

Project Excellence Model 1000 Points / 分

Project Management / 项目管理

500 Points / 分

Project Results / 项目结果

500 Points / 分

1. Project Objectives / 标准 1: 项目目标

How the Project formulates, develops, checks and realises its objectives, based on extensive information about the demands of its parties involved. 如何根据项目各利益相关方的需求制定、开发、实现并落实项目目标的情况。

1.1 It has to prove how the expectations and demands of parties involved are identified (the application should contain a list of identified parties involved and their expectations and demands. The parties involved should be organized based on criteria 6.7 and 6.8 and clearly distinguished. 证明项目各利益相关方的需求是如何被识别的。应用应包含一份已识别的利益相关方及其需求和期望的列表。利益相关方应根据标准6.7和6.8进行组织，并清晰区分。

1.2 It has to prove how the project objectives are developed, as well as how competitive interests are integrated on the basis of extensive and relevant information. 证明项目目标是如何开发的，以及如何基于广泛且相关的信息整合竞争性利益。

1.3 It has to prove how the project objectives are imparted, realised, checked and adapted. 证明项目目标是如何传达、实现、检查和调整的。

Points of departure could be, how the project:

- achieves an objective clarification by a sound phase of definition
- works out its objectives on the basis of relevant information and reconciles them with values and objectives of stakeholders
- guarantees to include the stakeholders in the objective formulation and weighs their interests against each other
- considers short-term and long-term necessities and demands
- checks how realistic the different stakeholder requests are and sees to it that their interests are balanced
- uses risk management preventively.

项目目标实现:

- 通过清晰的定义阶段实现目标澄清
- 基于相关信息制定目标，并协调利益相关方的价值和目标
- 确保利益相关方参与目标制定，并权衡其利益
- 考虑短期和长期的需求
- 检查不同利益相关方的需求是否现实，并确保其利益得到平衡
- 预防性地使用风险管理

2. Leadership / 标准 2: 领导力

How the behaviour of all managers of and within the project "inspires, supports and promotes Project Excellence", 领导者如何激励、支持和促进“卓越项目”的情况。

2.1 It has to prove how all managers set a credible example for "Project Excellence", effectively promote and actively support important elements within the project. 证明所有经理在项目中以身作则，有效推广并支持项目中的关键要素。

2.2 It has to prove how all managers care for clients, suppliers and other organisations. 证明所有经理都关心客户、供应商及其他组织。

Points of departure could be, how all project leaders:

- develop clear values, norms and expectations for the project (objective clarity), communicate them and live accordingly
- personally support and promote the "Project Excellence" idea
- look for "best practice", practise and communicate it internally and externally
- contribute actively and personally to improve activities
- train others and let themselves be trained
- check and improve the effectiveness of their leadership behaviour
- achieve a "commitment" from all people concerned
- actively support all team members on their way to "Project Excellence" (eg education and training activities, open information policy)
- create an atmosphere of open communication between team members and project managers
- that also stimulates constructive criticism
- show appreciation of individual employees or teams, inside or outside the project, in an appropriate way
- quantify in detail all employees in a permanent team development
- encourage employees to admit mistakes, to analyse them and learn from them

项目领导实现:

- 为项目制定清晰的价值观、规范和期望，并以身作则
- 亲自支持和推广“卓越项目”理念
- 寻找“最佳实践”，并在项目内外进行实践和沟通
- 积极参与并推动项目改进活动
- 培训他人并让自己接受培训
- 检查和提升领导行为的有效性
- 从所有相关人员处获得承诺
- 积极支持团队成员实现“卓越项目”目标
- 创造开放沟通的氛围
- 适当认可和奖励团队成员
- 持续进行团队开发
- 鼓励员工承认错误并从中学习

6. Customer Results / 标准 6: 客户结果

What the project achieves concerning customer expectations and satisfaction. 项目达成的成果包含客户期望和需求满意度。

6.1 It has to prove how customers judge the project in its achievements and results directly. The report should differentiate between the various customer groups. 证明客户如何直接评价项目的成果和结果。报告应区分不同的客户群体。

6.2 It has to prove how customers judge the project in its achievements and results indirectly taking into account further measurements. 证明客户如何间接评价项目的成果和结果，考虑进一步的测量。

Points of departure could be, how the customers judge the following criteria:

- Image/general impression: completeness of project management/project team members
- price formation
- objective orientation
- products and services: - misagreement of requests and demands (inclusion in project results)
- exact analysis
- optimisation of the way of achieving the goal
- reputation: - intention to give another project order to the project team
- care and support during and after the project: - communication with the project manager
- documentation and presentation: - ability and behaviour of project team members
- training in project: - compliance management
- technical support.

客户评价标准:

- 项目整体印象: 项目团队成员的完整性
- 定价形成
- 目标导向
- 产品和服务: 需求与交付的不一致
- 精确分析
- 实现目标的优化
- 声誉: 项目团队再次承接项目的意愿
- 项目期间及项目后的关怀和支持: 与项目经理的沟通
- 项目文档记录: 项目团队成员的能力和行为规范
- 项目培训: 合规管理
- 技术支持

5. Processes / 标准 5: 过程

How important processes within the project are identified, checked and changed, if necessary. 如何确定、检查和必要时变更项目过程的情况。

5.1 It has to prove how the processes needed for project success are identified systematically, managed, checked, adapted and optimised. 证明项目成功所需的过程是如何系统化识别、管理、检查、调整和优化的。

5.2 It has to prove how project management methods and systems are effectively adopted. 证明项目管理方法和系统是如何有效采用的。

Points of departure could be, how the project:

- chooses project management methods appropriate to the project objective (e.g. extent, general conditions, flexibility)
- systematically organises the use of project management systems
- guarantees protection of a experience
- actively supports passing experiences on (eg lectures, workshops, publications)
- actively co-operate with professional associations, in conferences and in training seminars
- promote and actively support "Project Excellence" outside the project
- ensure effective communication in all spheres.

项目过程实现:

- 根据项目目标选择适当的项目管理方法
- 系统化组织项目管理系统的使用
- 确保经验保护
- 积极支持经验传递
- 与专业协会合作，参加研讨会和培训课程
- 推广并支持“卓越项目”理念
- 确保项目内外有效沟通

4. Resources / 标准 4: 资源

How existing resources are used effectively and efficiently. 如何有效和高效地利用现有资源。

4.1 It has to prove how the project plans and steers information. 证明项目如何计划和引导信息。

4.2 It has to prove how the project plans and steers other resources. 证明项目如何计划和引导其他资源。

Points of departure could be, how the project:

- lowers the consumption of supply resources (eg. water, energy)
- lowers the consumption of support and working material
- guarantees the protection of intellectual property (eg. disclosures), inventions, knowledge and innovations
- uses technology to improve processes, induction systems and other systems
- supports optimal use of resources, reduces/eliminates waste and promotes effective recycling meets requirements by paying special attention to non-renewable resources

项目资源实现:

- 降低供应资源消耗
- 降低支持材料和办公用品消耗
- 保护知识产权
- 利用技术改进流程
- 支持资源优化使用

7. People results / 标准 7: 人员结果

What the project achieves concerning expectations and satisfaction of the employees involved. 项目达成的成果包含参与项目员工期望和需求满意度。

7.1 It has to prove how employees and managers judge the project, the teamwork within the project, the achievements and project results directly. 证明员工和经理如何直接评价项目、项目团队合作、项目成果和结果。

7.2 It has to prove how employees and managers judge the project, the teamwork within the project, the achievements and project results indirectly taking into account further measurements. 证明员工和经理如何间接评价项目、项目团队合作、项目成果和结果，考虑进一步的测量。

Points of departure could be:

- fulfillment of interests and demands identified
- promotion prospects
- communication
- autonomous (e.g. empowerment)
- coaching and leadership by the project manager
- equal opportunity
- participation
- possibilities to learn and to achieve something
- appreciation
- objectives and judgement
- identification with values and norms of management and project team
- education and training
- analysis of image (internal/external)
- environmental behaviour.

员工评价标准:

- 需求和期望的满足
- 晋升前景
- 沟通
- 授权
- 项目经理的指导和支持
- 平等机会
- 参与
- 学习和发展机会
- 团队合作
- 对学习和成就的可能性
- 认可和赞赏
- 目标和判断
- 与管理层和项目团队价值观和规范的认同
- 教育和培训
- 形象分析
- 环境行为

3. People / 标准 3: 人员

How project team members are involved, how their potential is seen and used. 如何参与项目团队成员，如何发现和利用他们的潜力。

3.1 It has to prove how the project plans and steers financial resources. 证明项目如何计划和引导财务资源。

3.2 It has to prove how the project plans and steers other resources. 证明项目如何计划和引导其他资源。

Points of departure could be, how the project:

- relates to suppliers in accordance with its objectives
- maximises appreciation of suppliers
- chooses system suppliers if necessary
- reaches quality agreements
- uses benchmarking
- sees to it that there is an effective communication between the project and suppliers

项目财务实现:

- 根据项目目标与供应商建立联系
- 最大化供应商的赞赏
- 必要时选择系统供应商
- 达成质量协议
- 使用基准测试
- 确保项目与供应商间有效沟通

8. Results of other parties involved / 标准 8: 利益相关方的结果

How the project achieves concerning expectations and satisfaction of other interested parties. 项目达成的成果包含利益相关方期望和需求满意度。

8.1 It has to prove how the other interested parties affected by the project perceive the project directly. 证明项目如何直接评价受项目影响的其他利益相关方。

8.2 It has to prove how the other interested parties affected by the project judge the project indirectly taking into account further measurements. 证明项目如何间接评价受项目影响的其他利益相关方，考虑进一步的测量。

Points of departure could be, how the other interested parties judge the project:

- fulfillment of interests and demands identified
- information and communication management
- keeping of promises
- problems are registered caused by project process or project result
- health risks and accidents
- noise and pollution levels
- participation of communities, city or town councils, schools, universities, non-profit making organisations, public organisations
- announcement of information that is relevant to the community
- relationships with influential authorities
- behaviour concerning waste avoidance
- raw material and working material used
- consumption of energy, raw materials and recyclable materials
- analysis of image (internal/external)
- environmental behaviour.

其他利益相关方评价标准:

- 需求和期望的满足
- 信息和沟通管理
- 承诺的履行
- 项目过程或结果引起的投诉
- 健康和事故
- 噪音和污染水平
- 社区、市议会、学校、大学、非营利组织、公共组织的参与
- 对社区相关信息的公告
- 与权威机构的关系
- 废物避免行为
- 原材料和办公用品的使用
- 能源、原材料和可回收材料的消耗
- 形象分析
- 环境行为

9. Key Performance and Project Results / 标准 9: 主要成就和项目结果

How the project formulates, develops, checks and realises its objectives, based on extensive information about the demands of its parties involved. 项目目标的实现情况。

9.1 It has to prove to what extent the project achieves the objectives. 证明项目目标的实现程度。

9.2 It has to prove the performance of the project taking into account measurements beyond 9.1. 证明项目目标的实现程度，考虑9.1以外的测量。

Points of departure could be:

- balance in the triangle: time, costs, quality
- profit and loss account results
- investments and their results
- actual stock costs
- number of necessary storage places
- consolidation of market price tendency
- end cost (general costs)
- number of registered end users and operators
- long-term value for shareholders and other interested parties
- profit before tax
- productivity
- process times
- reactive costs
- process costs
- lead time to completion/launch
- number of improvement suggestions
- number of registered end users and operators
- frequency of complaints
- frequency of contact and ambience?
- product life cycle
- customer share.

项目主要成就:

- 平衡三角: 时间、成本、质量
- 损益表结果
- 投资和其结果
- 实际库存成本
- 必要存储地点的数量
- 市场价格趋势的整合
- 最终成本(一般成本)
- 注册最终用户和运营商的数量
- 对股东和其他利益相关方的长期价值
- 税前利润
- 生产率
- 过程时间
- 反应成本
- 过程成本
- 完成/启动的交货时间
- 改进建议的数量
- 注册最终用户和运营商的数量
- 投诉频率
- 联系频率和环境
- 产品生命周期
- 客户份额

Project Management / 项目管理

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2. Leadership / 领导力

3. People / 人员

4. Resources / 资源

5. Processes / 过程

6. Customer Results / 客户结果

7. People results / 人员结果

8. Results of other parties involved / 利益相关方的结果

9. Key Performance and Project Results / 主要成就和项目结果

Project Management / 项目管理

Project Results / 项目结果

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- 注册最终用户和运营商的数量
- 投诉频率
- 联系频率和环境
- 产品生命周期
- 客户份额