Construction Project Peer Reviews as an Early Indicator of Project Success

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Abstract
In an effort to proactively identify and mitigate potential project management problems in construction projects, the United States General Service Administration (GSA) developed and implemented a project peer review process in conjunction with the University of Colorado at Boulder and Peter Associates. This paper discusses the peer review process and analyzes whether the questions used in the review can predict project success, as measured by cost, schedule, and the project peer rating, for 22 past projects. The data were analyzed retrospectively by using the point biserial correlation coefficient. The results indicate that project peer reviews conducted during the construction process can be used to assess and predict final project performance. Questions regarding working relationships, communication, timing, project controls, and relational approaches to project participants had significant correlations with project success. In addition, the relationship between the designer and contractor appears to be very important to the outcome of the project, regardless of project delivery method. This study suggests that companies and organizations can strategically improve projects by conducting project peer reviews early in the construction process. Future research can extend and validate these findings in more detail by analyzing additional peer review questions to determine the best indicators of project failure or success.

Keywords
Author Keywords: Project management, Peer reviews, Performance characteristics, Cost, Schedule