

Improving Project Performance Extract

Introduction

This document presents different examples of metrics used in our IPP service, including measurements during Pre-Mobilization and Execution phases. This document presents 1 out of 14 Pre-Mobilization Metrics and 2 out of 41 Execution Metrics.

Pre-Mobilization Measurement Example #1

The following measurements help identify missing components or details as the project is taking shape. The following measurements are grouped together into different categories, to target particular areas for potential opportunities.

Safety, Health, & Environment

	Yes	No	N/A
Has a comprehensive, site specific safety plan including owner site safety requirements been developed, complete with accident prevention techniques and owner site safety requirements? (Reference: CURT Owner Safety Blueprint)			
Is there a safety professional assigned to the project?			
Has a program been established to provide training for the safety supervisor?			
Has an appropriate budget been established to provide for corporate safety auditing?			
Has an injury management program been developed to provide timely and professional support to injured employees?			
Has a project orientation plan been finalized?			
Has a safety awareness and recognition strategy been developed?			
Has a 5 S's plan been developed for organizing, standardizing, and improving safety processes?			
Has a Behavioral Based Safety program been developed?			

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Execution Measurements

The following measurements help track levels of performance across different areas once the project starts. This can help project management to spot breakdowns that could have ripple effects across different areas and which could be exacerbated through time.

Example #1

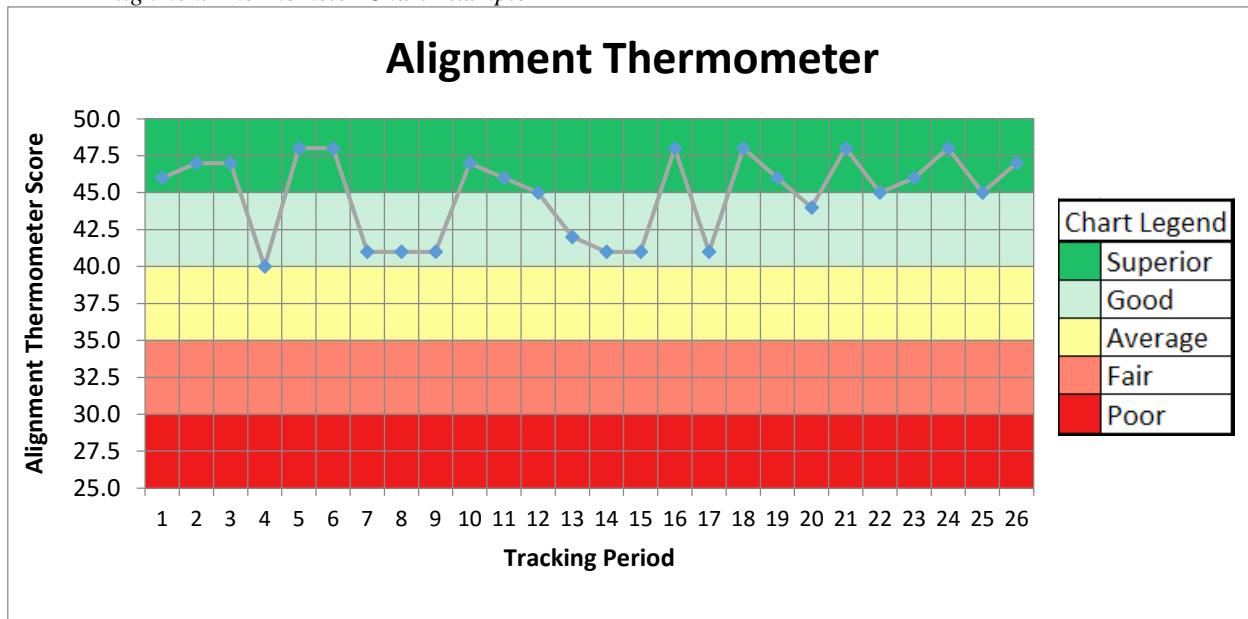
Group - Design Optimization

Sub-group - Effective Project Organization

Alignment Thermometer

Description	This CII-developed measurement monitors the clarity and acceptance of project goals, roles and responsibilities, teamwork and project communications.				
Data Collection Method	Each determined period of time (depending on project length), project team members (as determined by the Project Manager) will complete the “Project Alignment Thermometer” (see appendix C) and forward to a designated member of the project team for calculating a total score.				
Results	This measure ensures timely feedback on dynamics which impact the success of a project, allowing proactive intervention and coaching before a situation becomes a distraction for the team.				
Variable Formula	Where x is equal to the alignment score: $x = \frac{\text{Total Alignment Thermometer Points}}{\text{Number of Surveys}} = \text{____}(Score)$				
Weight	Poor	Fair	Average	Good	Superior
Performance Scale	$x < 30$	$30 \leq x < 35$	$35 \leq x < 40$	$40 \leq x < 45$	$x \geq 45$

Alignment Thermometer Chart Example



Example #2

Group – Lean Construction Principles

5S's Implementation

Description	The 5S (sort, shine, set in order, standardize, and sustain) methodology consists on several rules and steps for keeping a clean and organized workplace which can reduce waste and errors.				
Data Collection Method	Tool sheds, storage rooms, and other selected workplaces, from the 5S's implementation plan, are checked monthly to assure following of the 5S methodology. From the implementation plan, a percentage is calculated of locations meeting the criteria compared to all locations set to follow the 5S's implementation plan.				
Results	This measure helps reduce waste and errors caused by lack of cleanliness and/or organization from selected workplaces. By organizing the workplace, errors and delays can be prevented, reducing the time spent on non-value-added activities.				
Variable Formula	Where x is equal to the percentage of locations following the 5S's implementation plan: $x = \frac{\text{Locations meeting 5S's Plan Criteria}}{\text{Locations in 5S's Implementation Plan}} \times 100 = \text{_____}\%$				
Weight	Poor	Fair	Average	Good	Superior
Performance Scale	$x < 60\%$	$60\% \leq x < 70\%$	$70\% \leq x < 80\%$	$80\% \leq x < 90\%$	$x \geq 90\%$

5S's Implementation Chart Example

