



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 bud
- 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 execute certain projects?

Note: data represents ran

Project No.	Project Name	Project Management	Project Phase	Project Start	Project End Date	Project Fee	PM Fee	PM %	PM Status	Client	Delivery	Financial	Project
1	Provision center	John Vanhouder	CD/BA	8/20/10					yes				
2	Model shop & test lab	John Vanhouder	PD	8/20/10		\$22,000	\$24,000	108%	no				
3	Detroit Zoo	John Vanhouder	PD	8/20/10		\$12,000	\$15,000	125%	no				
4	Project James	Brett Butler							no				
5	St. Third	Brett Butler							yes				
6	Central	Seth Horan	CD			\$6,000	\$25,400	423%	yes				
7	Bus stop study	Seth Horan	Study			\$3,000	\$4,500	150%	yes				
8	North Middle	Jim Zwolensky	CD			\$9,000	\$9,000	100%	yes				
9	Micro Infrastructure	Jim Zwolensky	CD			\$4,000	\$4,000	100%	yes				
10	Japanese Garden	Jim Zwolensky	CD			\$9,000	\$479	5%	yes				
11	Stree	Oliver Da							yes				
12	Memorial Medical Center	Sara Vanderveen	SD	8/20/10		\$5,000	\$787	15%	yes				
13	Blanchard	Sara Vanderveen	CD	8/20/10		\$16,000	\$16,000	100%	yes				
14	M4P - cancer center	Jeff Gill	SD			td	\$25	0%	no				
15	CD planning	Jeff Gill	Study			\$2,000	\$42	2%	yes				
16	Cash Lab	Jeff Gill	CD			\$4,000	\$2,900	72%	yes				
17	Min Book & Sprin	Jeff Gill	PPD			\$6,000	td	0%	no				
18	Medi	Jeff Gill	PPD			\$20,000	td	0%	no				
19	Hubway Transpore	Jeff Gill	PD			\$90,000	\$70,000	77%	yes				
20	St. North	Jeff Gill	SD			\$20,000	\$96,000	480%	yes				
21	Pure MTA	Seth Horan	M&G			\$68,000	\$68,000	100%	yes				
22	Project MTA	Seth Horan	PPD			\$20,000	\$20,000	100%	yes				

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 better understood
II. Overall project performance	
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, templates.

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

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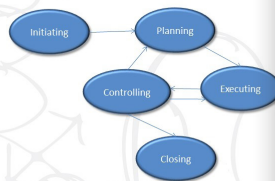
Progressive AE

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 too 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.

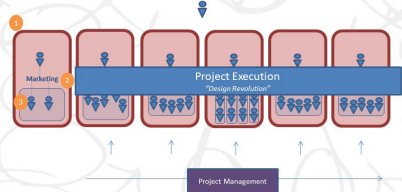
Project Management Processes

- Is a basic structure for understanding management.



Organizational System

three levels



August 9, 2019

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Deliverables

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

- Eight (8) hours dedicated to MS P
 - 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 I
 - Training to prepare for P

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.

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.