

Evaluating Your Project and Team

Evaluation Opportunities

Weekly (tracked via completion of to-do items)

Monthly (informal discussion/interview)

Quarterly (formal meeting with team member and PI)

Annually (written evaluation by each team member)

At Project Completion (written report by PM)

Common Evaluation Issues

Team member not completing tasks efficiently or on time:

What is impeding the team member?

Knowledge?

Time?

Personal issues?

What can you change to correct these issues?

When to replace a team member?

Delays in Resources

- Regular reminders
 - Formal letters of request
 - Phone calls from PIs or major stakeholders
 - Create drop-dead delivery deadlines
- At identification of issue, begin creating alternative scenarios for resource support

Written Evaluations

Provide a record of an individual's progress on the project:

What am I doing?

What do I wish I was doing?

What am I unwilling to do?

How much time?

What is your most frustrating thing about this project?

Large Scale Team Evaluations

By each team PM (my team functioned...)

By each team member (I did my job...)

By each team PI (this worked, this didn't)

By you (recommendations for change/stasis)

Handling Problems

A beer or coffee can smooth a lot of issues

On all teams, personal issues often trump professional issues

Make sure every team member has an opportunity to offer criticism (anonymous or otherwise)

External Evaluations

Select a comparable project or team (scale, deliverables, etc) and ask them to spend the day with your team.

What are they seeing? What do they suggest?

Outside mediators can often see things without distraction