



# Project Scorecard™

## Benefit Evaluation Tool



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***“What gets measured gets managed.”***

**Dr. Peter Drucker**

# PROJECT SCORECARD™ BENEFIT EVALUATION TOOL

*“Three-fourths of the miseries and misunderstandings in the world will disappear if we step into the shoes of our adversaries and understand their view point.”*

**Gandhi**

The **Project Scorecard™ Benefit Evaluation Tool** is a rating questionnaire which will help identify how much your specific project can benefit from using a **Project Scorecard™**.

It is recommended that you complete the **Project Scorecard™ Benefit Evaluation Tool** with your construction project management team to assess the potential benefit of Project Scorecards™ to your project.

The following steps are recommended:

1. Distribute a copy of the **Project Scorecard™ Benefit Evaluation Tool** to senior management decision makers on your project team
2. Have each individual complete the questionnaire (don't spend too much time on it – your first gut reaction to each question is usually the best choice)
3. Get together as a team and review each of your responses to each category. Agree as a team on the best answer for each category. (Note that this exercise itself will prove to be valuable, as your team will discuss each response and why they may have different responses to some categories)
4. Total the score of your agreed upon choices
5. Compare the total score to the **Project Scorecard™ Benefit Evaluation Chart** at the end of the questionnaire
6. Decide on the potential benefit of using **Project Scorecards™** on your project
7. Contact **Allan Lowe Construction Partnering & Project Scorecards™** to get started

**Note:** The **Project Scorecard™ Benefit Evaluation Tool** can also be used to evaluate projects that are in progress. Complete the questionnaire as recommended above, using the information that you know about the project.

<b>Project Scorecard™ Benefit Evaluation Tool – Construction Projects</b>				
<b>#</b>	<b>Evaluation Category</b>	<b>Scoring Criteria</b>	<b>Points</b>	<b>Score</b>
1.	Project Size	Small (\$0 – 10 million) Medium (\$10 – 30 million) Large (\$30 million +)	1 2 3	
2.	Project Duration	Less than 6 months 6 to 12 months Over 12 months	1 2 3	
3.	Project Complexity	Simple Complex Highly Complex	1 2 3	
4.	Experience Working Together	Key organizations have had positive experiences working together Key organizations have had medium experiences working together Key organizations have had negative experiences working together	1 2 3	
5.	Quality	No concerns about quality Some concerns about quality Major concerns about quality	1 2 3	
6.	Partnering Experience	Key organizations are experienced in partnering Key organizations have some experience in partnering Key organizations have no experience in partnering	1 2 3	
7.	Human Resources	No concerns about adequate, qualified human resource availability Some concerns about adequate, qualified human resource availability Major concerns about adequate, qualified human resource availability	1 2 3	
8.	Critical Path	No concerns about critical path dependencies /achievability Some concerns about critical path dependencies /achievability Major concerns about critical path dependencies /achievability	1 2 3	
9.	Future /Adjacent Projects	Future or adjacent projects do not depend upon this project Future or adjacent projects are somewhat dependent upon this project Future or adjacent projects are greatly dependent upon this project	1 2 3	
10.	Health and Safety	No concerns about health and safety programs / practices Some concerns about health and safety programs / practices Major concerns about health and safety programs / practices	1 2 3	
11.	Budget	No concerns about cost overruns on this project Some concerns about cost overruns on this project Major concerns about cost overruns on this project	1 2 3	
12.	Environmental	No concerns about environmental issues on or impacts of this project Some concerns about environmental issues on or impacts of this project Major concerns about environmental issues on or impacts of this project	1 2 3	
13.	Communications	There is a clear communications plan for this project There are discussions about communications for this project There is no communications plan for this project	1 2 3	
14.	Issue Resolution	There is a clear Issue Resolution Procedure defined for the project There are discussions about an Issue Resolution Procedure for the project There is no Issue Resolution Procedure defined for the project	1 2 3	
15.	Teamwork	No concerns about teamwork, mutual respect and positive relationships Some concerns about teamwork, mutual respect and relationships Major concerns about teamwork, mutual respect and relationships	1 2 3	
16.	Trust	No concerns about trust between team members Some concerns about trust between team members Major concerns about trust between team members	1 2 3	

17.	Schedule	Key time scales and milestones are realistic and achievable Key time scales and milestones may be realistic and achievable Key time scales and milestones are not realistic and achievable	1 2 3	
18.	Traffic Management	No concerns about vehicle traffic management on or near the project Some concerns about vehicle traffic management on or near the project Major concerns about vehicle traffic management on or near the project	1 2 3	
19.	Profitability	No concerns about contractors/consultants/others achieving profitability Some concerns about contractors/consultants/others achieving profitability Major concerns about contractors/consultants/others achieving profitability	1 2 3	
20.	Celebrate Successes	There is a clear plan to celebrate project and individual successes There are discussions about celebrating project and individual successes There is no plan to celebrate project and individual successes	1 2 3	
21.	Agreement on Deliverables	There is no ambiguity between parties on project deliverables There is some ambiguity between parties on project deliverables There is significant ambiguity between parties on project deliverables	1 2 3	
22.	Scope Creep	No project scope creep is expected There may be some scope creep Considerable scope creep is expected	1 2 3	
23.	Materials and Supplies	No concerns about material and supply availability Some concerns about material and supply availability Major concerns about material and supply availability	1 2 3	
24.	Design	No concerns about design workability and timing Some concerns about design workability and timing Major concerns about design workability and timing	1 2 3	
25.	Change Orders – Volume	Anticipate minimal change orders Anticipate some change orders Anticipate many change orders	1 2 3	
26.	Change Orders - Process	A clear change order process is in place There is a general understanding about a change order process There is no change order process in place	1 2 3	
27.	Jurisdictional	No concerns about jurisdictional authorities Some concerns about jurisdictional authorities Major concerns about jurisdictional authorities	1 2 3	
28.	Levels of Risk / Sharing	No concerns about agreement on level of risk and/or risk sharing Some concerns about agreement on level of risk and/or risk sharing Major concerns about agreement on level of risk and/or risk sharing	1 2 3	
29.	Issues / Problems	Expect minimal issues / problems on the project Expect some issues / problems on the project Expect many issues / problems on the project	1 2 3	
30.	Contract Documents	Contract documents are very clear and not ambiguous Contract documents are fairly clear and not too ambiguous Contract documents are not very clear and are ambiguous	1 2 3	
31.	Public / Community	Positive public image and expect no problems with public/community Medium public image and expect some problems with public/community Poor public image and expect problems with public/community	1 2 3	
32.	Project Evaluation	There is an ongoing project evaluation process is in place A project evaluation process has been discussed There is no plan to have an ongoing project evaluation process	1 2 3	

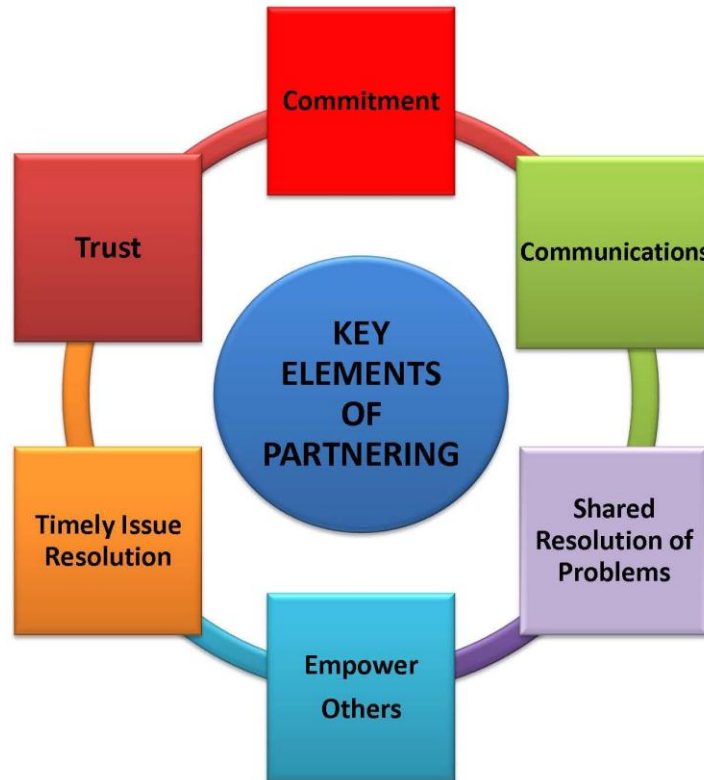
33.	Utilities	No problems are expected with existing / required utilities	1	
		Some problems are expected with existing / required utilities	2	
		Extensive problems are expected with existing / required utilities	3	
34.	Innovation	Innovation is encouraged on the project	1	
		There may be room for some innovation on the project	2	
		There will not be any innovation on this project	3	
<b>TOTAL SCORE</b>				

**TOTAL SCORE (from above):** \_\_\_\_\_  
**(Circle the appropriate Score Range row in the Score Range column below...)**

Project Scorecard™ Benefit Evaluation Tool	
SCORE EVALUATION TABLE	
Score Range	Potential Project Scorecard™ Benefits
<b>34 – 51</b>	Your project is has a very solid foundation. Indications are very positive. A Project Scorecard™ will benefit your project, but the benefits will not be as great as on other projects. <b>Recommended Frequency – Zero or Bi-Monthly</b>
<b>52 – 68</b>	Your project has a solid foundation, but there are some areas that could cause problems. A Project Scorecard™ will provide some benefit to your project. <b>Recommended Frequency – Bi-Monthly</b>
<b>69 – 85</b>	Your project shows signs of potential problems. A Project Scorecard™ will help to identify these problems and give your team a proactive approach to resolving them before they become larger problems. <b>Recommended Frequency – Bi-Monthly or Monthly</b>
<b>86 – 102</b>	Your project has significant problematic areas. It will benefit greatly from using a Project Scorecard™. <b>Recommended Frequency - Monthly</b>

*"I'm not concerned with your liking or disliking me...  
all I ask is that you respect me as a human being."*

**Jackie Robinson**



*"I don't like that man. I must get to know him better."*

**Abraham Lincoln**

*Allan Lowe Construction Partnering & Project Scorecards™ is committed to providing construction owners, architects, engineers and contractors of large complex construction projects with Construction Partnering information, tools, processes, and services to improve their projects and their project teams' effectiveness and enjoyment of working on these projects.*

*For additional information on Construction Partnering and Project Scorecards™, contact **Allan Lowe Construction Partnering & Project Scorecards™**:*

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