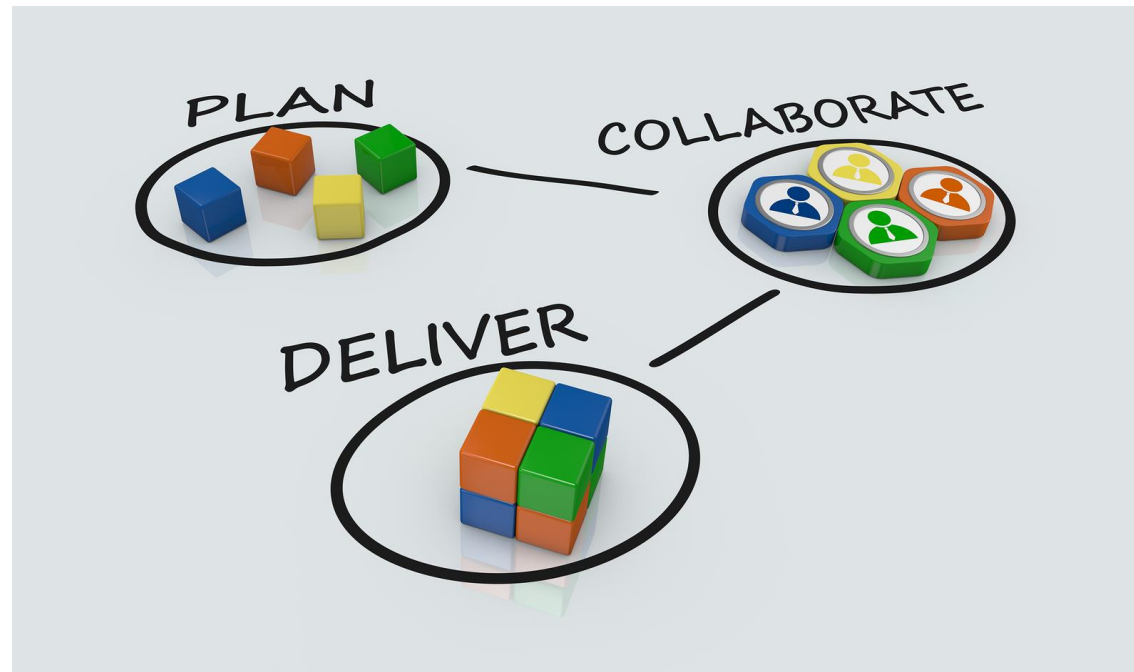
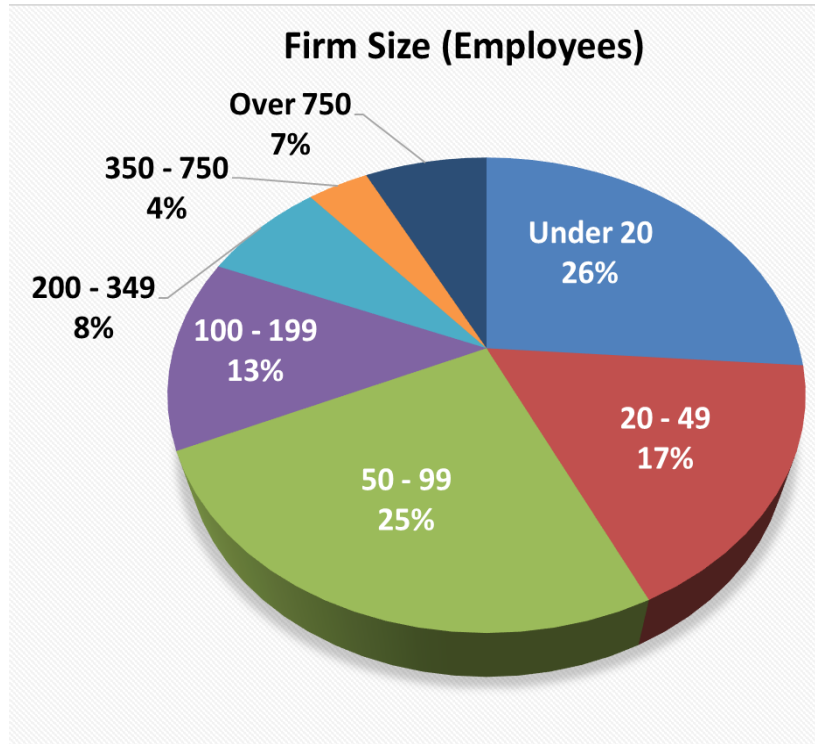


13 Ways to Improve Project Performance



In 2018, PSMJ Studied How 106 A/E Firms Manage Projects



PM Practices

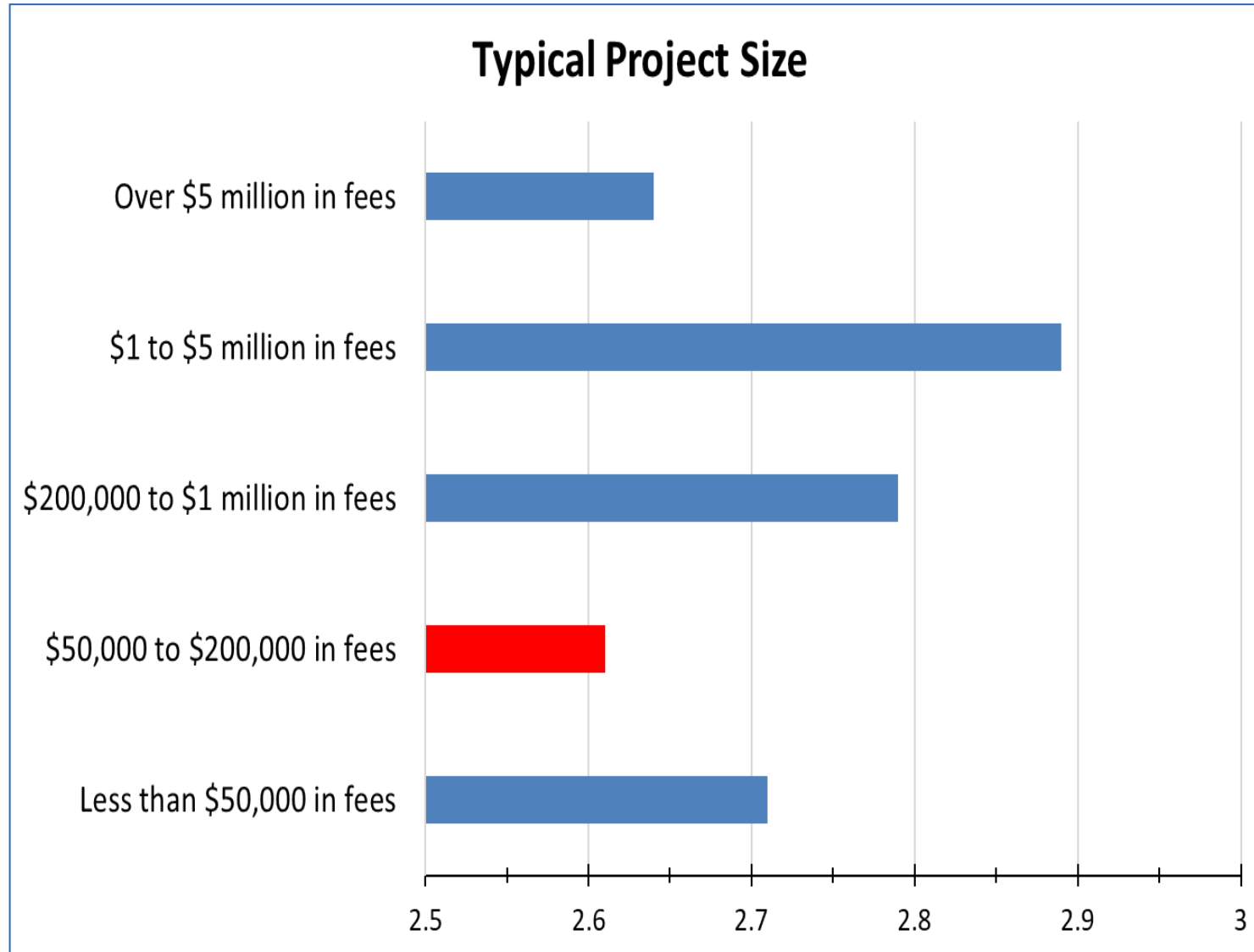
1. The nature of today's A/E firm project manager
2. How firms measure their PMs' performance
3. What kind of PM certification process they use (if any)
4. How firms train their PMs
5. How PMs plan their projects
6. How firms execute their projects

Effectiveness

7. How effectively their PMs manage their projects:
 - Budget performance
 - Client satisfaction

The result was a set of strong correlations between 13 PM practices and PM effectiveness

1. Beware of projects in the \$50-\$200k range. They have the worst budget performance



2. Get your PMs to participate in fee negotiations with their clients.

Average Budget Satisfaction

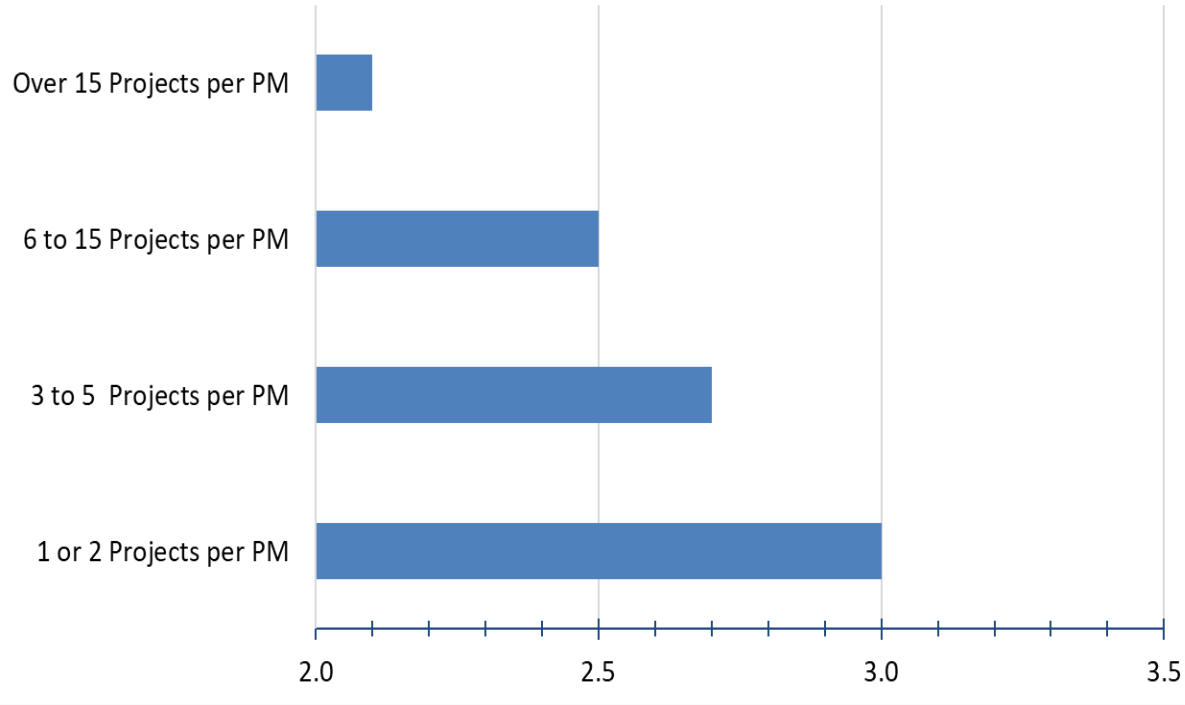


Average Client Satisfaction

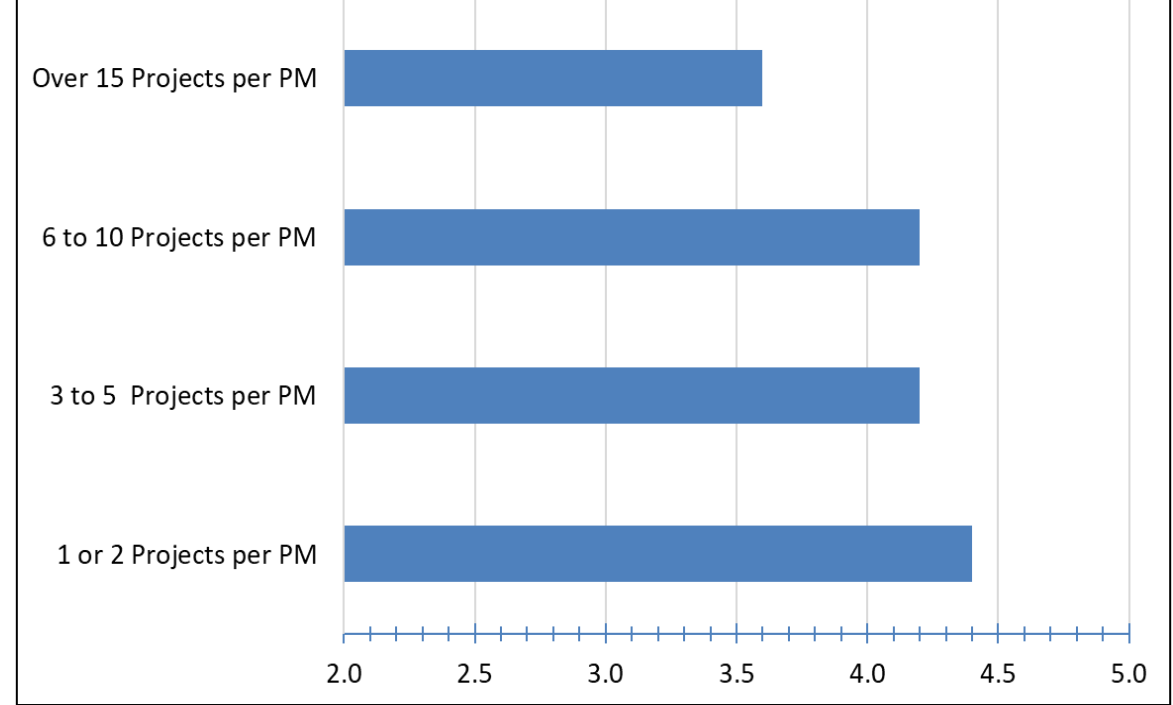


3. Minimize the number of projects each PM is asked to manage.

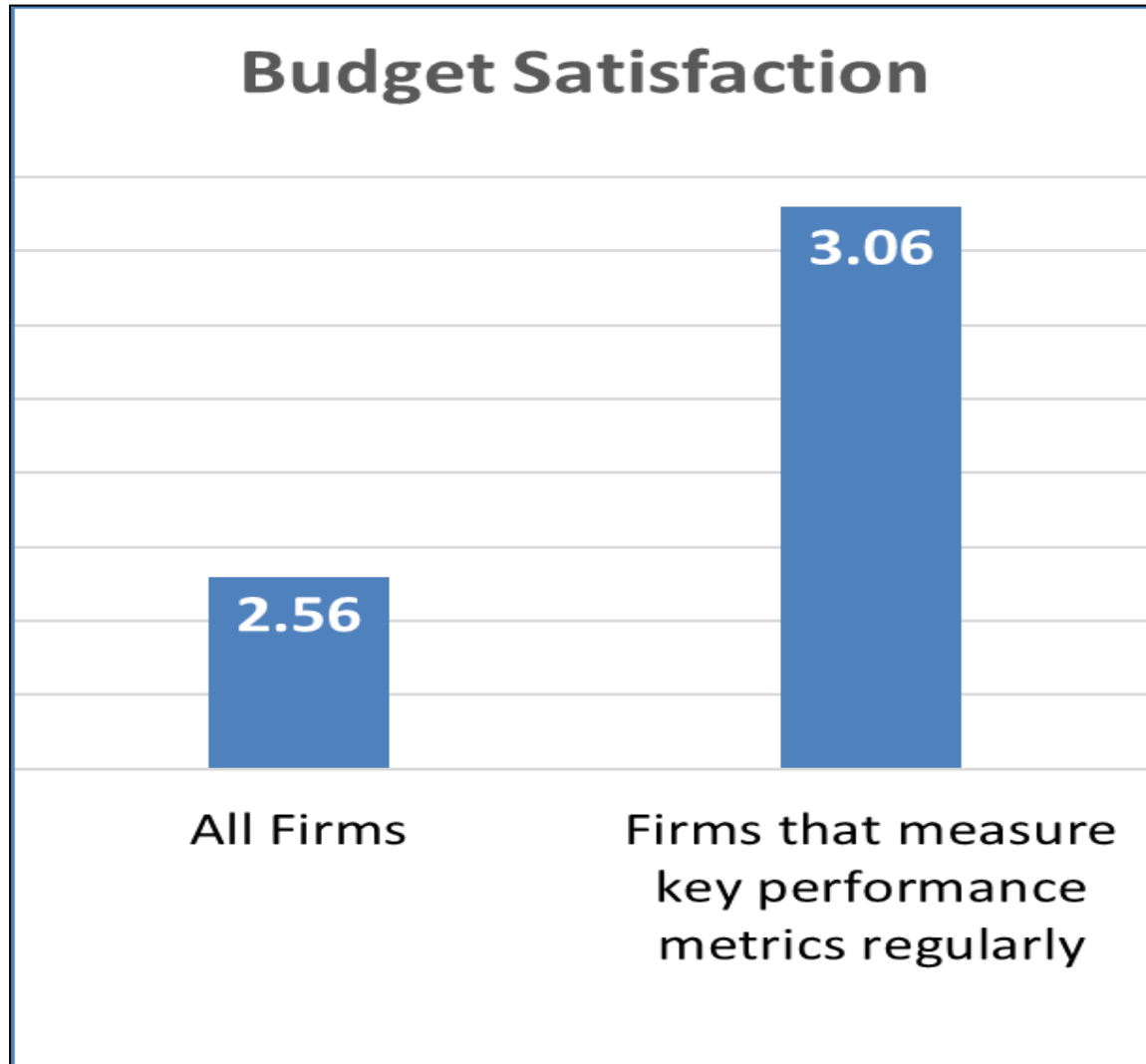
Average Budget Satisfaction



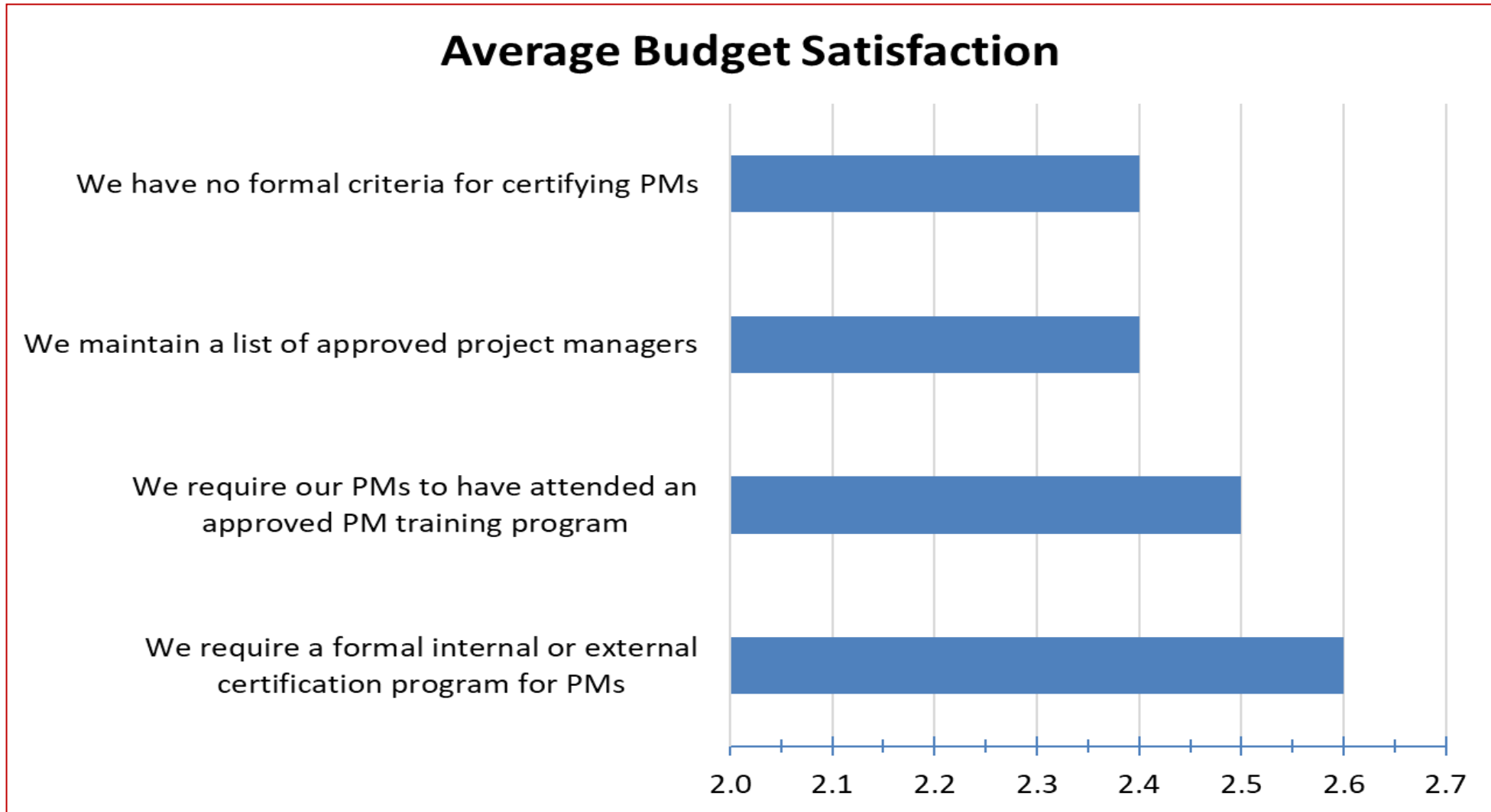
Average Client Satisfaction



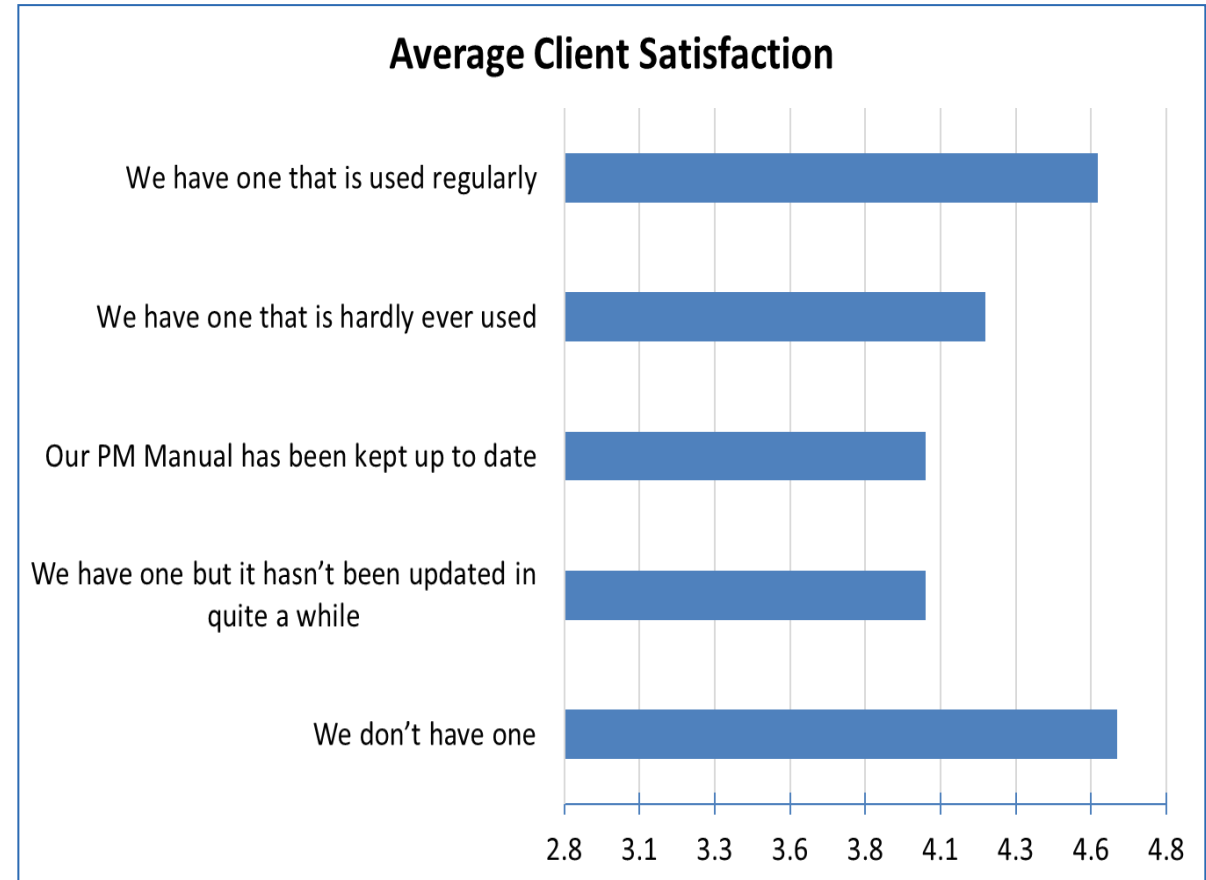
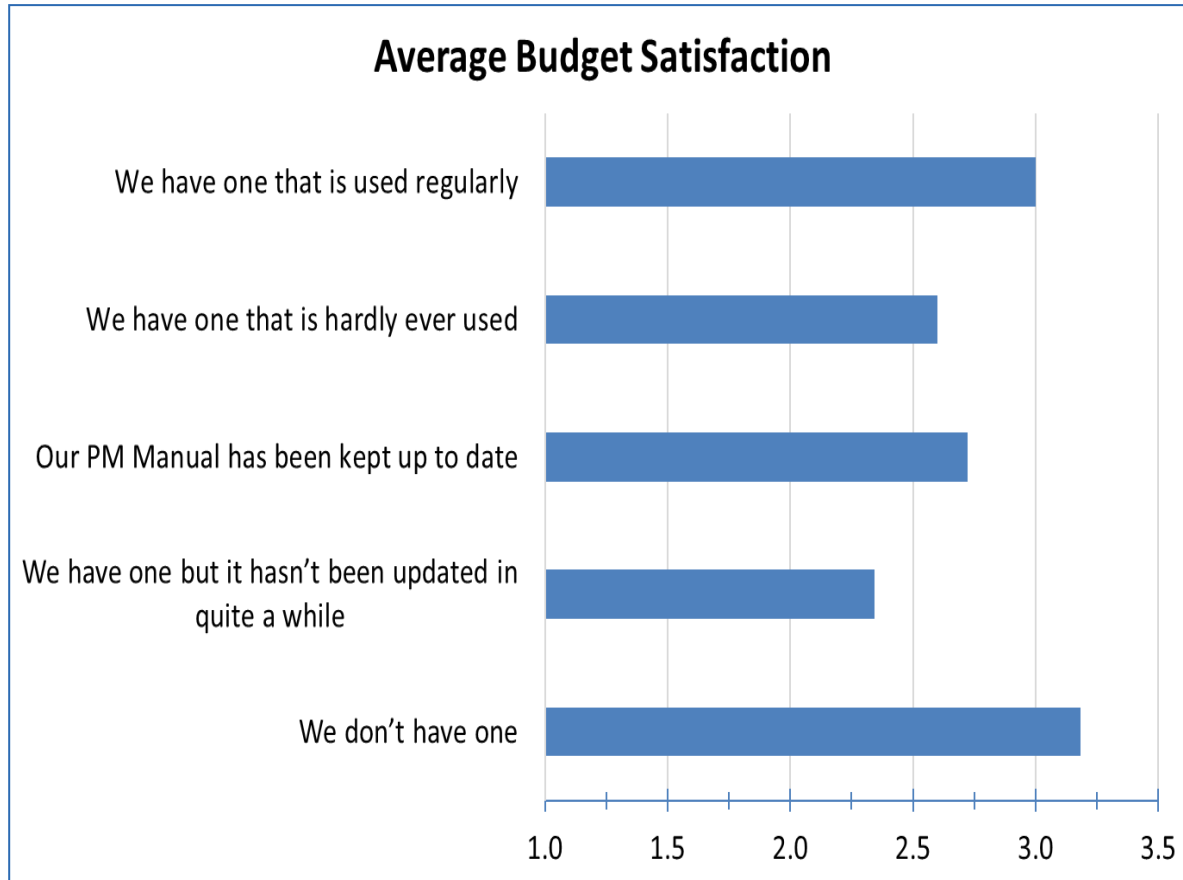
4. Monitor the performance of your PMs regularly.



5. Enroll your PMs in a PM certification program.

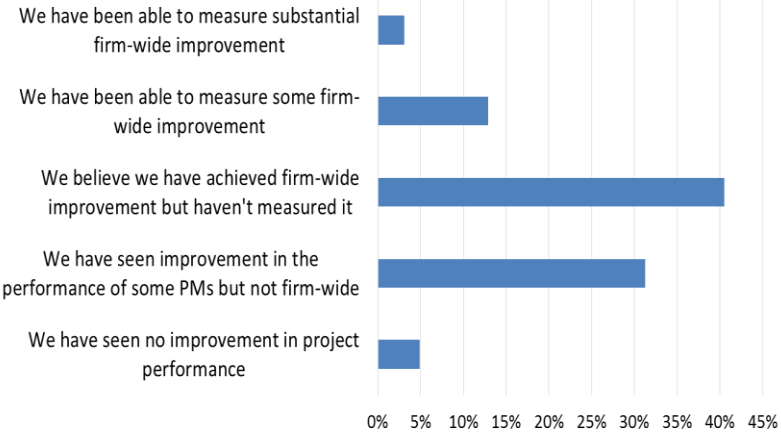


6. Don't waste your time and money writing a PM Manual

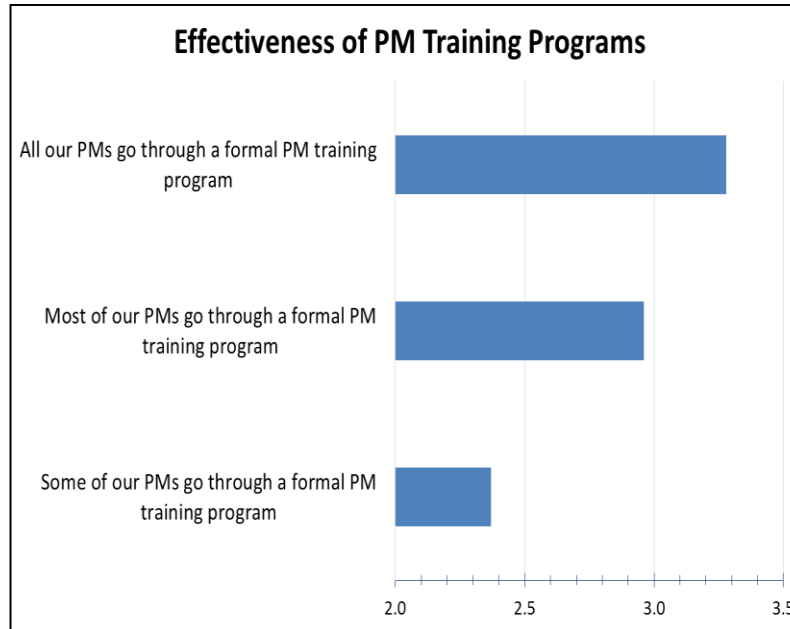


6A. Instead, use that money to train your PMs

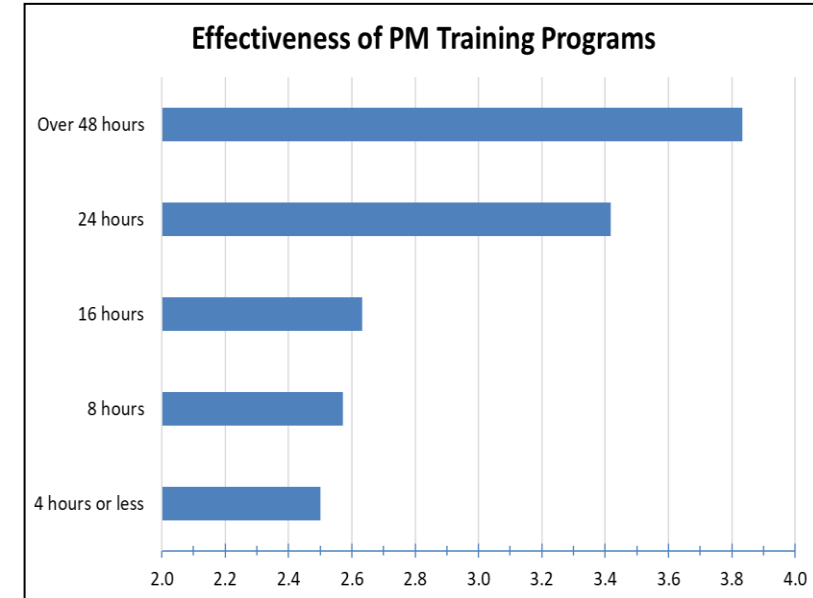
**Improvement Resulting from PM Training
(Percent of Responses)**



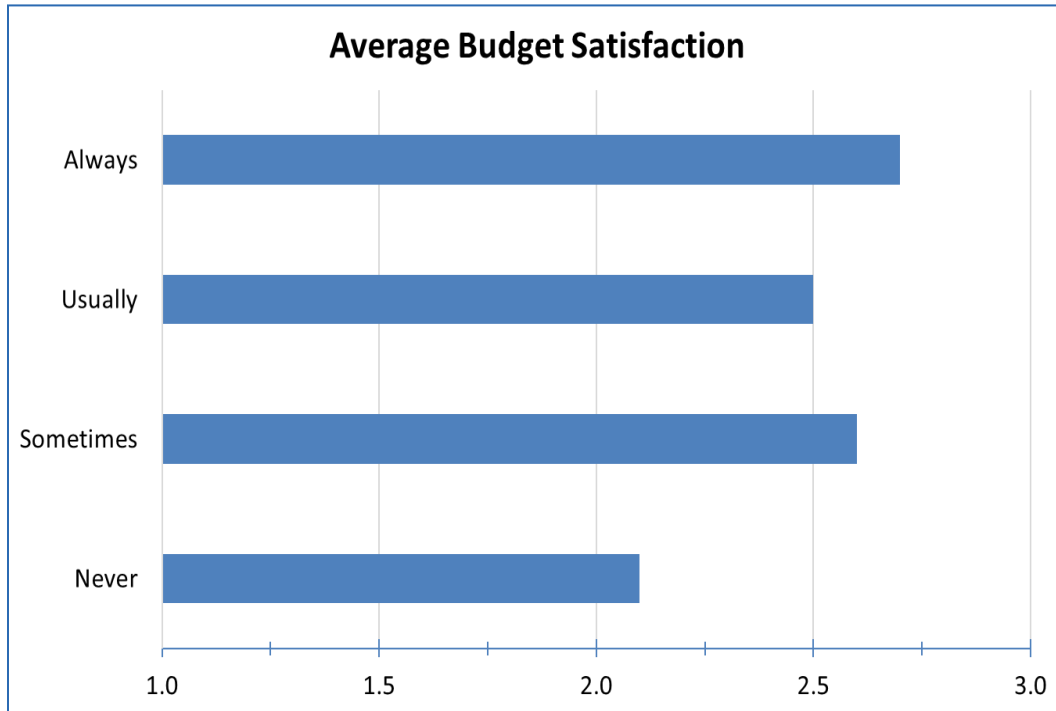
Effectiveness of PM Training Programs



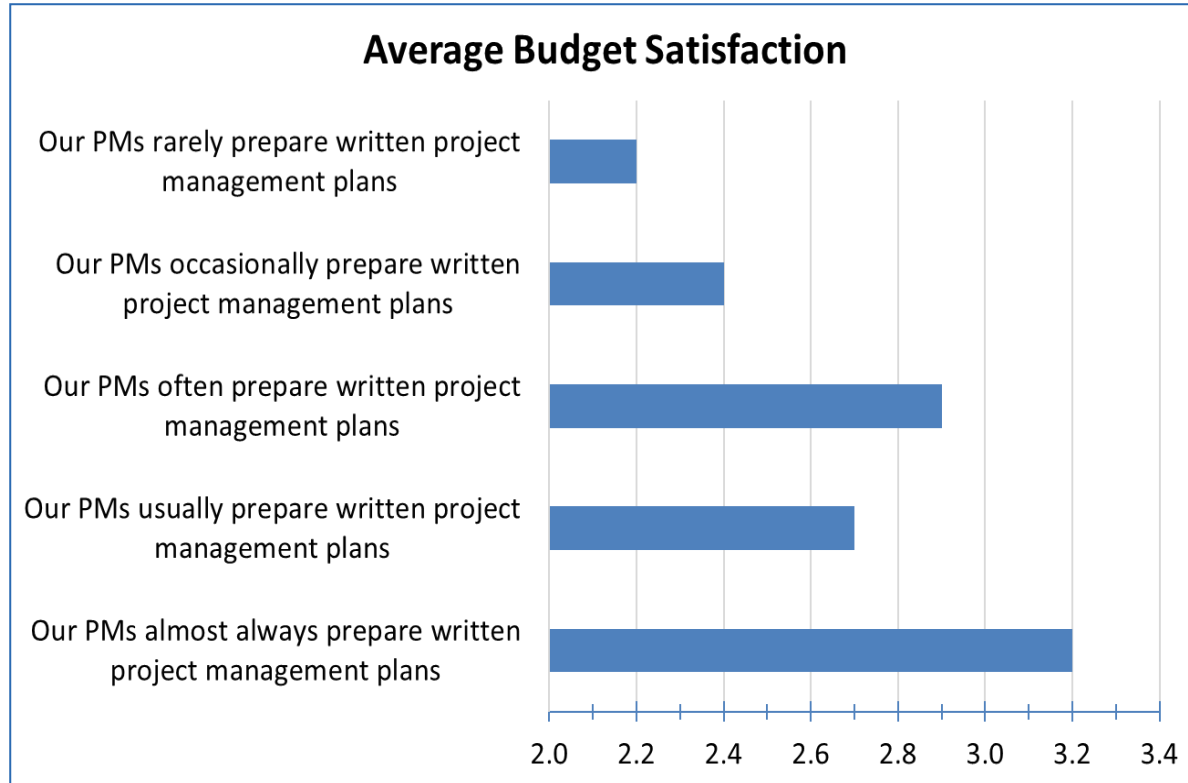
Effectiveness of PM Training Programs



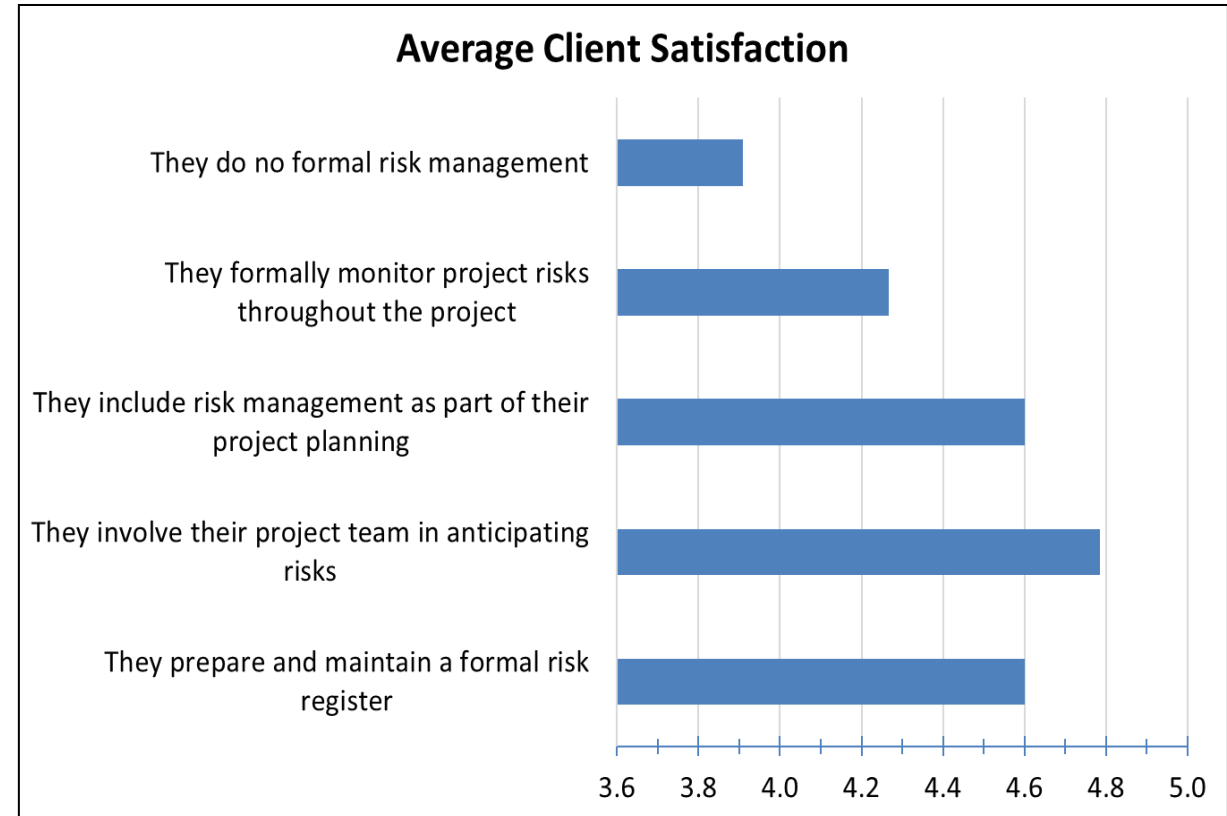
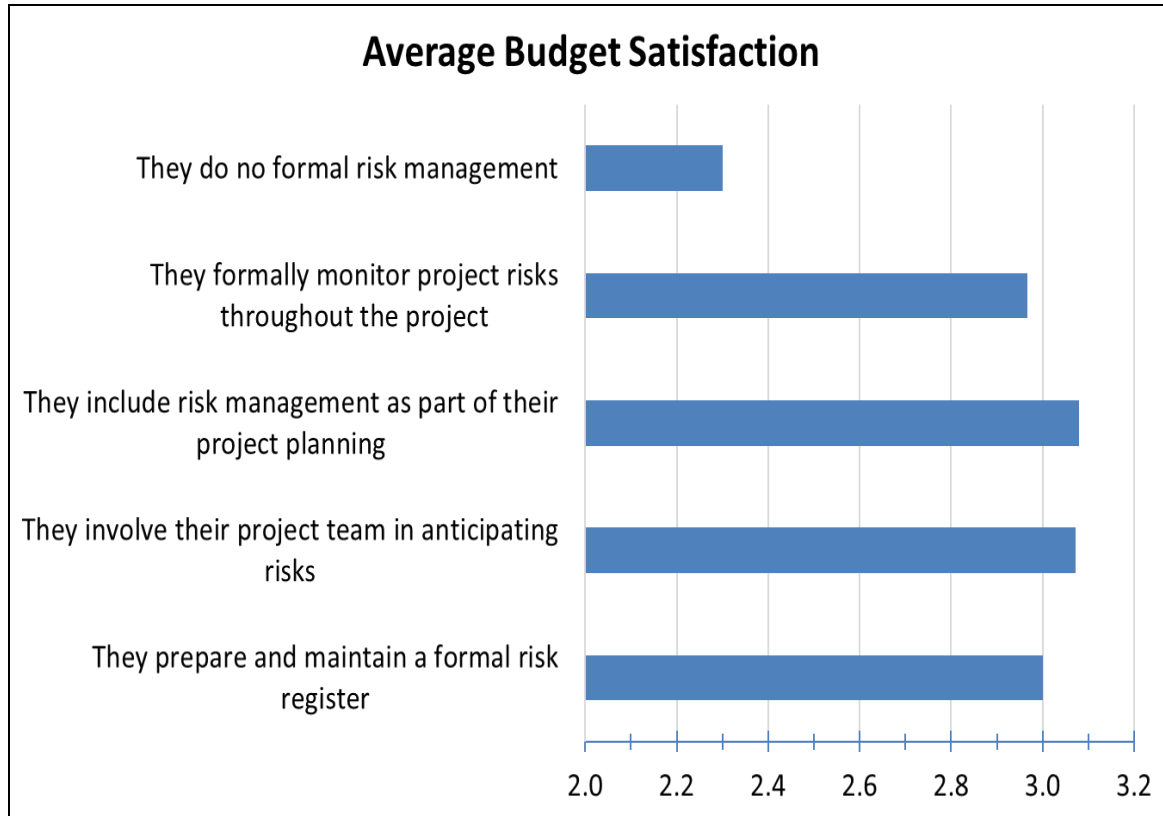
7. Assign a PIC to oversee your PMs on each project.



8. Institutionalize the use of Project Management Plans

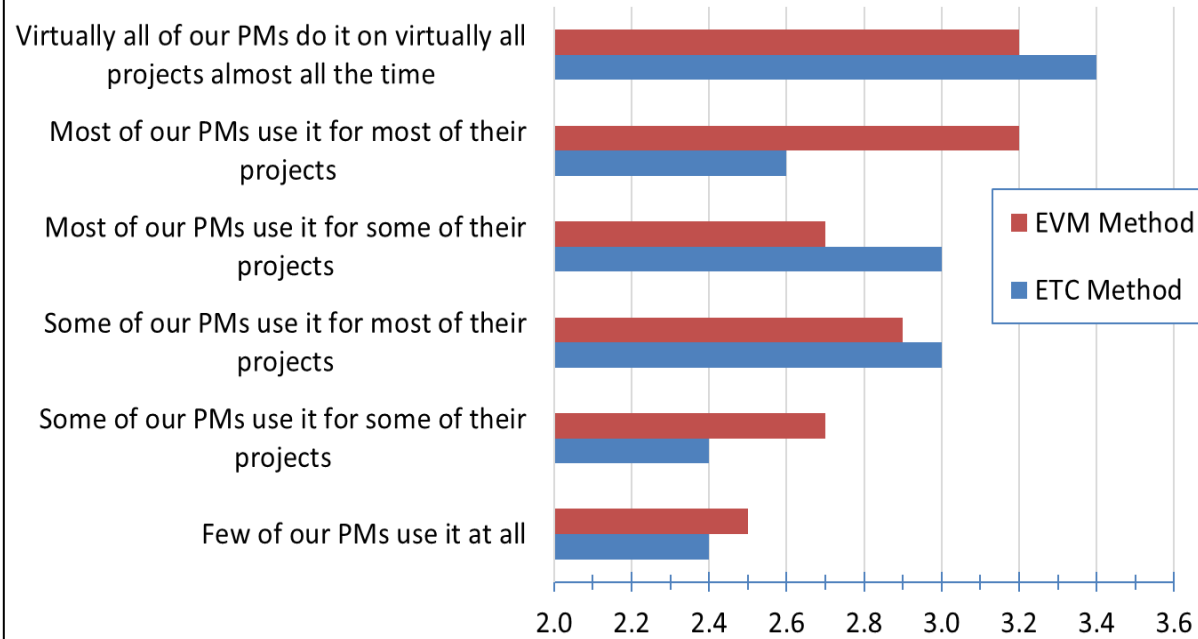


8A. ...And Risk Management Plans

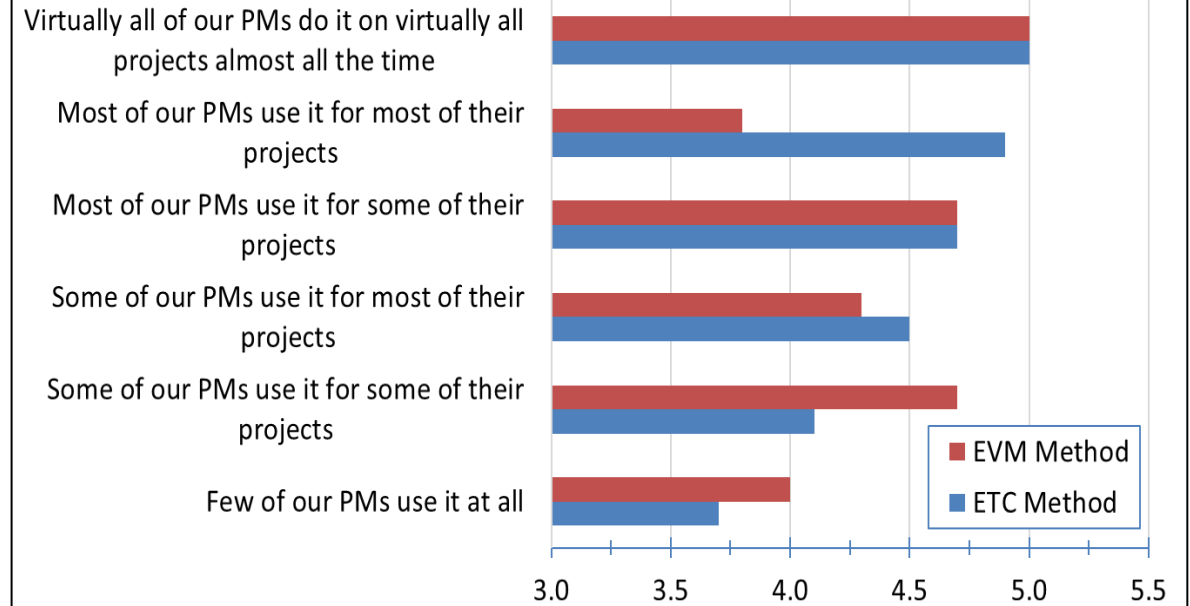


9. Institutionalize the use of Earned Value Management and/or Estimate to Complete methods of project control.

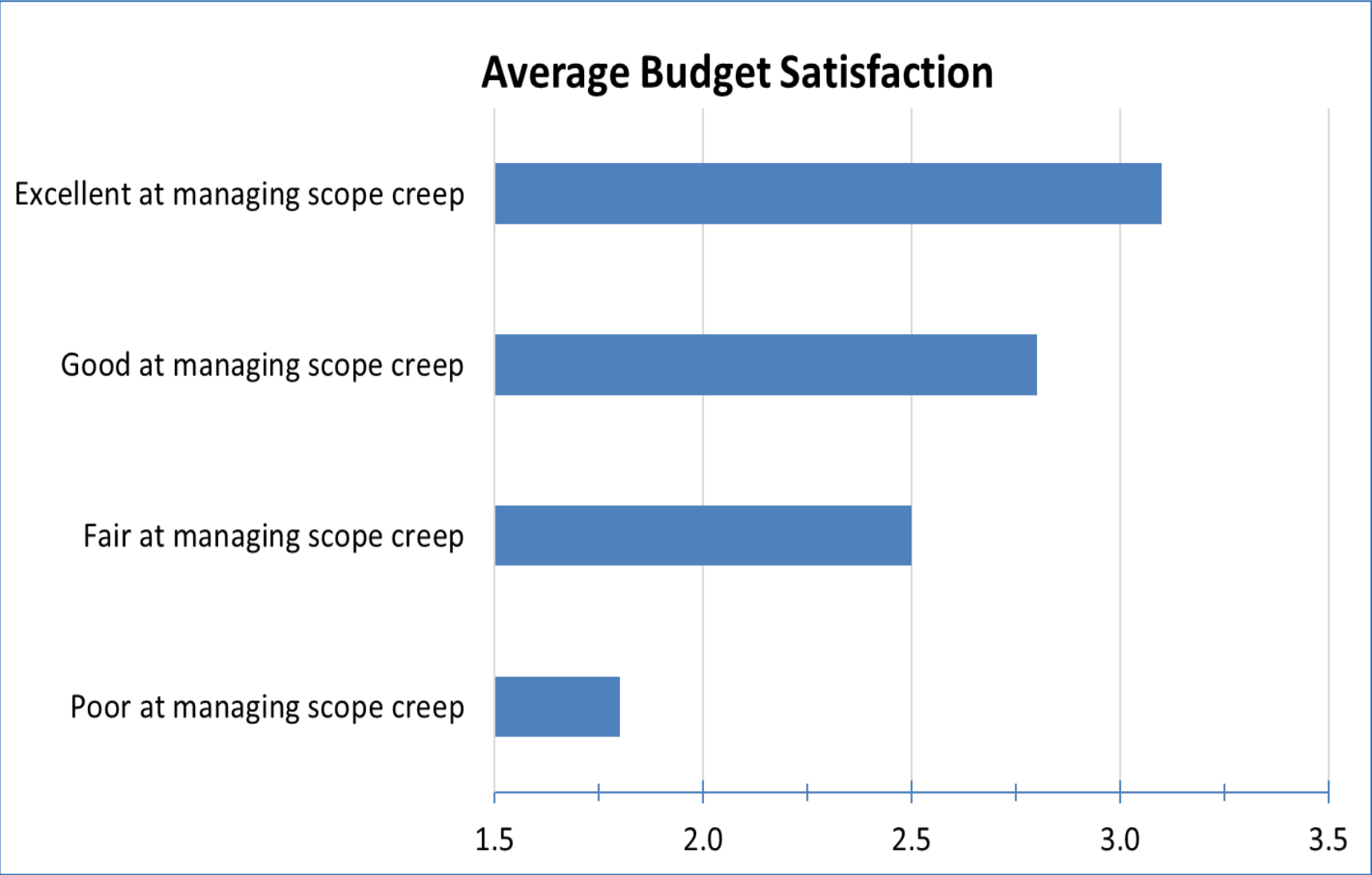
Average Budget Satisfaction



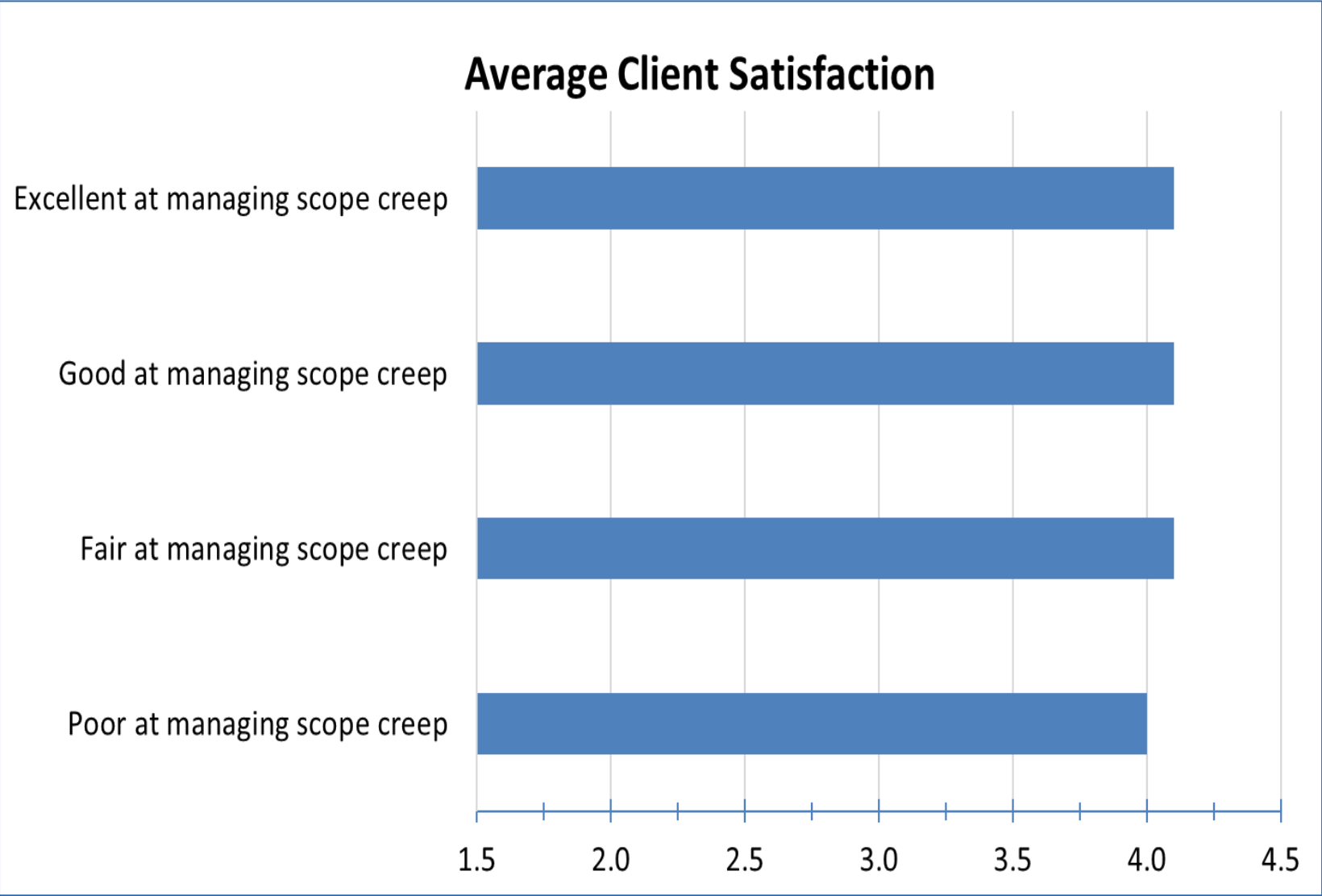
Average Client Satisfaction



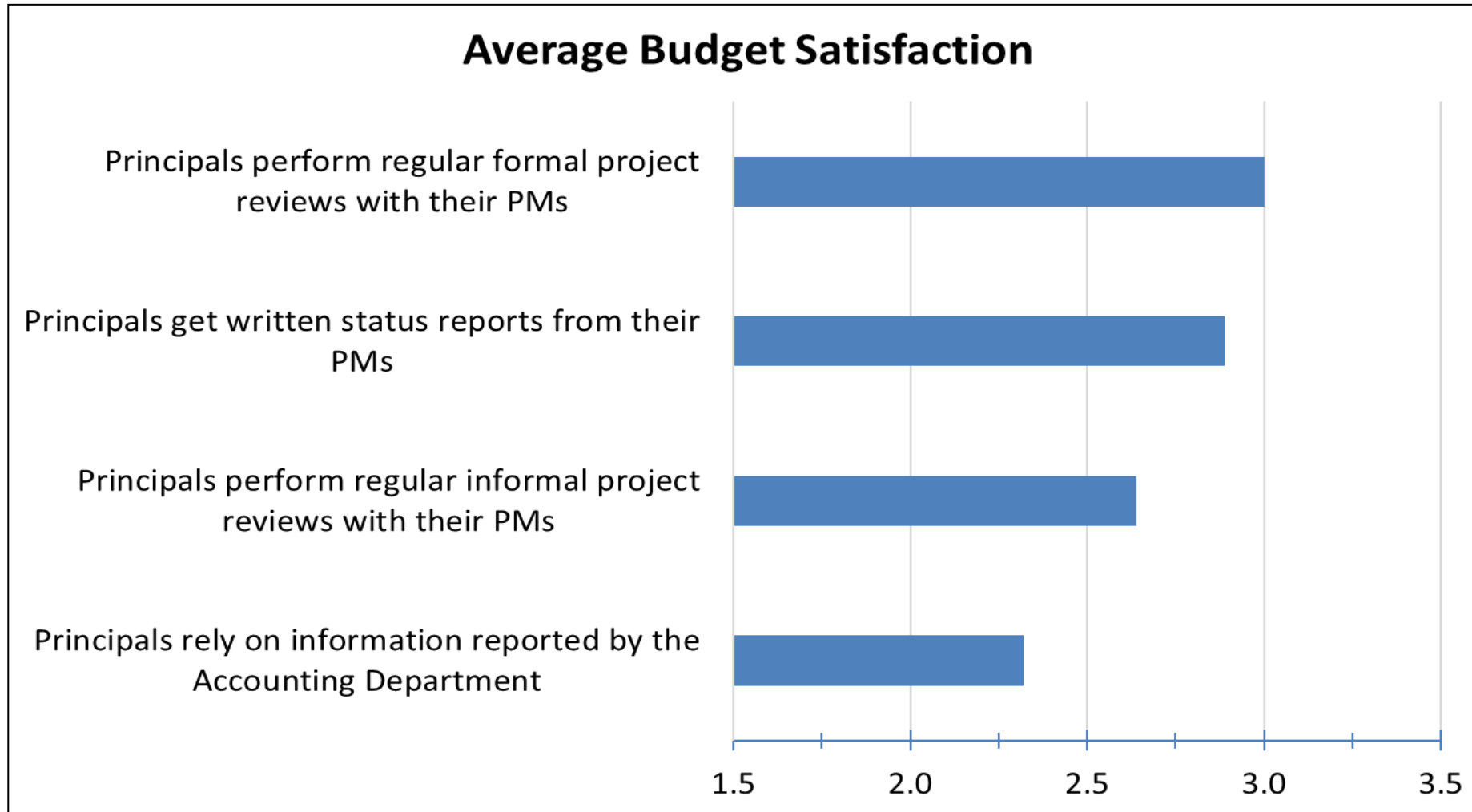
10. Actively manage scope creep.



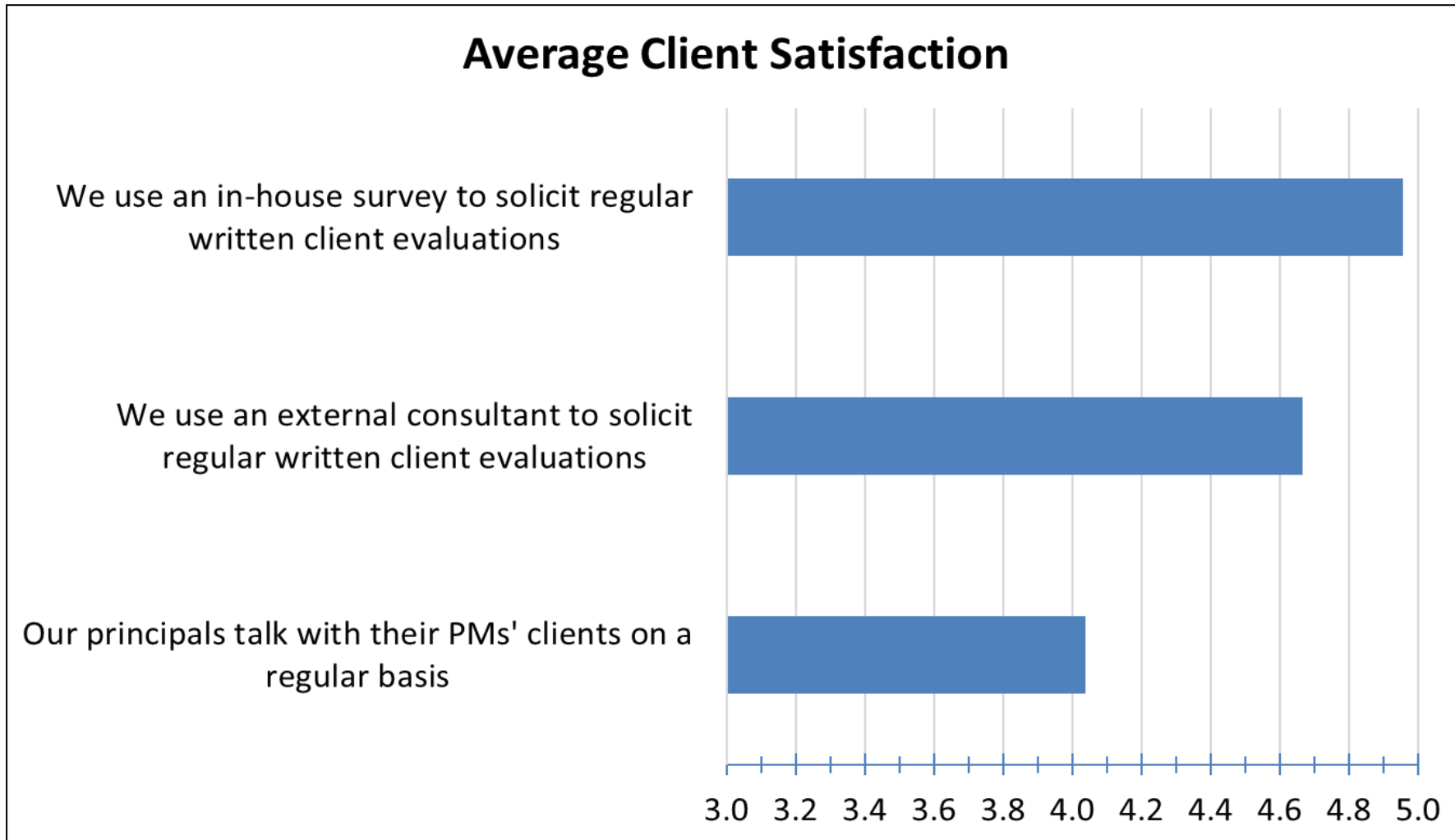
Clients don't mind PMs who actively manage their scopes



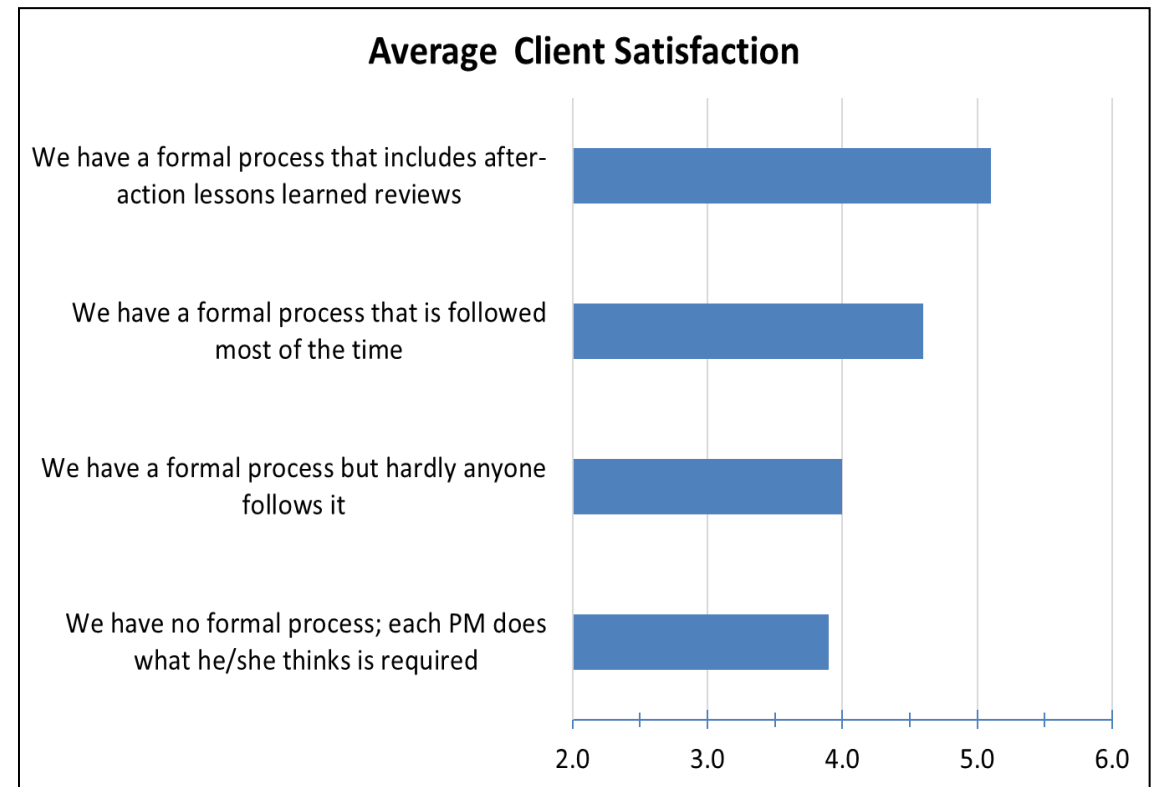
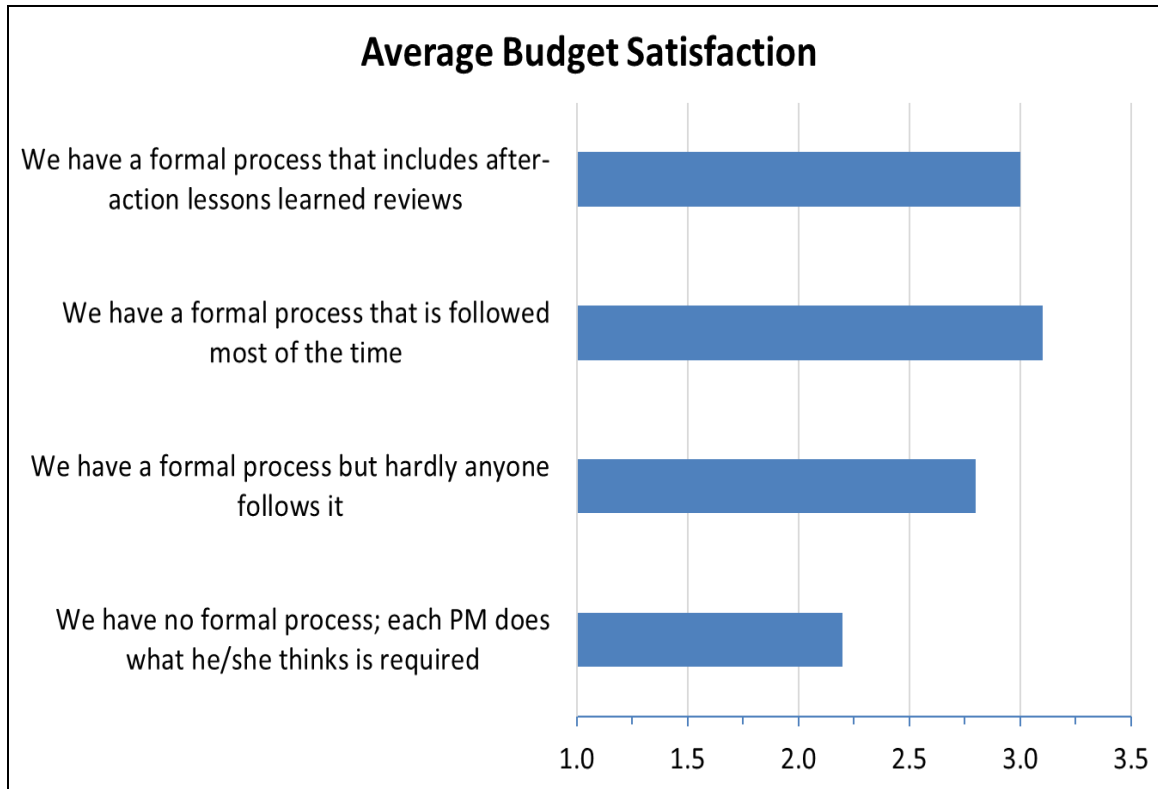
11. Conduct regular informal or formal project reviews with PMs



12. Get regular written evaluations from your clients



13. Establish a formal project close-out procedure.



PSMJ's Big 3 Recommendations

1. Every project must have a Project Management Plan
2. Every job over \$100k must do earned value analysis at least monthly
3. Conduct regularly scheduled project reviews on at least a monthly basis

For a complimentary copy of the full report, please provide your contact information.

Questions or Comments???

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