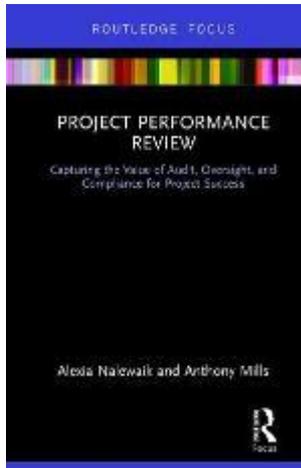


PM WORLD BOOK REVIEW



Book Title: ***Project Performance Review: Capturing the Value of Audit, Oversight and Compliance for Project Success***

Author: **Alexia Nalewaik and Anthony Mills**

Publisher: Routledge

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Reviewer: **Vickie Carvajal, PMP**

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Introduction

In this book, the authors' focus was to provide a mechanism to evaluate project performance and they introduce the Nalewaik-Mills Performance Review Method.

The authors summarize the differences between and the evolution of project audits and project performance audits/reviews. They describe how audits have evolved to better support the evaluation of a project's performance instead of the traditional focus on project financial and they introduced a method to follow in order to conduct an effective project performance review.

Overview of Book's Structure

The book was structured in 5 chapters:

- Chapter 1 – Introduction
- Chapter 2 – Discussion
- Chapter 3 – The Nalewaik-Mills Performance Review Method
- Chapter 4 – Overview of the Nalewaik-Millas Performance Review Method
- Chapter 5 – Summary

Within each chapter, the authors provide information supporting their focus for that chapter. There are 90 pages in the book. Chapter 1 is 6 pages long, Chapter 2 is 29 pages, Chapter 3 is 10 pages long, Chapter 4 is 36 pages long and Chapter 5 is 3 pages long.

Highlights

Chapter 1: Introduction

In Chapter 1, the authors provide an introduction regarding audits and reviews and specifically focus on project performance audits reviews. They highlight the need for performance reviews and the projects that can be reviewed for performance. The authors also focus on why this book differs from others on the same topic and provide a high level overview of what they offer and how it can be applied to various organizations.

Chapter 2: Discussion

In Chapter 2, the authors describe how performance audits and reviews have evolved. They also discuss how project performance reviews differ in general and highlight the differences between audits, reviews and assessments. They share that some performance reviews focus on audits for financial accuracy, controls and organizational accountability and others have evolved to focus on a more blended qualitative/quantitative approach.

The authors focus on the typical challenges experienced with project performance reviews. Some of the elements that can affect the performance of the review team and influence the outcome of a review are:

- Audit Standards
- Sampling and Testing
- Size and Duration of Project
- Reviewer Independence
- Availability of Data
- Benchmarking
- Checklists and Best Practices
- Forecasting Mechanisms

The authors also review the process of procuring a project performance review and what an organization should understand regarding the factors that could impact project review results.

Chapter 3: The Nalewaik-Mills Performance Review Method

In Chapter 3 the authors provide an overview of the Nalwaik-Mills Performance Review Method and introduce the 8 project performance review modules that are the cornerstones of the method.

The authors highlight that the method's approach is flexible and modular and that its focus is specifically on project governance, accountability to stakeholders and risk mitigation as key elements of project success.

Each of the eight modules can be selected as appropriate for the specific phase of the project life cycle, not all eight need to be reviewed at once and only those modules that are necessary should be included as part of the review. The authors provide a chart indicating which performance review modules are more likely to be included in each of the 4 phases of a project – Initiation, Development, Execution/Controlling, Closeout.

Chapter 4: Overview of the Nalewaik-Mills Performance Review Method

In Chapter 4 the authors review in detail the 8 modules that make up the Nalewaik-Mills Performance Review Method. They highlight the purpose and steps as the steps to take as part of each the module; and they offer background and examples to facilitate the understanding and execution of each module.

Aside from the specifics on each module, the authors also include project performance review exclusions in this chapter.

Chapter 5: Summary

In Chapter 5, the authors summarize the topics reviewed throughout the book and provide insight into the future of project performance reviews. They also include the purpose for their book and the model they introduced emphasizing their focus on providing a flexible model for performance reviews and audits that also provides guidance regarding how and why to review different project elements.

Highlights: What I liked!

What I liked most about the book is its focus and direct approach. The authors introduced a model for project performance reviews that was thorough, straight forward and based on experience. As a project manager, it was easy to read and understand.

Who might benefit from the Book?

Everyone involved in project or program management would benefit from this book. Stakeholders should understand the components of a review for projects in which they are involved. Project and program managers should understand the review components so they can monitor them and keep them in sight throughout their projects.

Conclusion

This book introduces the Nalewaik-Mills Project Performance Review Model and provides details on each of the model's components. The authors provide their insight, experience and background regarding each of the modules in the model to properly execute each and when to execute them. The book and authors goal is to

provide a project performance review process and tool that is flexible yet standard that evaluates not only financials but also performance of a project.

For more about this book, go to: <https://www.routledge.com/Project-Performance-Review-Capturing-the-Value-of-Audit-Oversight-and/Nalewaik-Mills/p/book/9781472461407>

Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@pmworldjournal.net.

About the Author



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Vickie Carvajal, PMP has more than 20 years of experience working in application services and consulting. She has provided project management for a variety of clients in various industries and countries. Vickie has a Bachelor's degree in Accounting from Angelo State University and a Master's degree in Business Administration from Southwest Texas State University.