

ENGINEUNITY TUTORIAL



Project Manager Performance



Project Manager Performance

Project managers are concerned with the **overall planning and co-ordination** of a project from inception to completion aimed at meeting the client's requirements and ensuring completion on time, within cost and to the required quality standards.

But how do we know the affect a project manager has had on the performance of the company's jobs ?



Project Manager Performance

The **Project Manager History** provides a detailed analysis of the performance of all project managers, and highlights :-

- The **basic performance**; based on the project manager's profile
- The **overall performance**, taking into account a number of performance factors

Project Manager History

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Project Manager Performance

Bruce Simpson managed jobs 62, 102 and 166 from period 5 onwards, all Building & Commercial contracts, and has had a **very good** basic, and **excellent** overall performance level each period.

Project Manager Performance

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Project Manager Performance

PROFILE

Bruce's basic performance is **very good** because of an outstanding track record in the Building & Commercial sector.

The profile also includes some **personal details**. Although they can affect basic performance, they are also pointers as to the future outlook for the project manager e.g., tendency towards depression could indicate that the project manager may be off ill in the future, and not available.

A good project manager, one with the relevant experience for a particular job, will produce more output from the resources available, while a poor project manager will impair contract efficiency.

BRUCE SIMPSON

After graduating from Liverpool John Moores University, Bruce spent 12 years as a junior engineer for the overseas development agency, working mainly on building restoration projects where there had been major earthquakes, which took him to diverse parts of the world. Bruce returned to the UK to take-up a structural engineer's post on a large steel plant development in the North of England, and the project's success saw him progress into site management, which he has been doing now for many years on a variety of industrial and building and commercial schemes.



A really good team leader, well-respected by others, Bruce has a fabulous track-record, and produces first-class results every time. He will never be short of job offers, and is constantly being headhunted. Bruce has never married, but has many close friends, and enjoys walking. He is gradually completing the South West Coast Path, something he started doing over ten years ago.

history"

season for leaving

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Project Manager Performance

We will take a look at the factors that have contributed to Bruce's overall performance level.



Project Manager Performance

TIME WITH THE COMPANY

The longer a project manager works for the company, the better the performance, as they gain experience and knowledge and how the company operates.

We can see that Bruce has worked continuously for the company for 6 periods, and during that time there has been an **noticeable improvement** in performance due to experience gained.

Project Manager History

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Project Manager Performance

BONUS

The performance of the project manager can be improved for the current period only by paying a **bonus**, which is a % of the salary for the period.

Project manager **expectations** can change as the operating performance of the company changes, and may be higher or lower than the History level. This will affect the affect bonus levels have on performance.

A 4% bonus has been paid to Bruce each period. This improved performance by a **reasonable** amount during period 5. However, from period 6 onwards project manager expectations rose as the company's operating performance improved, and the 4% bonus only resulted in a **small** improvement in Bruce's performance.

KEY POINTS

If project manager expectation remains constant, paying the same level of bonus will not necessarily result in the same improvement in performance level each time as there is a 'human' element built into the calculations which can marginally distort the results.

Project Manager History

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OTHER REASONS FOR PAYING A BONUS

- Good project managers whose average bonus over the time they are working on a particular job is below a certain level may resign because they do not feel they are being **adequately rewarded**. In such a case the project manager may bear a grudge, and may not be available again for some time in the future. Project managers never resign in their first period on a job.
- The top performing project managers can be **poached** by rival companies regardless of the level of bonus they are paid, although paying a good bonus will help to lesson the chance of this happening. Once poached, a project manager will not be available again.

Project Manager History

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Project Manager Performance

JOB LOCATION

If the project manager's home base **is not in the same country** as the job location it can have a negative impact on their performance, which increases as the project manager suitability for the job declines.

Bruce is based in the UK, and all the jobs he has worked on have been in the UK, and there has been no problem with the location.

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Project Manager Performance

TAKING OVER FROM ANOTHER PROJECT MANAGER

Taking over from another project manager can impair performance. The previous project manager will have worked differently, and there will be a period of adjustment. Better project managers are not affected so much.

Since Bruce has managed all the jobs he has been on since they began, there has been **no deterioration** in performance due to taking over from another manager.

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Project Manager Performance

To summarise, the **main factor** that affects a project manager's performance is the past experience in the job sector.

There are additional factors that can **improve** performance :-

- **Time spent** with the Company
- **Bonus** payments

and others that can **deteriorate** performance :-

- **Job location**
- **Taking over** from another project manager

Although these can be graded from "None" to "Dramatic" for affect, none of them has anything like the impact as the past experience.

The experience/performance of the project manager can be gauged from :-

- Their profile
- Their career history with the company