

# Fundamentals of Project Performance Measurement

Eighth Edition  
With Comments by Gary C. Humphreys



Robert R. Kemps

HUMPHREYS & ASSOCIATES

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# Fundamentals of Project Performance Measurement

...explains the important elements of *project cost/schedule management* in a concise and straightforward way without falling back on the jargon often associated with the subject.

...emphasizes the use of the *earned value technique* as a logical and meaningful way to present cost and schedule status for management and estimating purposes.

...is *profusely illustrated*, numerous examples are used to clarify concepts and cogent reasons are given for why management systems should possess specific capabilities.

Here is a text that can be read and understood easily; a rarity in today's complex management environment.

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# Preface

This book is an excellent place to start for those who wish to learn more about project performance measurement and will be useful to representatives of each of the disciplines that contribute to the success of a project. A clear understanding of the fundamentals of project performance measurement is essential to effective project management. However, this understanding is as essential for managers and staff that must use the project management system on a daily basis as it is for higher level managers and their customers. It is an engineering axiom that the better a process can be measured, the better it can be controlled. In *Fundamentals of Project Performance Measurement*, Bob Kemps teaches us that project performance is no exception.

Project Performance Measurement, once a little known and poorly understood project management process, has now become a way of life throughout the research and development, production, energy, and construction communities. Arguments that once raged over whether it could be done at all, now focus on how best to use the data from established performance measurement systems. Individuals once responsible for introducing performance measurement systems, often in the face of considerable opposition, are responsible for managing entire projects. Project managers that have not learned the value of these systems are finding themselves at a considerable disadvantage, not only in dealing with internal and external competition for increasingly scarce resources, but also in satisfying the needs of increasingly knowledgeable customers.

High ranking government officials can speak with ease of the output of performance measurement systems and have done so in

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televised congressional hearings. The governments of Australia, Canada, Europe, Sweden, United Kingdom, and Japan, among others, have shown considerable interest in establishing performance measurement standards; and some are surpassing the United States in the quality of the implementation of those standards. Commercial enterprises at home and abroad are adopting performance measurement systems for themselves in response to market pressure to do a better job of managing projects. Even government agencies that are seeking to free their managers and contractors of some of the strict discipline of cost/schedule planning and controls continue to recognize the value of performance measurement systems.

It is against this background that Bob Kemps' primer on project performance measurement comes to us. He calls upon his many years in the field to remind us that despite the contribution that performance measurement systems have made to the art of project management, and despite the regard those systems have won for their users, there is no magic here. Fundamentals of Project Performance Measurement explains in simple terms the underlying concepts that combine to create the sound systems that produce the data so essential to the cost, schedule, and technical trade-offs of the project manager's craft. This book treats as especially important the process of combining those simple concepts and does not allow us to fall victim to the belief that it can be done easily and without the involved contributions of the entire project team or, as Bob would say, without discipline.

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