# Southern Illinois University Edwardsville

Project Management Advisory Board

Survey Results for
Project management Success Criteria

Survey Goals

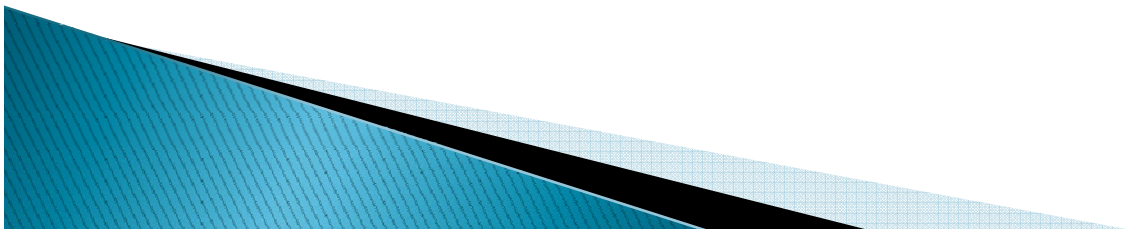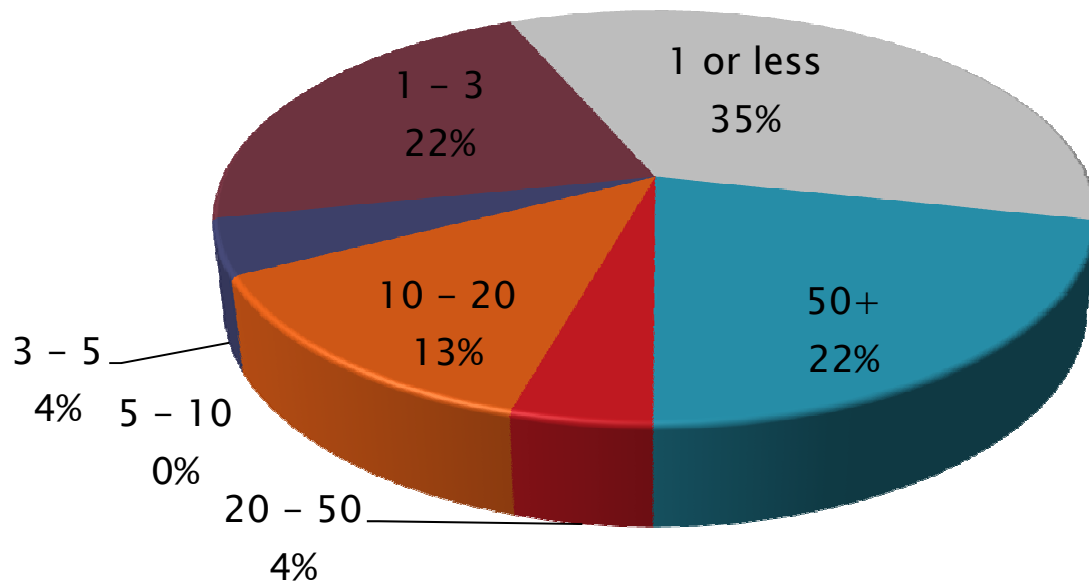- Identify best practices in the measurement of project success
- Define a benchmark for corporate comparison
- Maturity level assessment
- Identify those corporations that have accurate measures of project success
- Identify St. Louis area corporations that have 90% or above project success rate
- The survey will ask each participant to identify which of the following success measure are used:
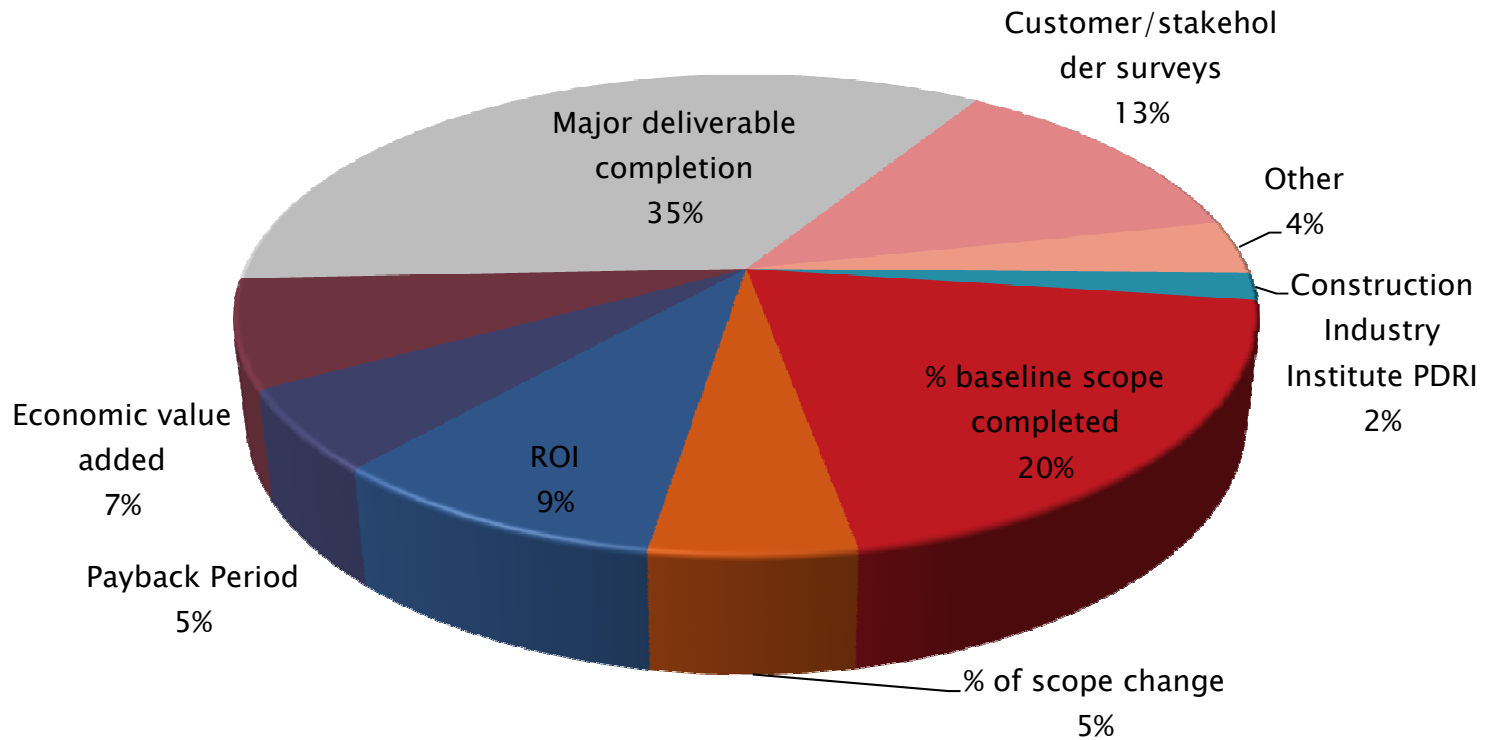 - Scope, Safety, Cost, Schedule, Quality, Risk Management Effectiveness
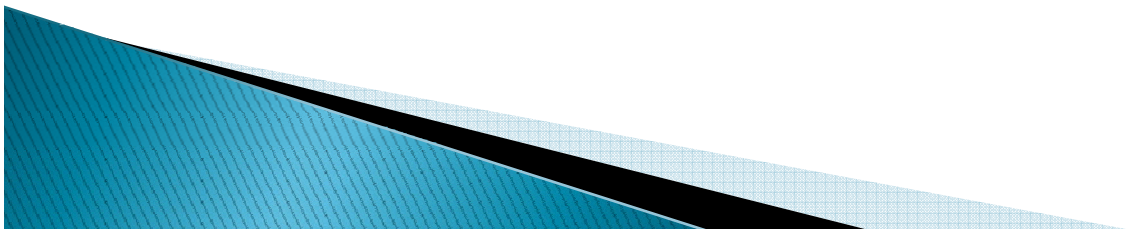
Participating Organizations

| Participating Industries |
| --- |
| Aerospace |
| Aerospace and Defense |
| Biotechnology |
| Communications |
| Consulting |
| Defense Contractor – Information Technology |
| Electrical Construction |
| Energy |
| Engineering |
| Financial Services |
| Government |
| Healthcare |
| Information Technology |
| Manufacturing |
| Specialty Chemicals/Pharma |
| Systems Integration – Manufacturing |
| Utility |

Typical budget size of projects (in millions $)

1 – 3
22%

1 or less
35%

3 – 5
4%

5 – 10
0%

10 – 20
13%

20 – 50
4%

50+
22%

How Scope is measured

Customer/stakehol
der surveys
13%

Other
4%

Construction
Industry
Institute PDRI
2%

% baseline scope
completed
20%

% of scope change
5%

ROI
9%

Payback Period
5%

Economic value
added
7%

Major deliverable
completion
35%

Comments for Other:
   – Validation, trial production
   – Estimated Cost to Complete vs. Budget at WBS level

Measures used for Safety

Pie chart: Measures used for Safety

- OSHA Incident Rate 36%
- LWA Rate 19%
- EMR Rate 16%
- Other 29%
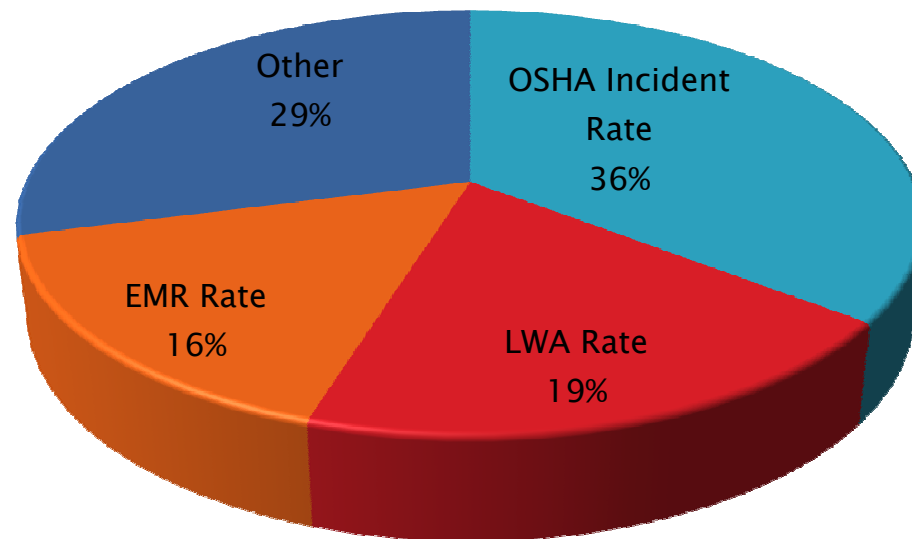
Comments for Other:
- None
- LOS, SES scores, Quality indicator rate

Measures used for Cost Management

Number of re-estimates
3%

Other
10%

Earned Value Analysis
22%

Work performance measurement
20%

Cost variance of budget vs. Actual
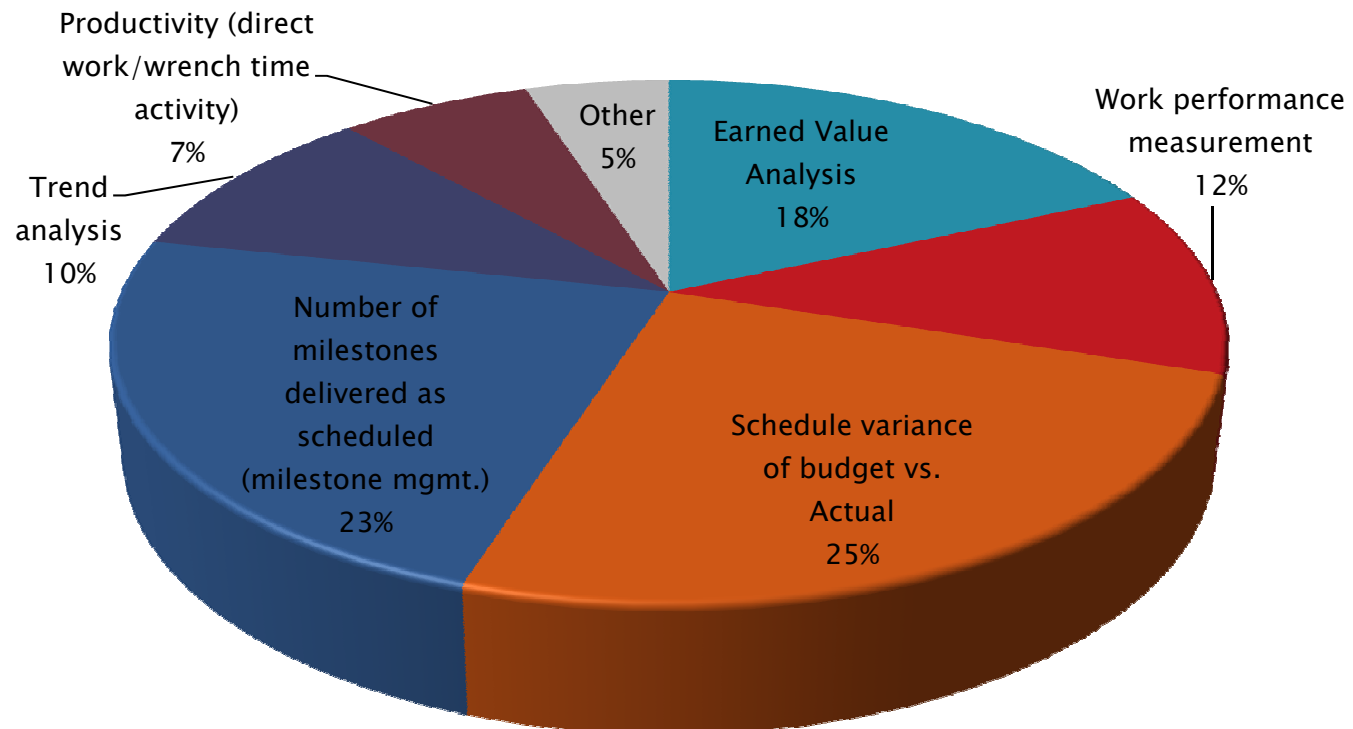45%
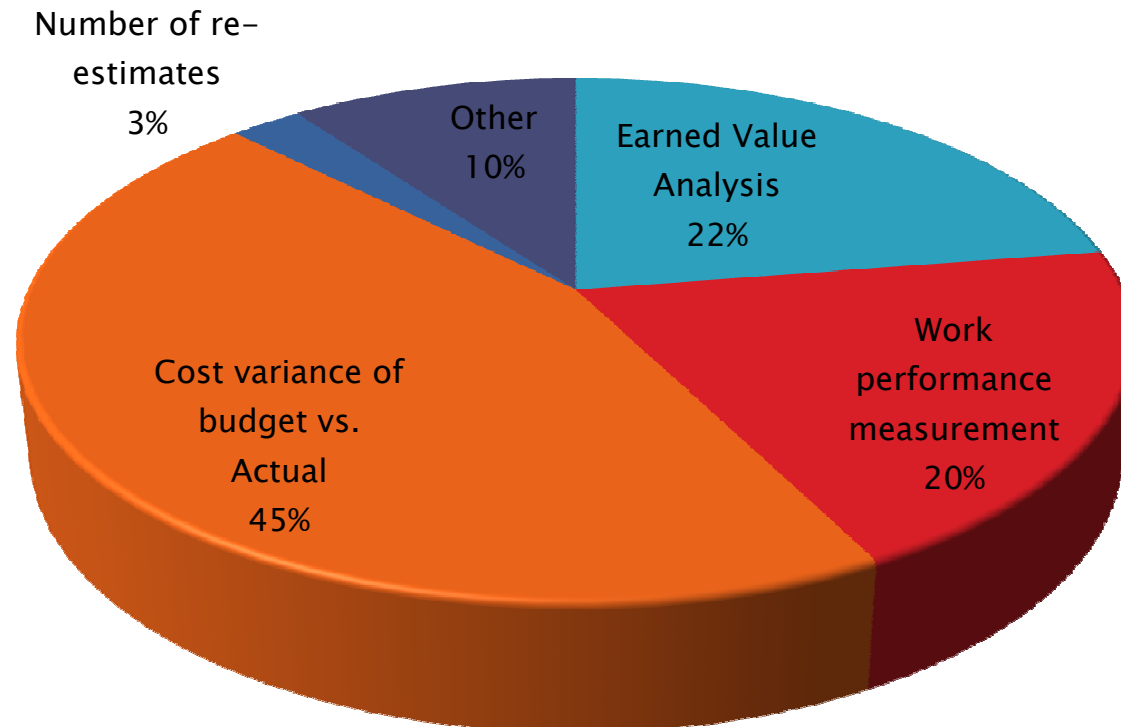
Comments for Other:
- Cost variance of baseline & budget to current estimate
- Watching industry indices of ingredient prices
- Integrated master plan, integrated master schedule
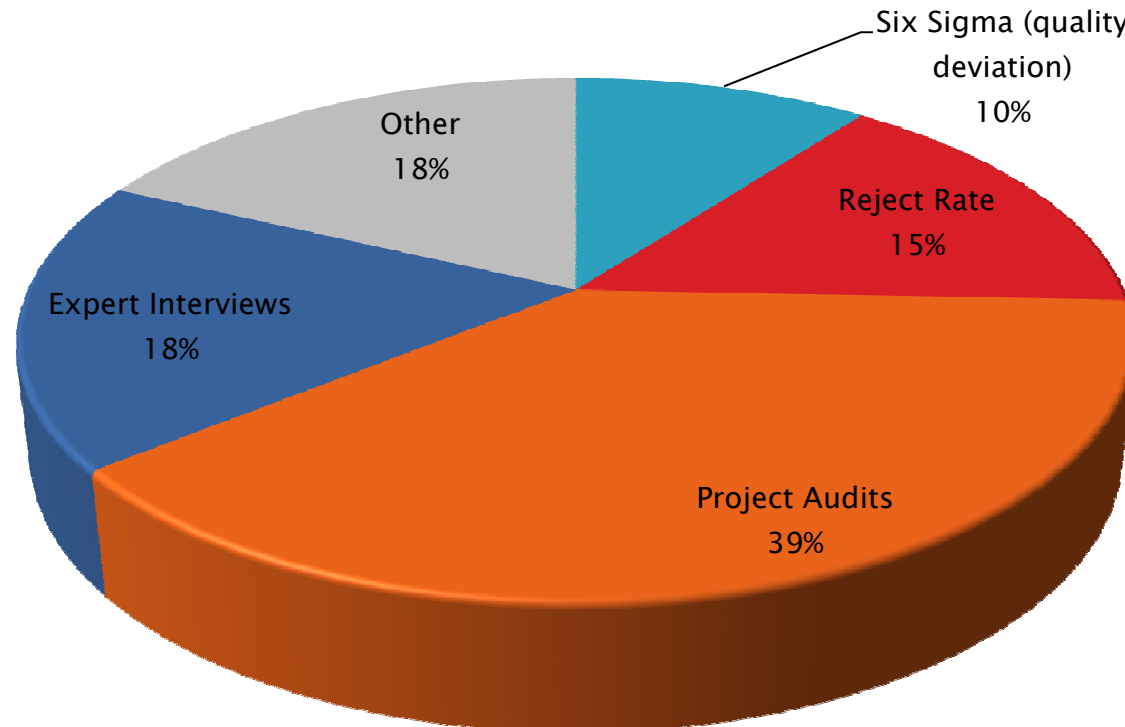- None

Measures used for Schedule Management

Productivity (direct work/wrench time activity) 7%

Trend analysis 10%

Other 5%

Earned Value Analysis 18%

Work performance measurement 12%

Number of milestones delivered as scheduled (milestone mgmt.) 23%

Schedule variance of budget vs. Actual 25%

Comments for Other:
 – Schedule variance of budget & baseline to current estimate
 – Records of risks/reasons for re-baseline
 – Percent complete and milestone management

Measures used for Quality Management

Six Sigma (quality deviation)
10%

Reject Rate
15%

Other
18%

Expert Interviews
18%

Project Audits
39%

Comments for Other:
- For development work, bugs. For Ops, several measures
- Validation, ISO
- Post-project meeting with plants
- Customer complaints
- Verbal status meeting updates
- Closed loop corrective action
- CAT cycles, user surveys

Measures for the effectiveness of Risk Management

Other
38%

# of Risk Events in management plan
39%

Risk to Issue Ratio
23%
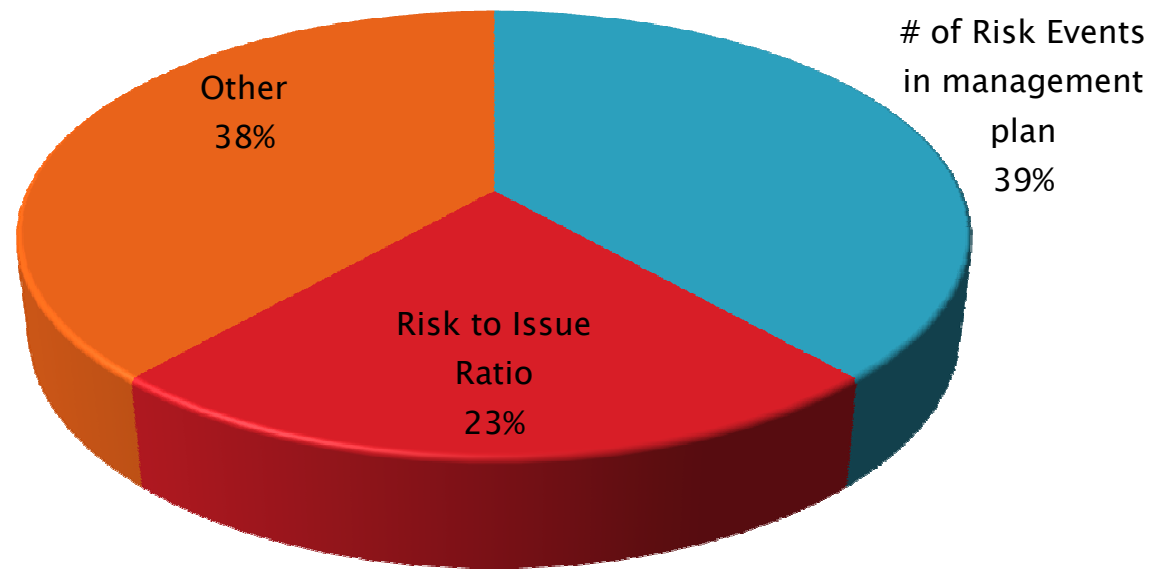
Comments for Other:
- Lessons learned
- Proper execution of remediation plan if necessary
- Completed projects with contingency plans
- Informal risk discussion
- Not measurable-literal review of risk management plan
- Tracking of plan to schedule on risk management plan
- Professional judgment. No formal risk management
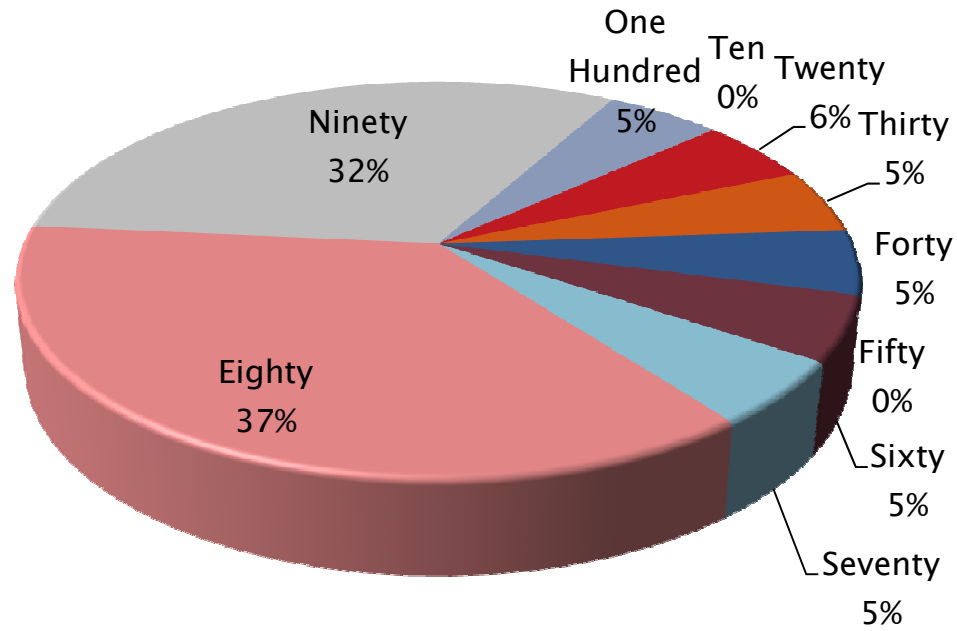- Execution of risk handling plans
- None

10

We evaluate the effectiveness of Risk contingency plans
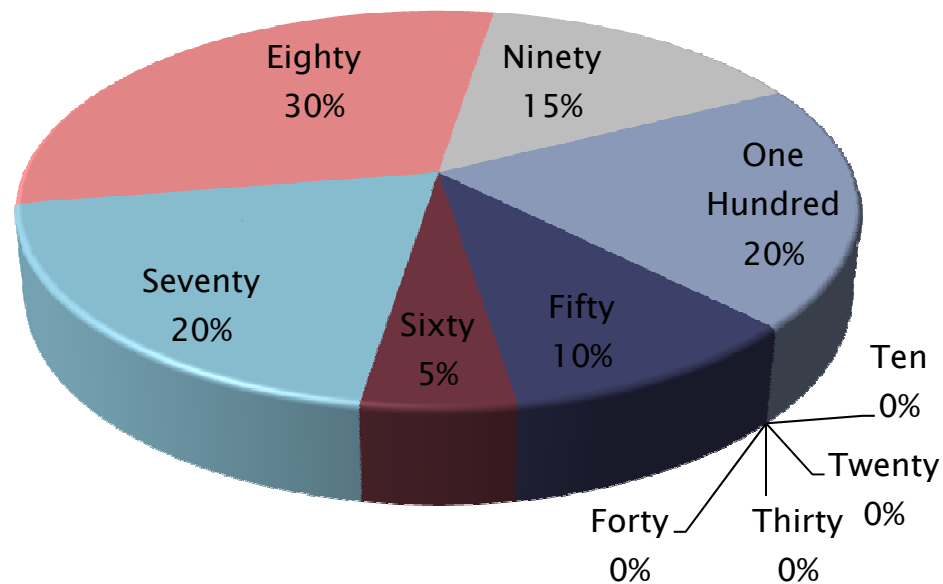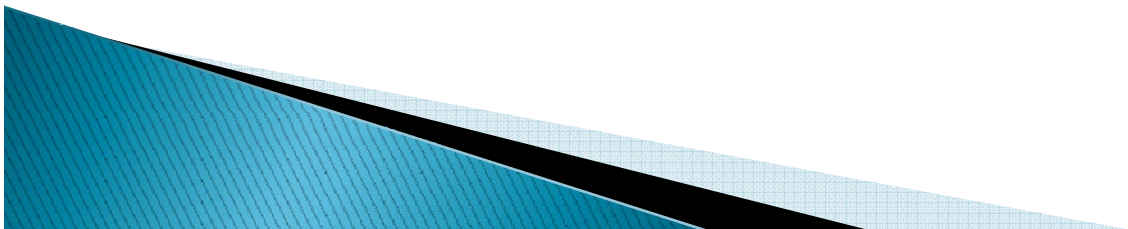

No
52%

Yes
48%
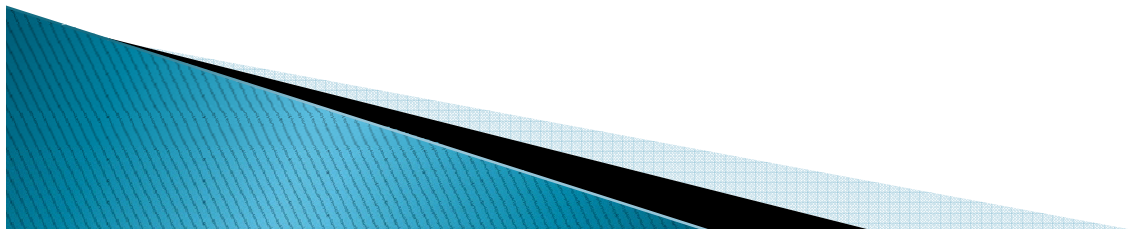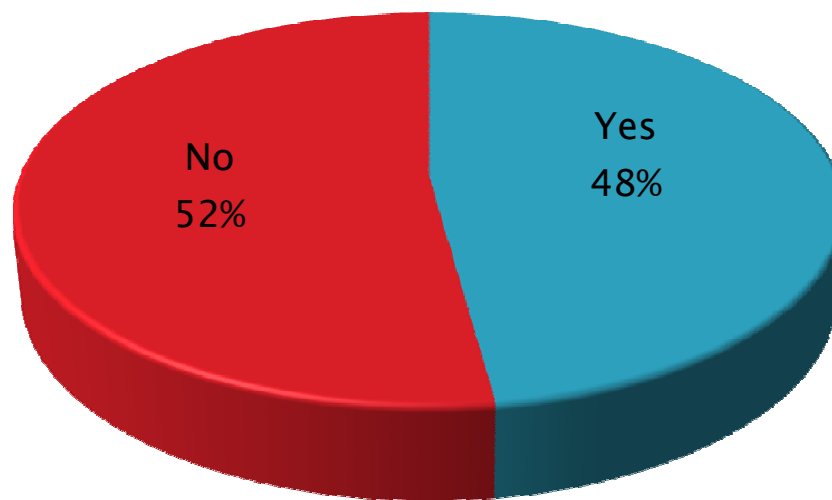
Percent of projects that meet schedule
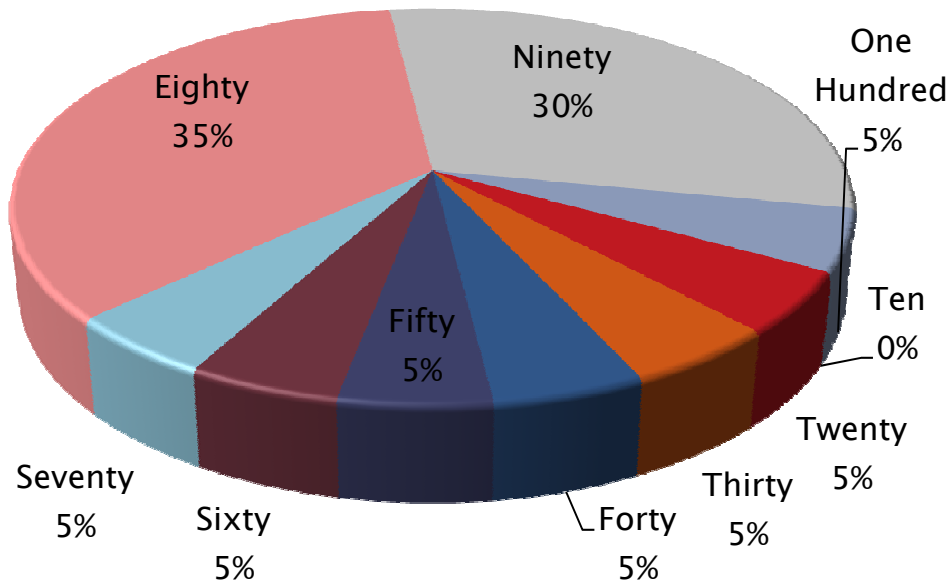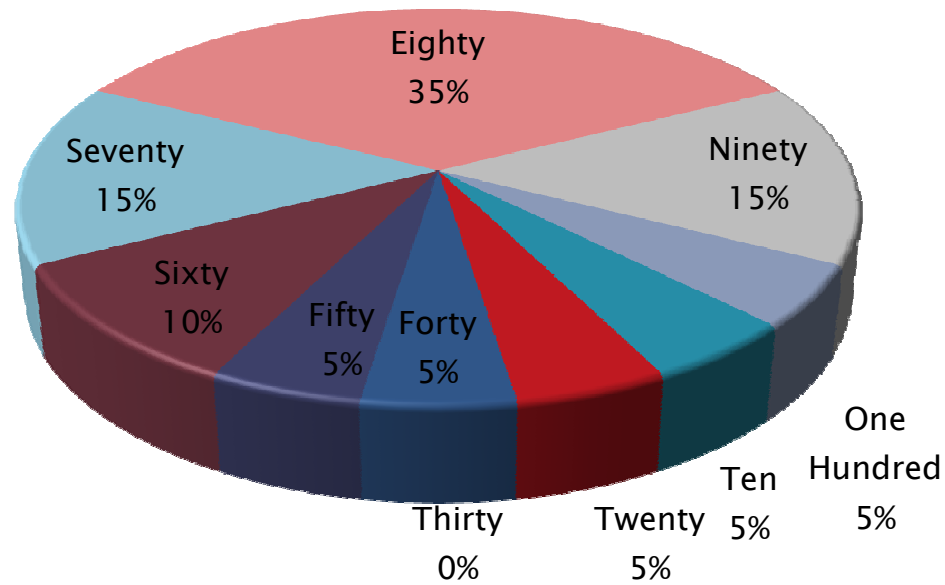
Percent of projects that meet cost

Percent of projects that deliver all requirements and complete 100% of scope

Eighty 30%
Ninety 15%
One Hundred 20%
Seventy 20%
Sixty 5%
Fifty 10%
Ten 0%
Twenty 0%
Forty 0%
Thirty 0%

Percent of projects that meet schedule & cost

Percent of projects that meet schedule, cost & deliver all requirements

Seventy 30%
Eighty 15%
Ninety 20%
One Hundred 5%
Ten 5%
Twenty 5%
Thirty 0%
Forty 0%
Fifty 10%
Sixty 10%