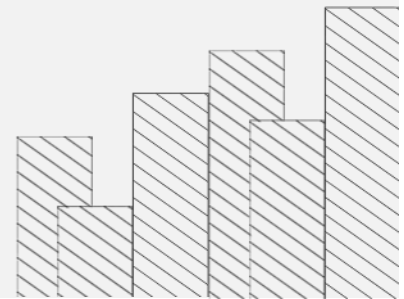




# ***AEC PROJECT MANAGER BEHAVIORAL ASSESSMENT***

***Instructions to Use the Rating Worksheet  
Effectively and Efficiently***



**“Self evaluation  
directs us to prepare  
our next  
performance from  
the past and  
today’s experience.”**

**Auliq Ice**



**TALENT  
MATTERS**



# RESEARCH TEAM



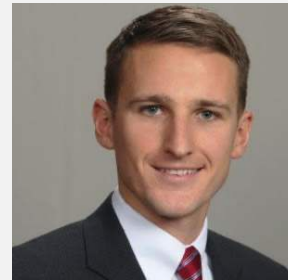
**Anthony  
Fasano, P.E.**



**Matthew  
Douglas**



**Betty  
Arellano**



**Luke Carter**



**Collin George**



**Reid Tolley**



## OVERVIEW

- Purpose of This Research
- Correlating Traits to Project Management
- The End Result
- PM Rating Worksheet Instructions
- Pitfalls When Rating the Performance of Project Managers (PMs)
- Support and Review Process
- For Your Participation
- Next Steps

## PURPOSE OF THIS RESEARCH

Understand the unique behavioral drivers of Project Management in order to...

- Accurately diagnose and prescribe individual and organizational training needs
- Equip you to hire, develop and retain high performing PMs
- Provide analytics for career pathing (succession) of emerging or current PMs

# A HOLISTIC APPROACH TO JOBS

**ELIGIBILITY**



**Can the person perform?**

**SUITABILITY**

**Will the person perform?**

# SUITABILITY: CORRELATING TRAITS TO PROJECT MANAGEMENT

## Essential Traits

Traits most important to the role—the stronger the more positive impact on job success.

## Desirable Traits

“Threshold” traits. Less than a moderate amount can hinder performance.

## Traits To Avoid

Negative traits that can derail effective performance.



# SUITABILITY: CORRELATING TRAITS TO PROJECT MANAGEMENT

## Traits Common To:

**Essential  
Traits**

**TOP PERFORMERS**

**Desirable  
Traits**

**AVERAGE & TOP PERFORMERS**

**Traits To  
Avoid**

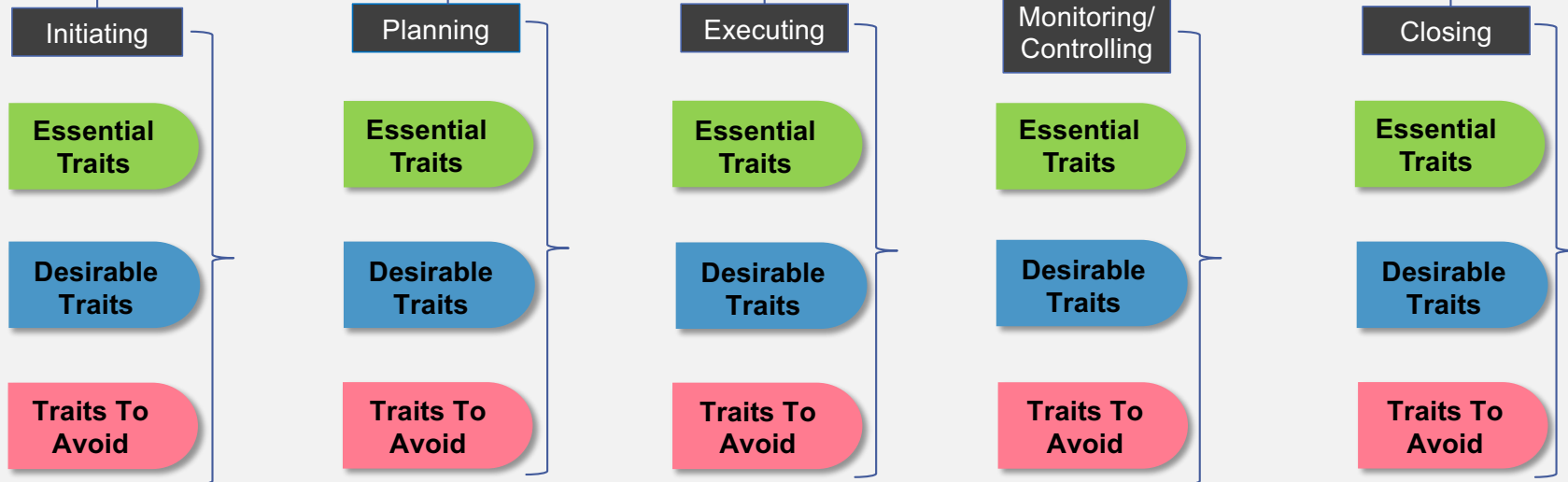
**LOW PERFORMERS**



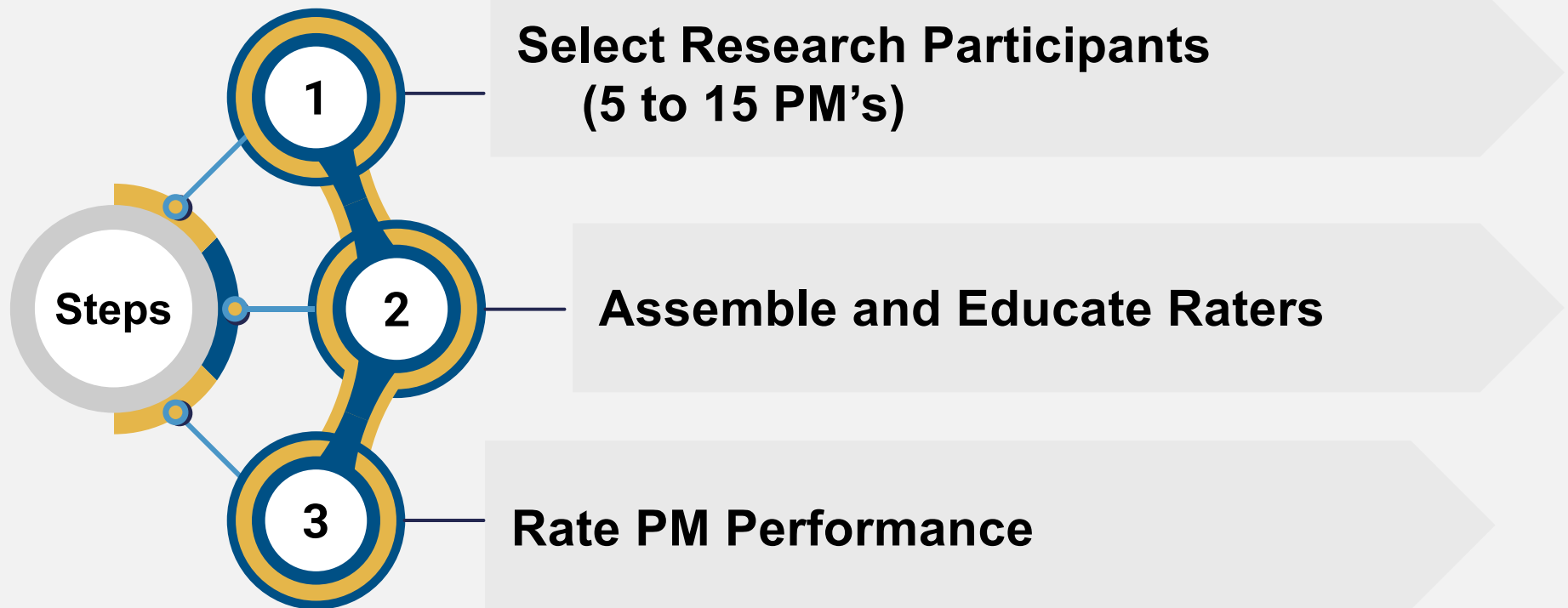
# THE END RESULT

## Project Manager Behavioral Competency

Composed of 5 sub-competencies (Process Groups)



# PM RATING WORKSHEET INSTRUCTIONS



# PM RATING WORKSHEET INSTRUCTIONS

**STEP 1: Select Research Participants (5 to 15 PM's) → → → CRITICAL SUCCESS FACTOR**

**Top Performers**

**Average Performers**

**Low Performers**

The ideal research group contains about 30% top, 40% average and 30% low performers. Select individuals with at least 1 year of experience as a Project Manager. Do not select PM's in training.

Selecting the right participants is the **most important task** of this research project.

Select a mix of your top, average, and under performing incumbent project managers with a minimum of 1 year experience as a Project Manager.

	Last Name	First Name	Email Address	Firm Name	Months in Position	# of Direct Reports	Industry Segment (ex: ....)
EX	Bauer	Trevor	tbauer@examplecompany.com	ExampleCompany	52		Transportation
1							
2							
3							
4							
5							
6							



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- Participants will then complete the Harrison Questionnaire (time commitment: 25min)

# PM RATING WORKSHEET INSTRUCTIONS

## STEP 2: Assemble and Educate Raters on Rating Criteria

Some suggestions for rating process:

- Raters should be **leaders that have direct line of sight** on the performance of the PMs they are rating
- **Print the 'Rating Criteria' and 'Criteria Supplement' worksheet** and **review** with all raters
- Consider how your organization describes/exhibits the tasks and outputs in each group
- Ensure **consistency of ratings** across the group. This is especially important when multiple raters are involved. **We recommend peer-review of ratings.**
- **Time Commitment** for raters – 1 to 3 hours

Rating Criteria by Process Group					
Process Groups	Process Groups Defined	Key Tasks	Key Outputs	Weight	
Project Manager Process Groups	<b>Initiating</b>	The processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.	<ul style="list-style-type: none"> <li>* Assess company caps/lims for project</li> <li>* Go/No-Go Decision</li> <li>* Assemble the Team</li> <li>* Assess Client Needs</li> </ul>	<ul style="list-style-type: none"> <li>* Project Charter</li> <li>* Identify Stakeholders</li> </ul>	15%
	<b>Planning</b>	The processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.	<ul style="list-style-type: none"> <li>* Scope Development</li> <li>* Schedule Development</li> <li>* Stakeholder Planning</li> <li>* Planning Documents Preparation</li> <li>* Project Setup</li> </ul>	<ul style="list-style-type: none"> <li>* Project Scope Statement</li> <li>* Project Management Plan</li> <li>* Work Breakdown Structure (WBS)</li> <li>* Project Schedule</li> <li>* Baselines, Activity Cost Estimates, etc.</li> </ul>	25%
	<b>Executing</b>	The processes performed to complete the work defined in the project management plan to satisfy the project requirements.	<ul style="list-style-type: none"> <li>* Kick-off Meeting(s)</li> <li>* Project Meetings</li> <li>* Project Communication</li> <li>* Delivering Project</li> </ul>	<ul style="list-style-type: none"> <li>* Deliverables</li> <li>* Change Requests</li> <li>* Updates to the Project Plan</li> <li>* Quality Reports</li> <li>* Project Team Assignments</li> <li>* Updates to the Issue Log</li> </ul>	20%
	<b>Monitoring &amp; Controlling</b>	The processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.	<ul style="list-style-type: none"> <li>* Financial Tracking (Accounting, Budgeting &amp; Procurement)</li> <li>* Extra Work and Change Requests</li> <li>* Manage Scope and Schedule</li> <li>* Deliverables/Milestones Tracking</li> </ul>	<ul style="list-style-type: none"> <li>* Validate Scope</li> <li>* Control Scope</li> <li>* Quality Control Measurements</li> <li>* Control Communications</li> <li>* Control Risks</li> </ul>	30%
	<b>Closing</b>	The processes performed to formally complete or close a project, phase, or contract.	<ul style="list-style-type: none"> <li>* Project Closeout Process</li> <li>* Document Lessons Learned</li> <li>* Create Marketing Materials</li> <li>* Finalize Invoices, Inspections, and Quality Assurance</li> <li>* Ensure Client Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>* Project Document Updates</li> <li>* Final Product</li> <li>* Service or Result Transition</li> <li>* Final Report</li> <li>* Updates to Organizational Process Assets</li> </ul>	10%
	<b>Monitoring &amp; Controlling</b>	<b>Financial Tracking (Accounting, Budgeting &amp; Procurement)</b> Ensuring people charge to the right phases. Issues are identified immediately, and budgets fall within expectations. Following up with the client to ensure payments are received in an acceptable timeframe.	<b>Extra Work</b> Managing scope creep and extra work orders internally and externally prior to doing this work.	<b>Managing Scope &amp; Schedule</b> Manage the scope of work and schedule throughout the project, updating it regularly.	<b>Deliverable/Milestone Tracking</b> Tracking key project deliverables and keeping client informed of progress.
	<b>Closing</b>	<b>Project Closeout Process</b> Utilize a process or checklist to close out the project.	<b>Documenting Lessons Learned</b> Document lessons learned for sharing with others.	<b>Create Marketing Materials</b> Create marketing profile or materials for project.	<b>Finalize</b> Finalize invoices, inspections, & quality assurance/control. Confirm client satisfaction and ask for next opportunity.



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# PM RATING WORKSHEET INSTRUCTIONS

## STEP 3: Rate PM performance (score of 50-100)

- You are rating performance, not potential → → → **CRITICAL SUCCESS FACTOR**
- The rating rubric gives you **two considerations** – Quality and Level of Autonomy - in each process group
- Once you have examined an individual's performance, **assign a specific score**
- Recommendation: rate each PM in each **process group** entirely before moving to the next PM
- Consult the **rating criteria and criteria supplement** when completing ratings
- Assess your **diversity of performance**

Rating Rubric			
Performance Levels:	Exceeds Expectations	Meets Expectations	Below Expectations
score options:	90 or 95	70, 75, 80 or 85	50 or 60
Quality of Key Outputs:	Above standard	At Standard	Below standard
Level of Autonomy in Completing Key Tasks:	Requires little to no supervision or help	Requires some supervision or help	Requires close supervision and help

Breakdown of your Ratings by Performance Level					
Exceeds	25%	0%	100%	0%	25%
Meets	50%	0%	0%	100%	50%
Below	25%	100%	0%	0%	25%

Name	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Person, Example	68	74	98	86	95
,	90	50	90	85	95
,	85	50	95	80	85



## AVOID THESE PITFALLS WHEN RATING THE PERFORMANCE OF PM'S

- **Central Tendency** may be occurring when overall ratings cause raters to rate all Process Groups the same. A PM truly could be a 95 on one Process Group and a 70 on another.
- **Leniency Effect** occurs when raters fail to apply defined standards of performance and overrate performance.
- **Recency Effect** occurs when a recent event (positive or negative) influence their ratings too much rather than rating over the entire year.
- **Halo Effect** occurs when we let something we know about the individual influence our ratings of performance such as strongly attracted to, race, gender, sexual preference, recently divorced, recovering alcoholic, etc.
- **Similarity Effect** occurs when shared interests, circumstances, community involvements, and passions causes us to overrate another's actual performance.



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MATTERS

**ASK: Is my rating what I think/feel or what I have observed?**

## FOR YOUR PARTICIPATION



- Every participating organization will receive:
  - A PM Behavioral Competency (BC) Development Report for each participant
    - PM BC Overview and Drill-Down in key development area
    - Personalized Development guide
  - Analytics data on your research cohort
  - An executive briefing on the data and how to use it
- Each participating PM will receive the same data in a development report

## SUPPORT AND REVIEW PROCESS

- When your ratings are complete, notify Anthony ([Afasano@EngineeringManagementInstitute.org](mailto:Afasano@EngineeringManagementInstitute.org)).
- Our team will conduct a review with you and/or your rating team. We will answer any final questions and ensure ratings are consistent across participating companies.
- The research team is on standby to support and answer questions during the review process. Contact:
  - Reid – [reid@talentmatters.net](mailto:reid@talentmatters.net), 330-354-6262
  - Collin – [collin@talentmatters.net](mailto:collin@talentmatters.net), 865-809-5714
  - Luke – [luke@talentmatters.net](mailto:luke@talentmatters.net), 828-712-0064
- Once all ratings are completed and reviewed, our team will begin the research and analysis process and keep participating companies informed along the way.



## NEXT STEPS

1. Notify EMI (Anthony Fasano) as soon as possible that you're interested to be part of the research project.
2. EMI will provide you with text that you can send your PMs - making them aware of the assessment, the rating worksheet, and the short video with instructions for those that would be rating the PMs.
3. You will immediately send EMI your list of PMs that would be taking the assessment (name and email addresses).
4. EMI and Talent Matters will get those assessment out to those PMs.
5. Your firm will continue to get the ratings done for each of them and submit them back to EMI and Talent Matters.

# NEXT STEPS

HARRISON ASSESSMENT		DUE BY:									
STEPS		16-Oct		31-Oct		16-Nov		1-Dec		18-Dec	
1	Let EMI know you're interested and provide a list of PMs	■	■								
2	PMs from participating firms to complete the Harrison Assessment			■	■						
3	Participating firms to submit ratings to EMI and Talent Matters			■	■						
4	EMI and Talent Matters to conduct and complete the research					■	■	■	■		
5	EMI and Talent Matters to present reports and hold a group debrief									■	■



# ***AEC PROJECT MANAGER BEHAVIORAL ASSESSMENT***

***Instructions to Use the Rating Worksheet  
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***Questions?***



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MATTERS**

