeholder confirmations and reopen comments.



REQUIRED DATA FIELDS:

Original issue description, closure date, reopen date, reason and linked artifacts.



OWNERS:

Project manager maintains data; issue owner validates reopen classification with stakeholders.



SOURCE SYSTEMS:

Project or stakeholder feedback tool, service desk or issue log.



DATA QUALITY:

Ensure consistent definitions and complete, accurate dates across systems.

4 WORKED EXAMPLE

Illustrative project with an observation window of 60 days:



Closed items eligible for the window: 50



Items reopened within 60 days: 5

$$\text{Issue Reopening Rate} = \left(\frac{5}{50} \right) \times 100 = 10\%$$

RESULT: 10%



INTERPRETATION:

Ten percent of closed items were reopened within 60 days, suggesting some resolutions did not hold.

5 INTERPRET & CAUTIONS



WHAT IT INDICATES:

Higher rates suggest issues may be closed too early or resolutions are not durable.



CONTEXT MATTERS:

Review the types and severity of reopened items, not just the overall rate.



LIMITATION:

Recent closures may not have a full observation window yet, so the rate can be understated.



NOT ALWAYS BETTER:

A lower rate is not always better if stakeholders cannot raise concerns or feel discouraged from reopening valid issues.

6 ACTIONS & OUTPUTS



REVIEW ROOT CAUSES:

Analyze why items were reopened (e.g., unclear resolution, missing work, inadequate testing).



STRENGTHEN ACCEPTANCE:

Improve acceptance criteria, validation steps and stakeholder sign-off evidence.



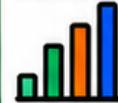
TAKE TARGETED ACTIONS:

Update processes, guidance or training to address recurring reopen reasons.



MONITOR & REPORT:

Track the rate regularly and review trends with the team and key stakeholders.



USEFUL OUTPUTS:

Variance narrative, list of reopened items, root cause summary and agreed improvement actions.



ESCALATION RATE



Track the share of stakeholder issues requiring a higher decision authority.



1 WHAT IT MEASURES

Escalation rate shows the proportion of stakeholder issues that must be taken to a higher decision authority because they cannot be resolved at the current level.



ESCALATED ISSUE:

A qualifying issue formally sent to a higher authority for decision or support.



QUALIFYING ISSUE:

A stakeholder issue that requires a decision, action or formal response.



HIGHER AUTHORITY:

A more senior role or governance level than the current decision owner.



PURPOSE:

Indicates decision workload, complexity and potential bottlenecks.

2 FORMULA & METHOD

$$\text{Escalation Rate \%} = \left(\frac{\text{Escalated Issues}}{\text{All Issues}} \right) \times 100$$



1 Identify all qualifying stakeholder issues raised in the review period.



2 Identify which issues were escalated to a higher decision authority.



3 Use the formula:
Escalation Rate % =
(Escalated / All) x 100.



4 Calculate the percentage for the same period.



5 Compare with previous periods to identify trends.



CONTROL:

If no qualifying issues were raised, report N/A to avoid division by zero.

3 DATA & EVIDENCE



ISSUE LOG:

Record of stakeholder issues, categories, status and escalation decisions.



ESCALATION RECORDS:

Dates, reasons, target authority and outcomes for escalated issues.



DECISION AUTHORITY:

Governance structure showing which roles or bodies can decide at each level.



RELEVANT EVIDENCE:

Issue details, communications, meeting notes and decision rationales.



OWNER CHECK:

Project manager or stakeholder engagement lead validates the records and ensures consistency.



QUALITY RULE:

Use a consistent definition of escalation across the project period.

4 WORKED EXAMPLE

Illustrative example for a review period:

Total qualifying stakeholder issues: 40

Escalated issues: 8

$$\text{Escalation Rate \%} = 8 / 40 \times 100$$

RESULT: 20%



INTERPRETATION:

20% of the qualifying issues required a higher decision authority during this period.



NOTE:

This is an illustrative example only. Thresholds for high or low rates are project-specific and depend on complexity, context and governance arrangements.

5 INTERPRET & CAUTIONS



HIGHER RATE:

May indicate complex issues, insufficient decision authority at lower levels or resource constraints.



LOWER RATE:

Can indicate efficient decision making, but may also suggest that problems are being suppressed rather than escalated.



CONSIDER CONTEXT:

Review the types and causes of issues, project phase and changes in scope or environment.



CAUTION:

Escalation can be healthy and necessary. A low rate may indicate suppressed problems or a lack of openness.

6 ACTIONS & OUTPUTS



ANALYSE CAUSES:

Segment escalated issues by cause (e.g. scope, resources, requirements, risk, stakeholder conflict).



ASSESS DECISIONS:

Check whether the decision was made at the appropriate level and escalation was necessary.



TAKE ACTION:

Address recurring causes, clarify decision rights and provide support to resolve issues earlier.



OUTPUTS:

Cause analysis, recommended actions, and updates to governance or resourcing as needed.



MONITOR OVER TIME:

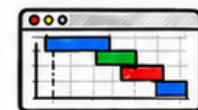
Track the escalation rate each period to see if actions reduce unnecessary escalations.



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30 Stakeholder Management Metrics



COMMITMENT RELIABILITY



Measure whether recorded stakeholder commitments due in a period were fulfilled on time.

① WHAT IT MEASURES

Commitment reliability shows the proportion of stakeholder commitments due in a period that were fulfilled by the agreed due date, helping assess trust and delivery discipline.



STAKEHOLDER COMMITMENT:

A specific action, deliverable or decision agreed with a clear due date.



ON TIME:

Fulfilled on or before the agreed due date.



STAKEHOLDERS:

Sponsors, customers, users, suppliers and other interested parties.



PURPOSE:

Indicates reliability of agreed actions and supports proactive follow-up.

② FORMULA & METHOD

$$\text{Commitment Reliability \%} = \left(\frac{\text{Commitments fulfilled by due date}}{\text{Commitments due}} \right) \times 100$$



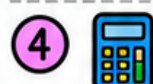
List all commitments due in the period with original and approved due dates.



Confirm which commitments were fulfilled on or before the due date.



Keep the original agreed date and any approved revised date for audit.



Apply the formula using the count of due commitments and those fulfilled on time.



Compare with previous periods to identify trends.



CONTROL:

If no commitments were due, report N/A to avoid a misleading percentage.

③ DATA & EVIDENCE



COMMITMENT LOG:

Description, owner, original due date, approved revised date (if any) and current status.



SUPPORTING EVIDENCE:

Meeting notes, action trackers, email confirmations or system records showing completion.



STATUS RECORDS:

Evidence that the commitment was delivered on or before the due date.



OWNERS:

Project manager maintains the log. Commitment owners confirm completion. PMO or sponsor may review for assurance.



SCOPE:

Include commitments due in the reporting period, regardless of who made them, if tracked for the project.

④ WORKED EXAMPLE

Illustrative example for one period:

Commitments due: 28
Fulfilled on time: 21

$$\text{Commitment Reliability \%} = \frac{21}{28} \times 100$$

RESULT: 75%



INTERPRETATION:

Seventy-five percent of due commitments were fulfilled on time in this period.



NOTE:

This is an illustrative example only. Results depend on the specific project and period.

⑤ INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage indicates greater reliability and stronger stakeholder confidence.



LOOK FOR TRENDS:

Check changes over time and investigate consistent misses.



RENEGOTIATION RISK:

Changing due dates without keeping the original history can inflate results.



COMMITMENT QUALITY:

Commitments must be specific, feasible and within the stakeholder's control to be meaningful.



LIMITATION:

This metric does not measure the quality or impact of the completed work, only timeliness.

⑥ ACTIONS & OUTPUTS



REVIEW UNMET ITEMS:

Discuss missed commitments collaboratively with owners to understand causes.



AGREE NEXT STEPS:

Reconfirm, reschedule or close out each open commitment with a clear owner and date.



UPDATE RECORDS:

Record outcomes, keep original and revised dates, and note rationale for changes.



UPDATE DEPENDENCIES:

Check and adjust any related dependencies, risks or plans.



OUTPUTS:

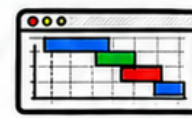
Updated commitment log, action owners, revised dates and a narrative on key causes and recovery actions.



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30 Stakeholder Management Metrics





ACTION OWNERSHIP COVERAGE



Check whether active stakeholder actions have a named accountable owner.

1 WHAT IT MEASURES

Action ownership coverage shows the proportion of active stakeholder actions with an accepted, named accountable owner.



ACTIVE ACTION:

Agreed action that is open and in progress, not yet closed.



ACCEPTED OWNERSHIP:

A named individual who has formally accepted responsibility for the action.



COVERAGE:

Percentage of active actions with accepted owners.



PURPOSE:

Helps ensure accountability and reduce the risk of actions being overlooked.

2 FORMULA & METHOD

$$\text{Coverage \%} = (A / T) \times 100$$

A = number of active actions with accepted ownership.

T = total number of active actions.



1 Identify all active stakeholder actions (T).



2 Check which actions have a named owner who has accepted responsibility (A).



3 Apply the formula and calculate the percentage.



4 Report the result for the current review period.



CONTROL:

If T is zero, report N/A.
Do not calculate a percentage.

3 DATA & EVIDENCE



ACTION REGISTER:

List of active stakeholder actions with descriptions, status, due dates and owners.



REQUIRED OWNERS:

Named individual responsible for each action who has accepted the ownership.



EVIDENCE OF ACCEPTANCE:

Confirmation such as meeting notes, email, or system approval showing the owner has agreed.



ACTIVE STATUS:

Include only actions that are open and in progress. Exclude completed, cancelled or on-hold actions.



DATA QUALITY:

Ensure the register is up to date and reviewed with stakeholders before calculation.

4 WORKED EXAMPLE

Illustrative project at the current review:

Total active actions (T): 40

Active actions with accepted owners (A): 36

$$\text{Coverage \%} = (36 / 40) \times 100$$

RESULT: 90%



INTERPRETATION:

Ninety percent of active actions have a confirmed owner. Ten percent are still without an accepted owner and need attention.



NOTE:

This is an illustrative example only. Actual coverage will vary by project, and there is no universal target.

5 INTERPRET & CAUTIONS



HIGHER COVERAGE:

More actions have clear accountability, which supports delivery and follow-up.



LOWER COVERAGE:

Identifies actions at risk of being delayed, forgotten or without clear responsibility.



NOT OWNERSHIP:

A name entered in the register does not count unless the individual has accepted the responsibility.



OVERLOADED OWNERS:

One person may hold too many actions, which can create risk. Check owner workload and redistribute where needed.



CONTEXT MATTERS:

Thresholds are project-specific. Use this metric alongside other information to understand risks.

6 ACTIONS & OUTPUTS



FIND AND RESOLVE:

Review unowned active actions and agree suitable owners.



CONFIRM OWNERSHIP:

Ensure each owner has accepted the action and understands expectations.



CHECK CAPACITY:

Discuss workloads to avoid overloading individuals and reassign actions if needed.



UPDATE RECORDS:

Record confirmed owners and any changes in the action register with dates and notes.



USEFUL OUTPUTS:

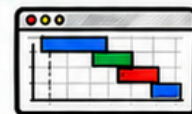
Updated action register, list of previously unowned actions with new owners, and a summary of coverage for the review period.



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30 Stakeholder Management Metrics



REQUIREMENT VALIDATION COVERAGE

Track whether stakeholder requirements have been reviewed by the appropriate authority.



1 WHAT IT MEASURES

Requirement validation coverage shows the proportion of stakeholder requirements that have been reviewed and approved by the appropriate authority.



REQUIREMENT:

A stakeholder need or expectation that must be addressed.



VALIDATION:

Formal review to confirm the requirement is appropriate, clear and agreed for the project.



APPROPRIATE AUTHORITY:

Stakeholder or governance role authorized to validate requirements.



COVERAGE:

The percentage of requirements requiring validation that have recorded approval.

2 FORMULA & METHOD

$$RVC = (VR / TR) \times 100$$

RVC = Requirement validation coverage %

VR = Number of requirements validated with recorded evidence

TR = Number of requirements requiring validation

1



Identify all requirements that require validation.

2



Check which requirements have recorded validation evidence.

3



Apply the formula: (Validated / Requiring validation) x 100.



CONTROL:

If TR equals zero, report N/A. Use the same scope and stage of requirements for both numbers.

3 DATA & EVIDENCE



REQUIREMENT REGISTER:

List of requirements, their status and unique identifiers.



VALIDATION EVIDENCE:

Recorded approval such as signed review, meeting minutes or tool workflow showing acceptance.



OWNERS & ROLES:

Appropriate authority for each requirement, e.g. sponsor, product owner or governance board.



TRACEABILITY RECORDS:

Links between requirements and validation evidence, stored in the project management system.



SCOPE & DEPENDENCIES:

Only count requirements in the agreed project scope that require validation at this stage.

4 WORKED EXAMPLE

Illustrative project requirement validation at a review point:

Requirements requiring validation (TR): 90
Requirements validated (VR): 72

$$RVC = (72 / 90) \times 100$$

RESULT: 80%



INTERPRETATION:

Eighty percent of requirements have recorded validation by the appropriate authority.



NOTE:

This example is illustrative only. Actual values and thresholds are project-specific.

5 INTERPRET & CAUTIONS



HIGHER COVERAGE:

More stakeholder requirements have been formally reviewed and agreed.



LOWER COVERAGE:

More requirements remain unvalidated and may lead to rework, delay or misalignment.



STAGE MATTERS:

Validation of the need is different from verification of an implemented solution. Count the correct stage.



EVIDENCE QUALITY:

Ensure validation evidence is traceable and from the correct authority.



LIMITATION:

Does not assess the quality of the requirement or the effectiveness of the solution.

6 ACTIONS & OUTPUTS



PRIORITIZE UNVALIDATED:

Focus on unvalidated critical requirements and agree actions with the relevant owners.



OBTAIN VALIDATION:

Facilitate reviews and capture recorded approval from the appropriate authority.



MAINTAIN TRACEABILITY:

Keep requirement IDs linked to their validation evidence in the project management tool.



REPORT PROGRESS:

Share coverage status, highlight high-risk unvalidated items and agree next steps.



OUTPUTS:

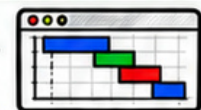
Updated requirement register, validation evidence records and actions to reach full coverage.



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30 Stakeholder Management Metrics





Check whether required stakeholder acceptance roles are represented in reviews.

1 WHAT IT MEASURES

Acceptance participation coverage checks that all required stakeholder acceptance roles are represented with active participation in reviews, as agreed in the project plan.



ACCEPTANCE ROLES:

Named stakeholders who must participate in acceptance reviews.



ACTIVE PARTICIPATION:

Role attends or provides a confirmed contribution within the review period.



PURPOSE:

Ensures key perspectives are present before accepting project deliverables.



SCOPE:

Applies to the defined list of required acceptance roles for the review or phase.



LINKS WITH:

Governance, quality, and benefits realization activities.

2 FORMULA & METHOD

$$\text{Coverage \%} = (R / T) \times 100$$

R = Required acceptance roles with active confirmed participation

T = Total required acceptance roles

1



Identify the total required acceptance roles (T) for the review.

2



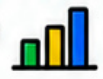
Confirm which required roles have actively participated (R).

3



Apply the formula and calculate the percentage.

4



Compare with the expected coverage for this review or phase.



CONTROL:

If T = 0, report N/A.

Coverage % cannot be calculated.

3 DATA & EVIDENCE



REQUIRED ROLES LIST:

Project plan, acceptance plan or governance documents listing all required roles (T).



PARTICIPATION RECORDS:

Meeting invitations, attendance logs, review minutes and contributions provided (R).



CONFIRMATION EVIDENCE:

Written comments, approvals or recorded decisions from required roles.



OWNER:

Project manager with support from the PMO and governance lead.



CONTRIBUTORS:

Review facilitator and role owners to confirm participation status and resolve gaps.

4 WORKED EXAMPLE

Illustrative example for a design review:

Total required acceptance roles (T): 8

Roles with active participation (R): 7

$$\begin{aligned} \text{Coverage \%} &= (R / T) \times 100 \\ &= (7 / 8) \times 100 \end{aligned}$$

RESULT: 87.5%



INTERPRETATION:

Seven of eight required roles are represented, giving 87.5% coverage. One required role did not participate and needs to be addressed.



ILLUSTRATIVE ONLY:

This example is for learning purposes. Thresholds for acceptable coverage are project-specific.

5 INTERPRET & CAUTIONS



HIGH COVERAGE:

Shows broad stakeholder representation and stronger acceptance decisions.



CHECK MISSING ROLES:

Identify which required roles did not participate and why.



CRITICAL CAUTION:

A missing mandatory approver can block acceptance even if the overall coverage is high.



CONTEXT MATTERS:

Required roles may differ by phase, deliverable or governance approach.



LIMITATION:

Coverage does not measure the quality of input, only whether required roles participated.

6 ACTIONS & OUTPUTS



RESOLVE GAPS EARLY:

Engage missing roles, remove barriers and reschedule reviews if needed.



USE DELEGATION (IF PERMITTED):

Document delegated authority clearly and confirm it is allowed in the governance rules.



UPDATE RECORDS:

Capture confirmed participation or approved delegation in the review minutes.



RECHECK COVERAGE:

Confirm all required roles are represented before moving to the next stage.



KEY OUTPUTS:

Coverage percentage, list of participating and missing roles, recorded actions, and updated review documentation.



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ACCEPTANCE PASS RATE

Percentage of deliverables accepted on their first formal submission.



1 WHAT IT MEASURES

Acceptance pass rate shows the proportion of deliverables that are accepted on their first formal submission, assessed against agreed criteria.



FIRST-TIME ACCEPTANCE:

Deliverable meets agreed requirements without revision.



DELIVERABLE:

Tangible output submitted for formal acceptance (e.g., document, design, code).



ACCEPTANCE CRITERIA:

Predefined standards used to judge if the deliverable is acceptable.



STAKEHOLDERS:

Customers or sponsors who formally review and accept the work.

2 FORMULA & METHOD

Acceptance Pass Rate % =
(Deliverables accepted first time /
Deliverables receiving a first formal
acceptance decision) × 100

1



Count deliverables accepted on the first formal submission.

2



Count deliverables that received a first formal acceptance decision (accepted or rejected).

3



Divide the first number by the second and multiply by 100.

4



Report the percentage for the selected period or project phase.



CONTROL:

If no deliverables have received a first formal decision, report N/A.

3 DATA & EVIDENCE



ACCEPTANCE RECORDS:

Formal review outcomes for each deliverable (accepted or rejected) with dates.



DELIVERABLE LIST:

Register of submitted deliverables to confirm the first submission date for each item.



AGREED CRITERIA:

Documented acceptance criteria used by reviewers.



OWNERS:

Project manager provides data; business owner or customer confirms acceptance decisions.



SUPPORTING EVIDENCE:

Review meeting notes, approval emails, or signed records that show the first formal decision.

4 WORKED EXAMPLE

Illustrative example for a project phase:

Deliverables accepted first time: 18

Deliverables with a first decision: 24

Acceptance Pass Rate % =
 $18 / 24 \times 100$

RESULT: 75%



INTERPRETATION:

Eighteen of twenty-four deliverables were accepted on the first submission, so the pass rate is 75%.



NOTE:

This is an illustrative example only. Results will vary by project, deliverable type and criteria.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage suggests clearer requirements and better initial quality.



CONSIDER CONTEXT:

Compare over time and across similar deliverable types, not different kinds of work.



PENDING DECISIONS:

Deliverables still awaiting a first formal decision should be shown separately and not included in the calculation.



DISTORTION RISK:

Very easy or low-risk deliverables can inflate the rate. Consider analyzing by deliverable type or complexity.



LIMITATION:

Measures first-time acceptance only and does not reflect the effort needed for rework or later changes.

6 ACTIONS & OUTPUTS



ANALYZE REJECTIONS:

Review reasons for first-time rejections to identify common issues (e.g., missing information, clarity, quality).



CLARIFY CRITERIA:

Work with stakeholders to ensure acceptance criteria are clear before the next submission.



IMPROVE QUALITY:

Use feedback to strengthen templates, reviews and internal checks to improve first-time acceptance.



TRACK TREND:

Monitor the rate over time and by deliverable type to see if actions are effective.



USEFUL OUTPUTS:

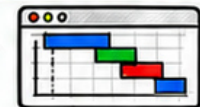
Rejection cause log, improvement action plan and updated templates or guidance for future submissions.



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30 Stakeholder Management Metrics





STAKEHOLDER SATISFACTION SCORE



Summarize stakeholder responses to a clearly worded satisfaction question.

1 WHAT IT MEASURES

Stakeholder satisfaction score summarizes how satisfied stakeholders are with a project aspect, based on a consistent question and scale.



PURPOSE:

Captures perceptions of value, communication, support or other agreed topics.



STAKEHOLDERS:

Can include customers, users, sponsors, team members or affected communities.



SCALE:

Use a clear, consistent rating scale (e.g. 1 = very dissatisfied to 5 = very satisfied).



FOCUS:

Measures the stakeholder view, not project performance directly.

2 FORMULA & METHOD

$$\text{Mean score} = \frac{\sum \text{scores}}{n}$$

1



Use a clearly worded satisfaction question on a consistent rating scale.

2



Collect responses from target stakeholders.

3



Calculate the mean score (or report the distribution of scores).

4



Record the collection date and the response rate (responses invited vs received).

5



Report the mean or full distribution with the valid response count.



CONTROL:

If no valid responses are received ($n = 0$), report the score as N/A.

3 DATA & EVIDENCE



SURVEY EVIDENCE:

Responses to a clearly worded satisfaction question using an agreed rating scale (e.g. 1-5, with labeled meanings).



REQUIRED DETAILS:

Valid response count, total invited, response rate, collection date and the exact question text with scale labels.



ADDITIONAL EVIDENCE:

Optional written comments to explain ratings and identify themes.



OWNERS:

Project manager or stakeholder engagement lead, supported by the team responsible for the survey.



DATA QUALITY:

Ensure responses are from the target stakeholders and collected consistently.

4 WORKED EXAMPLE

Illustrative example using a five-point satisfaction scale (1 = very dissatisfied, 5 = very satisfied).

Responses ($n = 5$):

3, 4, 4, 4, 5

$$\text{Mean score} = (3 + 4 + 4 + 4 + 5) / 5 = 20 / 5$$

RESULT: 4.0



INTERPRETATION:

Average satisfaction is 4.0 out of 5. This reflects generally positive views among the five respondents.

5 INTERPRET & CAUTIONS



HIGHER SCORE:

Generally indicates greater satisfaction, but always consider the context and what was measured.



LOOK AT DISTRIBUTION:

Also review the spread of scores. Averages can hide polarized responses.



CAUTIONS:

A small or biased sample may not be representative. The results reflect perceptions, not objective performance.



CHECK CONTEXT:

Consider response rate, who responded and any relevant events that may have influenced views.

6 ACTIONS & OUTPUTS



ANALYZE FEEDBACK:

Review scores and comments by stakeholder group, topic or segment (e.g. sponsors, users, team members).



IDENTIFY DRIVERS:

Look for specific issues and themes behind lower scores using the written feedback.



TAKE ACTION:

Agree and implement targeted actions to address the key concerns raised, rather than chasing a higher score.



OUTPUTS:

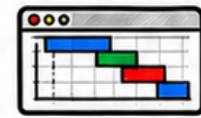
Summary report with mean or distribution, valid response count, response rate, key themes and agreed follow-up actions.



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30 Stakeholder Management Metrics



EXPECTATION ALIGNMENT RATE



Measure the percentage of stakeholders who agree on defined outcomes, boundaries and success criteria.



1 WHAT IT MEASURES

Expectation alignment rate shows the level of stakeholder agreement on the project's defined outcomes, boundaries and success criteria.



OUTCOMES:

Agreement on what the project will deliver.



BOUNDARIES:

Agreement on what is in scope and out of scope.



SUCCESS CRITERIA:

Agreement on how success will be judged.



STAKEHOLDERS:

Anyone affected by or involved in the project.



PURPOSE:

Helps confirm a shared understanding before major work proceeds.

2 FORMULA & METHOD

$$EAR = (A / V) \times 100$$



1

Define the specific outcomes, boundaries and success criteria to be confirmed.



2

Collect responses from relevant stakeholders.



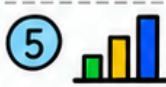
3

Count the number who confirm alignment (A).



4

Use the number of valid respondents (V) in the calculation.



5

Retain and record disagreements by topic for further action.



CONTROL:

If V = 0, report N/A.
Keep disagreement details.

3 DATA & EVIDENCE



STAKEHOLDER LIST:

Identified stakeholders and relevant roles.



SURVEY OR WORKSHOP RECORDS:

Responses confirming or not confirming each item.



DOCUMENTED ITEMS:

Defined outcomes, boundaries and success criteria presented to stakeholders.



DISAGREEMENT LOG:

Topics, comments and rationale for any non-alignment.



OWNERSHIP:

Project manager collects data. Sponsor or governance owner reviews results and supports resolution of material issues.

4 WORKED EXAMPLE

Illustrative example:

A survey is sent to stakeholders asking them to confirm the stated project scope and success criteria.

Aligned respondents (A): 16
Valid respondents (V): 20

$$EAR = (16 / 20) \times 100 = 80\%$$

RESULT: 80%



INTERPRETATION:

Sixteen of twenty stakeholders confirm alignment on the defined outcomes, boundaries and success criteria, giving an expectation alignment rate of 80%.

5 INTERPRET & CAUTIONS



HIGHER VALUE:

More stakeholders are aligned on what the project will deliver and how success is defined.



LOWER VALUE:

Indicates mismatches or uncertainty that need to be resolved.



NOT PERMANENT:

Agreement can change as new information emerges.



LIMITATION:

A survey cannot replace direct discussion and resolution of material objections.



USE WITH JUDGEMENT:

Consider the significance of disagreements and the impact on project risks and plans.

6 ACTIONS & OUTPUTS



DISCUSS MISMATCHES:

Meet with stakeholders to understand reasons for non-alignment.



UPDATE DOCUMENTATION:

Refine and clarify outcomes, boundaries and success criteria based on agreed changes.



DECIDE AND RECORD:

Log agreed changes and any open issues as change decisions.



COMMUNICATE:

Share the updated expectations with all relevant stakeholders.



OUTPUTS:

Expectation alignment record, disagreement log, updated project documents and communication notes.



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30 Stakeholder Management Metrics



COMMUNICATION CLARITY RATING



Assess whether intended recipients find a communication understandable and actionable.

1 WHAT IT MEASURES

Communication Clarity Rating shows how clearly stakeholders understand a message and whether they see the next steps, based on their feedback.



CLARITY:

Message content is easy to understand.



ACTIONABILITY:

Recipients know what is expected or can act.



RECIPIENTS:

Target audience for the communication.



FEEDBACK:

Self-reported ratings and open comments.



FOCUS:

Measures perception of clarity, not whether actions are correct or completed.

2 FORMULA & METHOD

$$\text{Clarity Rating} = \frac{\text{Sum of ratings}}{\text{Number of valid responses}}$$

1



Use a consistent, short question with a rating scale (e.g. 1 = very unclear, 5 = very clear).

2



Collect responses from the intended recipients after the communication.

3



Calculate the average using valid responses only.

4



Report the distribution of ratings and the number of valid responses.

5



Review qualitative feedback to explain the results.



CONTROL:

If there are no valid responses, report N/A rather than a rating.

3 DATA & EVIDENCE



FEEDBACK DATA:

Responses to the clarity question using the agreed rating scale and open comments.



RESPONSE DETAILS:

Number of valid responses and distribution of ratings (e.g. counts for each scale point).



COMMUNICATION RECORD:

The message sent, date, audience and channel.



OWNER:

Communications or project owner collects feedback and compiles the analysis.



DEPENDENCIES:

Access to the target audience and a consistent feedback method (e.g. survey or quick poll).

4 WORKED EXAMPLE

Illustrative example of an update message that received feedback from stakeholders using a five-point scale.

Sum of ratings: 84
Number of valid responses: 20

RESULT: 4.2

$$\text{Clarity Rating} = 84 \div 20 = 4.2$$



DISTRIBUTION (EXAMPLE):

- 5 (very clear): 10 responses
- 4 (clear): 7 responses
- 3 (neutral): 1 response
- 2 (unclear): 1 response
- 1 (very unclear): 1 response



QUALITATIVE FEEDBACK:

Comments highlighted specific terms and requested clearer next steps.

5 INTERPRET & CAUTIONS



HIGHER RATING:

Indicates recipients generally find the communication clear and actionable.



LOOK AT THE DISTRIBUTION:

Shows how consistent the feedback is and whether there are groups with lower clarity.



USE COMMENTS:

Open feedback explains why clarity is high or low and what to improve.



IMPORTANT LIMITATION:

Self-reported clarity does not prove correct understanding or decision quality.



OTHER FACTORS:

A clear message may still be acted on late or blocked for reasons outside the communication.

6 ACTIONS & OUTPUTS



TEST KEY MESSAGES:

Seek feedback from a sample of intended recipients, especially for critical or complex updates.



REVISE AND IMPROVE:

Simplify unclear terms, explain rationale and state the specific actions or decisions needed.



TARGET LOW CLARITY AREAS:

Use comments to identify topics or stakeholder groups that need clearer information.



OUTPUTS:

Clarity rating with distribution and summary of key feedback points, along with revised communication where needed.



FOLLOW UP:

Re-test important messages after revisions to confirm improvement.



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30 Stakeholder Management Metrics





COMPREHENSION CHECK RATE



Measure whether recipients can accurately explain critical information or actions.

1 WHAT IT MEASURES

Comprehension check rate shows the proportion of recipients who can correctly explain key information or required actions, using an agreed scoring rubric.



COMPREHENSION:

Accurate recall and explanation in the recipient's own words.



CRITICAL INFORMATION:

Key messages, decisions or actions that recipients must understand.



RECIPIENTS:

Stakeholders such as team members, users, suppliers or community groups.



PURPOSE:

Confirms the message is understood and can be acted on as intended.

2 FORMULA & METHOD

$$\text{Comprehension Check Rate} = \frac{\text{Correct qualifying checks}}{\text{Valid checks completed}} \times 100$$

1



Develop clear questions based on the critical information or action.

2



Use an agreed scoring rubric to judge each response.

3



Count correct qualifying checks and valid checks completed.

4



Calculate the rate: $\text{Correct checks} \div \text{Valid checks} \times 100$.



CONTROL:

If valid checks completed is zero, report N/A. Use the agreed rubric.

3 DATA & EVIDENCE



COMPREHENSION CHECK RECORDS:

Answers or demonstrations collected during briefings, training or communications activities.



SCORING RUBRIC:

Defines what counts as a correct response, including key points that must be covered.



ATTENDEE OR RECIPIENT LIST:

Identifies who was asked and who completed a valid check.



ACTIVITY DETAILS:

Date, topic, audience, method (e.g. Q&A, quiz, scenario) and materials used.



OWNER:

Communications lead, training owner or project manager, depending on the activity.



EVIDENCE STORAGE:

Keep records for audit and follow-up actions.

4 WORKED EXAMPLE

Illustrative example from a stakeholder briefing on a new process:

Valid comprehension checks completed:	22
Correct qualifying checks:	18

$$\text{Comprehension Check Rate} = 18 \div 22 \times 100$$

RESULT: 81.8%



INTERPRETATION:

Eighteen of twenty-two valid checks meet the rubric, giving a comprehension check rate of 81.8% (rounded to one decimal).

5 INTERPRET & CAUTIONS



HIGHER RATE:

More recipients can accurately explain the information or action.



LOWER RATE:

Indicates gaps in understanding or unclear communication.



BEWARE PUNITIVE TESTING:

Use checks as a learning tool, not as a disciplinary measure.



AVOID AMBIGUOUS QUESTIONS:

Ensure questions are clear, relevant and based on essential points only.



INCOMPLETE PARTICIPATION:

If few recipients are checked, the result may not be representative of the whole audience.

6 ACTIONS & OUTPUTS



CLARIFY KEY POINTS:

Explain any misunderstood information using simple language and practical examples.



TARGETED FOLLOW-UP:

Address specific gaps for groups or individuals who did not meet the rubric.



RETEST APPROPRIATELY:

Recheck comprehension after clarification, using the same or equivalent questions.



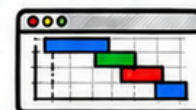
UPDATE MATERIALS:

Revise content if questions reveal unclear or missing information.



OUTPUTS:

Updated communication materials, follow-up action log and a new comprehension check rate after retesting.



DECISION COMMUNICATION COVERAGE



Track whether affected stakeholder groups receive a recorded decision and its implications.



1 WHAT IT MEASURES

Decision communication coverage shows the proportion of identified affected stakeholder groups that receive a recorded decision and its implications.



AFFECTED GROUPS:

Stakeholders impacted by the decision, directly or indirectly.



DECISION NOTICE:

A clear record of the decision and key implications.



RECEIVED:

The group has been notified through an agreed channel.



IMPLICATIONS:

Communicate key impacts, changes and expected actions.



PURPOSE:

Promotes transparency, alignment and timely response across stakeholder groups.

2 FORMULA & METHOD

Coverage % = (Affected groups notified with evidence / All identified affected groups) x 100

1



Identify all affected stakeholder groups for the decision.

2



Send the decision notice with key implications using agreed channels.

3



Collect evidence that each group received the notice (e.g. delivery receipt, log).

4



Confirm which affected groups have been notified.

5



Apply the formula and calculate the percentage.



CONTROL:

If no affected groups are identified (denominator = 0), report N/A.

3 DATA & EVIDENCE



DECISION RECORD:

Approved decision document with date, summary and implications.



NOTIFICATION EVIDENCE:

Email delivery receipts, distribution lists, meeting records or portal logs.



AFFECTED GROUP LIST:

Complete list of identified stakeholder groups with rationale.



OWNERS:

Decision owner provides the decision record. Communications lead sends notices and keeps proof. Project manager maintains the affected group list.



SUPPORTING EVIDENCE:

Message content, channels used and any follow-up correspondence.

4 WORKED EXAMPLE

Illustrative decision at the end of a project phase:

All identified affected groups: 10

Groups notified with evidence: 9

Coverage % = (9 / 10) x 100

RESULT: 90%



INTERPRETATION:

Nine of ten affected groups have received the decision notice and its implications (90%).

5 INTERPRET & CAUTIONS



HIGHER COVERAGE:

More stakeholder groups are informed, reducing the risk of surprise and resistance.



SENDING IS NOT UNDERSTANDING:

Receiving a notice does not mean the group understands or agrees with the decision.



INCOMPLETE LIST:

The affected-group list may be incomplete, which can overstate coverage.



PROJECT SPECIFIC:

There is no universal threshold. The appropriate level depends on the project context and impact.

6 ACTIONS & OUTPUTS



CLOSE GAPS:

Identify stakeholder groups not yet notified and send the decision notice.



CONFIRM FOLLOW-UP:

Check required actions, answer questions and provide additional information for high-impact decisions.



RECORD AND TRACK:

Update the notification log with evidence and re-calculate coverage.



ENGAGE ACTIVELY:

Use appropriate channels for each group and escalate if acknowledgement is not received.



OUTPUTS:

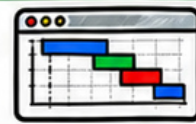
Updated notification log, final coverage percentage and a list of remaining groups and actions.



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30 Stakeholder Management Metrics



ENGAGEMENT GAP CLOSURE



Measure progress from current to desired engagement using explicit observable criteria.

1 WHAT IT MEASURES

Engagement gap closure shows the proportion of targeted engagement gaps that have been resolved with evidence, out of those due for review.



ENGAGEMENT GAP:

Difference between current and desired level of stakeholder engagement for a specific group or topic.



RESOLVED GAP:

Agreed evidence shows the desired engagement level has been reached.



TARGETED GAPS:

Specific gaps selected for action and due for review in the period.



PURPOSE:

Track progress and focus effort on closing the most important gaps.

2 FORMULA & METHOD

$$\text{Engagement Gap Closure \%} = \left(\frac{\text{targeted gaps resolved with evidence}}{\text{targeted gaps due for review}} \right) \times 100$$

1



Identify and agree targeted engagement gaps and the desired level for each.

2



Collect and verify evidence that each gap is resolved against the agreed criteria.

3



Count the number of targeted gaps resolved with evidence.

4



Count the number of targeted gaps due for review in the period.

5



Apply the formula and calculate the percentage.



CONTROL:

If no gaps are due for review, report N/A rather than a percentage.

3 DATA & EVIDENCE



ENGAGEMENT PLAN:

List of targeted stakeholders, gaps, desired engagement level and review dates.



EVIDENCE OF RESOLUTION:

Examples include records of meetings, feedback summaries, actions completed or agreed, and documented changes in engagement activities.



OWNERS:

Engagement owner for each gap (e.g. project manager, workstream lead or stakeholder manager) responsible for collecting and verifying evidence.



REVIEW TIMING:

Use only gaps that are due for review in the reporting period.



DATA QUALITY:

Evidence must be specific, verifiable and linked to the agreed criteria for the desired engagement level.

4 WORKED EXAMPLE

Illustrative example for the period:

Targeted gaps due for review: 8

Gaps resolved with evidence: 6

$$\text{Engagement Gap Closure \%} = 6 / 8 \times 100$$

RESULT: 75%



INTERPRETATION:

75% of the targeted engagement gaps due for review have been resolved with evidence. Two gaps remain to be addressed.



NOTE:

This is an illustrative example. Actual categories, numbers and evidence are project-specific.

5 INTERPRET & CAUTIONS



WHAT IT SHOWS:

Progress in closing targeted engagement gaps, not overall engagement or stakeholder support.



CONTEXT MATTERS:

Engagement categories and desired levels are contextual and based on your project and stakeholders.



NOT A PSYCHOLOGICAL MEASURE:

This metric does not measure attitudes, trust or sentiment and is not a precise psychological measurement.



ATTENDANCE LIMITATION:

Do not infer engagement or support from meeting attendance alone.



USE WITH JUDGEMENT:

Results depend on the quality of evidence, the criteria used and the gaps selected for review.

6 ACTIONS & OUTPUTS



AGREE CRITERIA:

Define clear, respectful and observable evidence criteria for each targeted gap and the desired engagement level.



ASSIGN OWNERS:

Allocate an owner for each gap to collect evidence, take action and report progress.



TAKE ACTION:

Implement and document engagement activities to close the gaps.



REVIEW AND UPDATE:

Revisit the desired engagement level with owners, as circumstances change, and update the plan.



OUTPUTS:

Engagement gap closure percentage, list of resolved and open gaps, evidence log and agreed next actions.



SPONSOR DECISION AVAILABILITY



Track whether sponsor-dependent decisions receive timely access and resolution.



1 WHAT IT MEASURES

Sponsor decision availability shows the proportion of sponsor-dependent decision requests that are resolved within the agreed time window.



SPONSOR DECISION:

A choice, approval or direction required from the sponsor to progress the project.



DECISION REQUEST:

A documented request with clear options, context and due date.



TIMELY RESOLUTION:

Sponsor provides a decision within the agreed window.



PURPOSE:

Highlights access, responsiveness and removal of decision bottlenecks.

2 FORMULA & METHOD

$$SDA = (R / D) \times 100$$

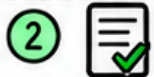
SDA = Sponsor Decision Availability %

R = Number of sponsor decision requests resolved within the agreed window.

D = Number of sponsor decision requests due within the period.



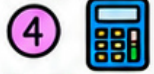
Log all sponsor decision requests with an agreed due date.



Check if each due request was resolved within the agreed window.



Count resolved requests (R) and total due requests (D).



Apply the formula for the selected period.



CONTROL:

If D = 0, report N/A.

Do not show a percentage.

3 DATA & EVIDENCE



DECISION LOG:

List of sponsor decision requests, agreed due dates, options provided and final outcomes.



SUPPORTING MATERIALS:

Business cases, option papers, impact assessments and recommendations sent to the sponsor.



COMMUNICATION RECORDS:

Emails, meeting notes and messages confirming submission and decisions.



OWNERS:

Project manager maintains the log. Sponsor or executive assistant confirms decisions and dates.



DATA QUALITY:

Ensure dates, request details and outcomes are accurate, complete and auditable.

4 WORKED EXAMPLE

Illustrative example for a reporting period:

Sponsor decision requests due: 10
Resolved within target: 8

$$SDA = (8 / 10) \times 100$$

RESULT: 80%



INTERPRETATION:

Eight of ten sponsor decisions due were resolved within the agreed window, so sponsor decision availability is 80%.



LIMITATION:

This is an illustrative example. Actual results depend on the project's context, decision types and agreed time windows.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage means sponsor decisions are more readily available when needed.



LOOK FOR TRENDS:

Review changes over time and investigate sustained drops.



CHECK READINESS:

Availability must reflect decision readiness and delegated authority, not just meeting frequency.



CONSIDER CONTEXT:

Some decisions may be complex or require multiple stakeholders, which can extend time frames.



DO NOT OVER-INTERPRET:

This metric does not measure decision quality or the content of the decision.

6 ACTIONS & OUTPUTS



PREPARE WELL:

Provide concise options, clear recommendations, and required information in advance.



RESERVE TIME:

Agree and reserve predictable decision slots with the sponsor to avoid delays.



CLARIFY AUTHORITY:

Confirm which decisions the sponsor will take and which can be delegated.



TRACK & FOLLOW UP:

Maintain a decision log and proactively follow up on pending requests.



KEY OUTPUTS:

Improved decision availability, fewer bottlenecks and a clearer record of sponsor responsiveness.



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30 Stakeholder Management Metrics





CONFLICT RESOLUTION RATE



Track the proportion of stakeholder conflicts due for action that are resolved.

1 WHAT IT MEASURES

Conflict resolution rate shows the proportion of documented stakeholder conflicts that were due for resolution and have an agreed disposition, using the same approved scope and reporting period.



STAKEHOLDER CONFLICT:

A documented issue between stakeholders with differing interests, needs or expectations.



DUE FOR RESOLUTION:

Conflicts scheduled for action within the reporting period.



RESOLVED:

A conflict with an agreed disposition accepted by the relevant stakeholders.



PURPOSE:

Shows how effectively the project is addressing stakeholder disagreements due for action.

2 FORMULA & METHOD

$$\text{Conflict Resolution Rate} = \left(\frac{\text{Conflicts Resolved}}{\text{Conflicts Due}} \right) \times 100$$



1

Identify the conflicts due for resolution in the reporting period.



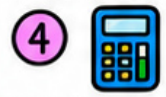
2

Confirm which due conflicts have an agreed disposition with accepted evidence.



3

Apply the formula: Resolved divided by Due times 100.



4

Calculate the percentage for the agreed period and project scope.



5

Compare with previous periods to see progress.



CONTROL:

If Conflicts Due is zero, report N/A. Use the same scope and definitions.

3 DATA & EVIDENCE



CONFLICT LOG:

Recorded conflicts, due dates, status and agreed dispositions.



RESOLUTION EVIDENCE:

Signed agreement, decision record, meeting minutes or email confirming acceptance.



STAKEHOLDER CONFIRMATION:

Evidence that affected stakeholders agree with the disposition.



TIME BOUNDARY:

Include conflicts due for resolution within the reporting period.



OWNER:

Project manager or stakeholder manager maintains the conflict log and verifies evidence.



DEPENDENCIES:

Link to issue, risk or decision records where relevant.

4 WORKED EXAMPLE

Illustrative project at the monthly cutoff:

Conflicts due for resolution: 12
Conflicts resolved: 9

Conflict Resolution Rate:

$$(9 / 12) \times 100 = 75\%$$



INTERPRETATION:

Seventy-five percent of the conflicts due for resolution have an agreed disposition.



NOTE:

This example is illustrative only. Actual results depend on the project context, scope and definitions used.

5 INTERPRET & CAUTIONS



HIGHER RATE:

More due conflicts are being resolved, indicating effective engagement and problem solving.



LOWER RATE:

May indicate escalating tensions, insufficient authority or delays in decision making.



CAUTIONS:

A forced or unrecorded compromise may not be durable.



UNRESOLVED SERIOUS CONFLICTS:

Need separate visibility and management; do not rely only on the overall rate.



CONTEXT:

Interpret alongside other stakeholder and project indicators. Thresholds are project-specific.

6 ACTIONS & OUTPUTS



CONFIRM AGREEMENT:

Ensure the disposition is accepted by all relevant stakeholders and record the evidence.



MONITOR RECURRENCE:

Check for repeat conflicts to confirm the resolution is holding and address underlying causes.



ESCALATE WHEN NEEDED:

Raise unresolved or high-impact conflicts beyond local authority for wider decision and support.



OUTPUTS:

Updated conflict log, resolution evidence, status report and a list of escalated items.



USE FOR ACTION PLANNING:

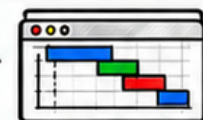
Identify persistent conflict areas and plan targeted engagement and risk mitigation actions.



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CARD 27 OF 30

30 Stakeholder Management Metrics





Check whether affected stakeholder groups understand an approved change and required actions.

1 WHAT IT MEASURES

Change understanding coverage shows the proportion of affected stakeholder groups that have a verified understanding of the approved change and required actions.



AFFECTED GROUPS:

Distinct stakeholder groups impacted by the change.



UNDERSTANDING:

Correctly grasp the change, its reasons and what actions are required.



VERIFIED UNDERSTANDING:

Confirmed by agreed evidence, not just a circulated message.



PURPOSE:

Highlights where further communication or support is needed before progress continues.

2 FORMULA & METHOD

$$\text{Change Understanding Coverage \%} = \left(\frac{\text{Groups with verified understanding}}{\text{Identified affected groups}} \right) \times 100$$

1



Identify all affected stakeholder groups for the change.

2



Check understanding using agreed activities (e.g. discussions or quizzes).

3



Confirm which groups have verified understanding.

4



Apply the formula to calculate the percentage.



CONTROL:

If no affected groups are identified (denominator is zero), report N/A.

3 DATA & EVIDENCE



RELEVANT EVIDENCE:

Facilitated discussion records, quiz results, sign-offs, or meeting notes showing correct understanding of the change and required actions.



REQUIREMENTS:

Evidence must relate to the approved change and show understanding, not just attendance or receipt of communications.



SOURCES:

Change management records, training logs, meeting minutes and survey results.



OWNERS:

Change manager collects evidence; group leaders confirm understanding; PMO or project team consolidates the results.



RECORDS:

Keep a list of affected groups and their verification status with supporting evidence.

4 WORKED EXAMPLE

Illustrative example at a project checkpoint:

Identified affected groups: 15

Groups with verified understanding: 12

$$\text{Change Understanding Coverage \%} = 12 / 15 \times 100$$

RESULT: 80%



INTERPRETATION:

Twelve of fifteen affected groups have a verified understanding of the change. Further support is needed for the remaining groups before proceeding.



NOTE:

This is an illustrative example. Actual groups and results will vary by project.

5 INTERPRET & CAUTIONS



HIGHER COVERAGE:

More groups understand the change, reducing the risk of misunderstandings and resistance.



LOWER COVERAGE:

Indicates a need for more communication, training or targeted support.



CHECK THE DETAIL:

Look at which groups have not yet achieved understanding and why.



KEY CAUTION:

A circulated change notice or email is not sufficient evidence of understanding.



LIMITATION:

Measures understanding at a point in time; it does not confirm ongoing retention or day-to-day application.

6 ACTIONS & OUTPUTS



ADDRESS GAPS:

Engage with groups that have not yet demonstrated understanding to clarify the change and actions required.



UPDATE SUPPORT:

Revise and tailor training materials, FAQs and communication content based on common questions or misunderstandings.



DELIVER ACTIVITIES:

Run additional briefings, workshops or targeted discussions for specific groups as needed.



OUTPUTS:

Updated training and communication materials, record of follow-up activities and an updated coverage percentage.



TRACK OVER TIME:

Reassess at later checkpoints to confirm that all affected groups understand and remain informed.



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STAKEHOLDER RISK RESPONSE COMPLETION

Track execution of due responses to stakeholder-related project risks.



1 WHAT IT MEASURES

Stakeholder Risk Response Completion shows how many due response actions for stakeholder-related risks have been completed and verified.



COMPLETED RESPONSE:
An agreed action finished and verified as delivered.



DUE RESPONSE:
A response action that was scheduled to be completed by its due date.



STAKEHOLDER RISK:
A project risk with potential impact on stakeholders or from stakeholder behavior.



PURPOSE:
Track execution of agreed responses, not the level of risk.

2 FORMULA & METHOD

$$\text{Completion \%} = \left(\frac{\text{Completed Responses}}{\text{Due Responses}} \right) \times 100$$

1



Identify stakeholder-related risks and their agreed response actions.

2



Determine which responses are due by the status date.

3



Confirm which due responses are completed and verified.

4



Apply the formula:
(Completed Responses / Due Responses) x 100.



CONTROL:
If Due Responses is zero, report N/A. Do not assume 100%.

3 DATA & EVIDENCE



RISK REGISTER:

Stakeholder risks with agreed response actions, owners and due dates.



PROGRESS EVIDENCE:

Action records, deliverables, meeting notes or other proof of completion.



VERIFICATION:

Confirmation that the response action has been delivered and is effective.



OWNERS:

Risk owners and project manager provide the data; may include PMO support.



STATUS DATE:

Use a common reporting date to assess which actions are due and completed.

4 WORKED EXAMPLE

Illustrative project at the status date:

Due responses: 20

Completed and verified: 14

$$\text{Completion \%} = 14 / 20 \times 100$$

RESULT: 70%



INTERPRETATION:

Fourteen of twenty due stakeholder risk responses are complete, which is 70%.



NOTE:

This example is illustrative only. Actual values, due dates and results will vary by project.

5 INTERPRET & CAUTIONS



WHAT IT SHOWS:

The proportion of due stakeholder risk responses that have been completed and verified.



HIGHER IS BETTER:

A higher percentage indicates greater execution of planned responses.



DOES NOT MEAN NO RISK:

Completed actions do not prove reduced residual exposure. Risks may still remain.



AVOID MISUSE:

Do not label people as risks without objective context. Focus on behaviors, situations and risk events.



CONTEXT MATTERS:

Consider the quality and effectiveness of the responses, not just completion.

6 ACTIONS & OUTPUTS



REASSESS UNCERTAINTY:

Review each risk's current likelihood and impact after completed responses.



FOLLOW UP ACTIONS:

Agree any remaining or new actions, with owners and due dates, where needed.



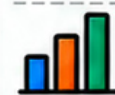
ENGAGE STAKEHOLDERS:

Discuss progress with relevant stakeholders to maintain trust and address concerns.



UPDATE RECORDS:

Keep the risk register and action log up to date with current status and evidence.



OUTPUTS:

Updated risk status, agreed follow-up actions and clear next steps for owners.



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CARD 29 OF 30

30 Stakeholder Management Metrics





Measure whether priority stakeholder assessments were reviewed within the agreed interval.

1 WHAT IT MEASURES

Engagement review freshness shows the proportion of priority stakeholder assessments that have been reviewed within their agreed interval.



PRIORITY ASSESSMENT:

An agreed profile of a key stakeholder or stakeholder group.



REVIEWED:

A documented check and update of the assessment information.



AGREED INTERVAL:

The time between reviews, set by volatility and importance.



FRESHNESS:

Higher values mean more up-to-date understanding of stakeholder needs and context.

2 FORMULA & METHOD

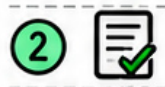
$$\text{Freshness \%} = (R / T) \times 100$$

R = Number of priority assessments reviewed within their required interval.

T = Total number of priority assessments.



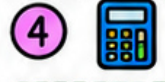
1 Identify all priority stakeholder assessments and their required intervals.



2 Check the last review date for each assessment.



3 Count how many were reviewed within the interval.



4 Apply the formula and calculate the percentage.



CONTROL:

If T is zero, report N/A.
Do not calculate a percentage.

3 DATA & EVIDENCE



STAKEHOLDER ASSESSMENT RECORDS:

Profiles, review dates, key information and noted changes.



REVIEW SCHEDULE:

Required intervals for each priority assessment.



EVIDENCE OF REVIEW:

Meeting notes, updated profiles, correspondence or change logs showing substantive updates.



OWNERS:

Stakeholder engagement lead or designated owner responsible for maintaining assessments.



DATA SOURCE:

Project stakeholder register, engagement management system or shared workspace.

4 WORKED EXAMPLE

Illustrative project with thirty priority stakeholder assessments. Twenty-seven have been reviewed within their required interval.

Reviewed within interval (R): 27
Total assessments (T): 30

RESULT: 90%

$$\text{Freshness \%} = (27 / 30) \times 100 = 90\%$$



INTERPRETATION:

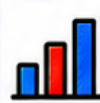
Ninety percent of priority stakeholder assessments are up to date.



NOTE:

This example is illustrative only. Thresholds and intervals are project specific.

5 INTERPRET & CAUTIONS



HIGHER IS BETTER:

A higher percentage indicates more up-to-date stakeholder understanding.



A RECENT TIMESTAMP IS NOT ENOUGH:

A date alone does not prove a meaningful review. Check that information was actually updated.



INTERVALS VARY:

Review intervals differ by stakeholder volatility and importance. Higher-risk or high-influence stakeholders may need more frequent reviews.



LIMITATIONS:

Does not measure the quality of updates or the effectiveness of engagement actions.

6 ACTIONS & OUTPUTS



VALIDATE CHANGES:

Confirm any changes in stakeholder needs, influence, contacts and expectations.



RECORD SUBSTANTIVE UPDATES:

Document what changed, why it matters and any revised engagement approach or actions.



ASSIGN OWNERSHIP:

Ensure each priority assessment has a clear owner and next review date.



KEEP IT CURRENT:

Carry out reviews on time and update records after engagement activities or significant changes.



USEFUL OUTPUTS:

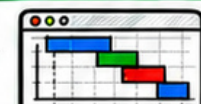
Updated stakeholder assessments, action log of changes, and assurance that key stakeholders are monitored consistently.



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CARD 30 OF 30

30 Stakeholder Management Metrics





HOW TO USE THIS GUIDE

Get the most from the 30 Stakeholder Management Metrics cards.



1 START WITH A NEED

Select a card that matches a real project decision. Make sure it is relevant to your context before investing time.



DEFINE SCOPE:

Confirm what decision or problem you need to address.



CHECK LIFECYCLE:

Consider the current project stage and timing.



IDENTIFY STAKEHOLDERS:

Include all relevant groups affected by the decision.



REVIEW CONSTRAINTS:

Consider time, budget, resources and organizational rules.



READ THE EXAMPLE:

Use the worked example as an illustration, not a promise.



SELECT EVIDENCE:

Identify the data and information needed before you act.

2 APPLY & REVIEW

Follow a consistent approach when using each metric and document your work.



ASSIGN AN OWNER:

Name who will apply the metric and keep it up to date.



AGREE INPUTS AND OUTPUT:

Confirm the data required and what the result will be used for.



RECORD ASSUMPTIONS:

Note key assumptions, sources and any limitations.



APPLY THE CARD:

Use the definitions, steps and any formulas as written.



REVIEW THE RESULT:

Check if the finding is reasonable for your context.



ADAPT TO YOUR PROJECT:

Adjust frequency and thresholds to suit your needs.



SPECIAL CASE:

If a denominator is zero, use N/A, not zero percent.



PROTECT INFORMATION:

Keep sensitive information secure and maintain a version history.

3 ABOUT THIS EDITION

This guide is part of the WikiFree Project Management Collection.



COLLECTION:

Book 4 of the WikiFree Project Management Collection.



CONTENTS:

Thirty original practical learning cards on stakeholder management metrics.



APPROACH:

Terminology and techniques are a practical synthesis, not an exhaustive standard or formal certification.



CUSTOM METRICS:

Any custom working metrics must be defined locally for your project context.



EXAMPLES:

All examples are illustrative to show how to apply the ideas.



FURTHER READING:

Additional references are listed in panels 4–6 to support your learning.

4 SOURCE 1

PMI - Managing Communications



A key reference for understanding effective project communications with stakeholders, including planning, information needs, methods and monitoring.



This source provides useful background reading that supports the ideas in these cards. It is a foundation for further reading, not an endorsement of this publication.



Click this panel to open the source

5 SOURCE 2

PMI - Effective Communication



A key reference for practical guidance on effective communication skills, listening, tailoring messages and engaging stakeholders throughout the project lifecycle.



This source provides useful background reading that supports the ideas in these cards. It is a foundation for further reading, not an endorsement of this publication.



Click this panel to open the source

6 SOURCE 3

PMI - Benefits Realization Framework



A key reference for understanding how to realize and sustain project benefits, including outcomes, measurement and stakeholder value over time.



This source provides useful background reading that supports the ideas in these cards. It is a foundation for further reading, not an endorsement of this publication.



Click this panel to open the source



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REFERENCE & APPLICATION

30 Stakeholder Management Metrics

