eric HERMAN

Project Management Study
summary of survey

Eric Herman
3/18/11

Project Data Analysis

- 109 HC project sample size. $4.3 million in fees
- 94 of the 109 projects (86%) were $50k or under (fees).
- 78 of the 109 projects averaged $12.7k (fees)
- 40% of the projects that were sampled were over the fee bu...
- 100% of the projects that were sampled were on completed ... through CD

Questions to discover answers to:
- Can projects be classified into certain types?
- Were there or are there patterns with the resources required to e... certain projects?

Note: data represents ran...

Project Management Processes

- Is a basic structure for understanding ... management.

Initiating — Planning — Controlling — Executing — Closing

Organizational System
three levels

Marketing — Project Execution *"Design Revolution"* — Project Management

Survey Summary Results

Factors impacting performance	Potential counter measure(s)
I. Individual "task" demand impacts capacity, but is not well understood	• Consider creating and tracking PM tasks so that issues can be...
II. Overall project performance...	

Survey Summary Results

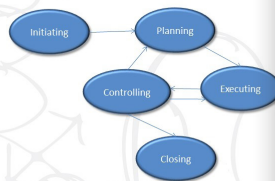| Factors impacting performance	Potential counter measure(s)
IV. Standardization across and within disciplines is missing causing efficiency and role conflict issues.	• Analyze the project demand for apparent patterns (e.g., staffing, project types, etc.) • Front end Kaizen with Arch Design, Int Design & Project Mgmt to look at different processes, ... and templates.

Survey Summary Results

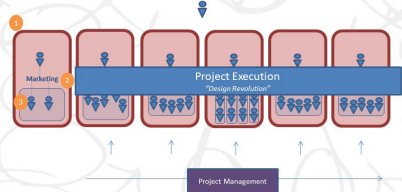| Factors impacting performance	Potential counter measure(s)
VI. Technology is a barrier for the PM, in terms of getting simple tasks accomplished	• Purchase mobile monitors for use with team meetings. • Open up email capacity so that email administration doesn't take to much time. • Discover how Deltek Resource Planning & Management module and MS Project play a role in supporting project management process
VII. Space can become a barrier to managing project performance. As it's difficult to find team space and/or have technology integration.	• Conduct blitz master plan effort to provide options.
VIII. Expertise in PM is anecdotal with respect to process, framework and/or MS Project tool. This is resulting in project management efficiency & effectiveness issues for projects.	• Look at creating individual development plans for each PM. • Evaluate "peeling" off project admin duties to help in project mgmt.

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Progressive AE

August 9, 2019

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Director Business Performance So...
Progressive AE
1811 4 Mile Rd NE
Grand Rapids, MI 49341

Deliverables

Eight (8) four hour training session...
frame. Start date target is week of...
Progressive AE Corporate office

Eight (8) hours dedicated to MS Pr...
- Customized to meet speci...
- Transition from MS Proje...
- Training on complete use...
  work breakdown structure...

Twenty Four (24) hours dedicated...
- Customized to meet speci...
- Training focused on PM f...
- Training to prepare for PM...

Pre / Post training assessments
- Co-authored

Goals / Objectives

Desired outcome from training;
- Gain a working knowledge of the PM process, tools & technology necessary to execute a successful project.
- Understand and be able to clearly define/ create project plans and schedules
- Clarify individual & team roles and responsibilities, optimizing staff
- Understand and be able to demonstrate how to manage a project to ensure optimum results.
- Demonstrate benefits from following a disciplined project management process
- Achieve greater accuracy with budget creation & performance.
- Greater efficiency with schedule completion

Students will need to attend all sessions to gain full benefit of training. Additional self-study will be necessary to ensure skills gained in training are effectively applied in your workplace.

"Thinking outside of the box is difficult for some people. Keep trying."
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Project Management Office

Designed and led the implementation of a new entity to promote a project management culture, institutionalize innovation practices, and manage annually over 120 enterprise-level projects, programs, portfolios to improve the organization's overall performance.