



CONSTRUCTION INDUSTRY INSTITUTE

SMALL PROJECT EXECUTION

Construction Industry Institute

3M	ABB Lummus Global
Abbott Laboratories	ALSTOM Power
Air Products and Chemicals	BE&K
Anheuser-Busch Companies	BMW Constructors
Aramco Services Company	Baker Concrete Construction
BP Amoco Corporation	Bechtel Group
Bayer Corporation	Black & Veatch
The Boeing Company	Burns & McDonnell
CITGO Petroleum Corporation	Burns and Roe Enterprises
Cargill	Butler Manufacturing Company
Celanese	CCC Group
ChevronTexaco	CDI Engineering Group
Conoco	Chicago Bridge & Iron Company
Dofasco	Day & Zimmermann International
The Dow Chemical Company	Dick Corporation
DuPont	Dillingham Construction Holdings
Eastman Chemical Company	Eichleay Engineers & Constructors
ExxonMobil Corporation	Emerson Process Management
FPL Energy	Fluor Daniel, Inc.
General Motors Corporation	Foster Wheeler USA Corporation
General Services Administration	Fru-Con Construction
GlaxoSmithKline	Graycor
Huntsman Corporation	Hilti Corporation
Intel Corporation	Honeywell
Eli Lilly and Company	Integrated Electrical Services
NASA	Jacobs
Naval Facilities Engineering Command	Johnson Controls
Ontario Power Generation	Kellogg Brown & Root
Phillips Petroleum Company	Kiewit Construction Group
Praxair	Kværner
The Procter & Gamble Company	M. A. Mortenson Company
Reliant Energy	Murphy Company
Rohm and Haas Company	PSEG Energy Technologies
Shell Oil Company	Parsons Energy & Chemicals Group
Smithsonian Institution	Petrofac LLC
Solutia	Primavera Systems
Tennessee Valley Authority	Rust Contractors
U.S. Air Force Research Laboratory	S&B Engineers and Constructors Ltd.
U.S. Army Corps of Engineers	SMS Demag
U.S. Department of Commerce/NIST	The Shaw Group
U.S. Department of Energy	Siemens Westinghouse Power
U.S. Department of State	Structural Group
U.S. Steel	Technip USA Corporation
Weyerhaeuser Company	Walbridge Aldinger Company
	Washington Group International
	Williams Group International
	H. B. Zachry Company

Small Project Execution

**Prepared by
The Construction Industry Institute
Executing Small Capital Projects Research Team**

**Research Summary 161-1
November 2001**

Reviewed by CII 3Feb04

© 2001 Construction Industry Institute™.

The University of Texas at Austin.

CII members may reproduce and distribute this work internally in any medium at no cost to internal recipients. CII members are permitted to revise and adapt this work for the internal use provided an informational copy is furnished to CII.

Available to non-members by purchase; however, no copies may be made or distributed and no modifications made without prior written permission from CII. Contact CII at <http://construction-institute.org/catalog.htm> to purchase copies. Volume discounts may be available.

All CII members, current students, and faculty at a college or university are eligible to purchase CII products at member prices. Faculty and students at a college or university may reproduce and distribute this work without modification for educational use.

Printed in the United States of America.

Contents

<i>Chapter</i>	<i>Page</i>
Executive Summary	v
1. Introduction	1
2. Data Analysis	3
3. Findings	4
4. <i>The Small Projects Toolkit</i>	7
5. Conclusions	10
References	12

Executive Summary

The mission of the Construction Industry Institute is to improve the construction industry through research and implementation. Through its research, CII has provided the industry with new tools, and in the process has become a principal national forum for the construction industry. The CII Executing Small Capital Projects Research Team and its work build upon that legacy.

Research conducted by the team indicates that a small project program can significantly increase its performance if the following key items are incorporated:

- Front-end planning that incorporates project checklists.
- Core project teams that can improve schedule and decrease the funding approval cycle.
- Standard written processes specifically geared to small projects.
- Maintenance projects that are combined with a small capital projects program.
- Alliances and preferred supplier agreements.

Small projects are often viewed as being of lesser importance to corporate success than large capital projects. When managed under the umbrella of a small projects program, however, their significance becomes apparent. On average, a CII firm assigns approximately \$30 million to its small projects program. If significant savings can be achieved through more effective execution of this program, management is in a position to increase the number of small projects, contributing to the profitability of the corporation.

This publication summarizes the research effort that led to the CII Implementation Resource publication, *The Small Projects Toolkit*. After reviewing this summary, readers are encouraged to

read and use the *Toolkit*, which presents best practices and tools to assist a corporation in increasing their small project performance. With increased global competition, the *Toolkit* offers both managers and project managers several effective tools to improve small project programs and small project execution.