

Project Management Rubric

Name of Student:

Date Completed:

| PROJECT MANAGEMENT OUTCOMES | <u>NOVICE</u> Awareness or Base Level Knowledge | <u>TRANSITION</u> From Novice to Intermediate | <u>INTERMEDIATE</u> Apply the concept somewhat | <u>TRANSITION</u> From Intermediate to Advanced | <u>ADVANCED</u> Intentional and Effective Application |
|---|--|--|---|--|---|
| Articulate series of goals of the project | Project activities occur with little thought or articulation to how they align with or promote organization vision, mission, and purpose; team members are unaware of project goals | | Goals have been articulated; Project activities show some alignment with or promote organization vision, mission, and purpose; team members may or may not be aware of project goals | | Project goals identified and well articulated throughout the organization; Clear alignment of project activities with organization vision, mission, and purpose; team members are aware of project goals |
| Articulate series of steps/processes & strategies to achieve goals | Little to no initiating or planning of project activities; team members show little to no awareness of roles, required activities, or sequence of steps needed to effectively complete the project | | Stakeholders are identified and roles and responsibilities defined; some breakdown of the required tasks completed; some team members aware of the sequence of steps needed to effectively complete the project | | Team members have a clear understanding of stakeholder roles and responsibilities, risks of the project, and sequence of activities needed to effectively complete the project |
| Determine, procure, optimize all needed resources (human, material, and financial) | Little to no initiation or planning of project activities; team members show little to no awareness of roles, required activities, or sequence of steps needed to effectively complete the project | | Some of the resources needed to effectively complete the project have been identified; some estimation of cost, availability, training needs of resources identified and optimized; some tracking of resources | | Resources properly identified for each area of the project; effective management of training and scheduling of human resources ; budgeting and procurement of other resources are properly tracked and reported |
| Create and maintain budget | Little to no planning of the overall costs of effectively completing the project; little to no tracking or costs; cost overruns may occur due to poor planning | | Some costs of the project identified and availability of funds verified. Some costs being tracked; awareness of overall cost of the project may not be known; cost overruns may be unknown | | Costs of the project have been identified and a budget set; contingency funds set aside to cover potential overruns; project spending tracked; team members aware of budget and practice fiscal responsibility |

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| Calculate time on task | Little to no estimation of time needed to complete tasks or tasks not fully identified | | Some tasks and time known and estimated, or only high-level planning estimates completed without consideration for skill and availability of assigned resources | | Tasks and time necessary to complete project identified and estimated based on skill and availability of assigned resources |
| Initiate the tasks | Advisor driving task completion through reminders and regular interventions | | Most tasks initiated by project lead with some consideration to the established plan and when the task needs to be completed; some advisor intervention needed | | Project lead fully managing project task start and end; opportunities and risks identified and communicated and tasks adjusted accordingly; minimal advisor intervention needed |
| Perform and Manage tasks | Tasks completed ad hoc; rework affecting timeline; no regular meetings or communication channels to obtain task status and address risks/make improvements | | Some tasks completed with quality issues requiring rework; communication channels and feedback loops not fully setup so task status can be tracked/adjustments made as necessary | | Project lead has established feedback loops and regular meetings/communication channels to obtain task status and make adjustments as needed; tasks being completed on time with high quality |

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| Evaluate the project | Utilize informal evaluation method; no after action review of work completed | | Develop assessment tool based on desired outcomes; ad hoc form of after action review or lessons learned completed | | Develop assessment tool based on desired outcomes and utilize data gathered on future projects in subsequent years; after action review or lessons learned process established and data collected |
| Forecast and set procedures for subsequent years | Maintain materials from the previous year; plan retreat to share information; some institutional knowledge is lost from year to year | | Set transitional processes; utilize past information for better future performance | | Create a comprehensive transitional procedure including a standard operational manual that is updated from year to year |

COMMENTS: