Company Level Performance Benchmarking

P & E

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Agenda

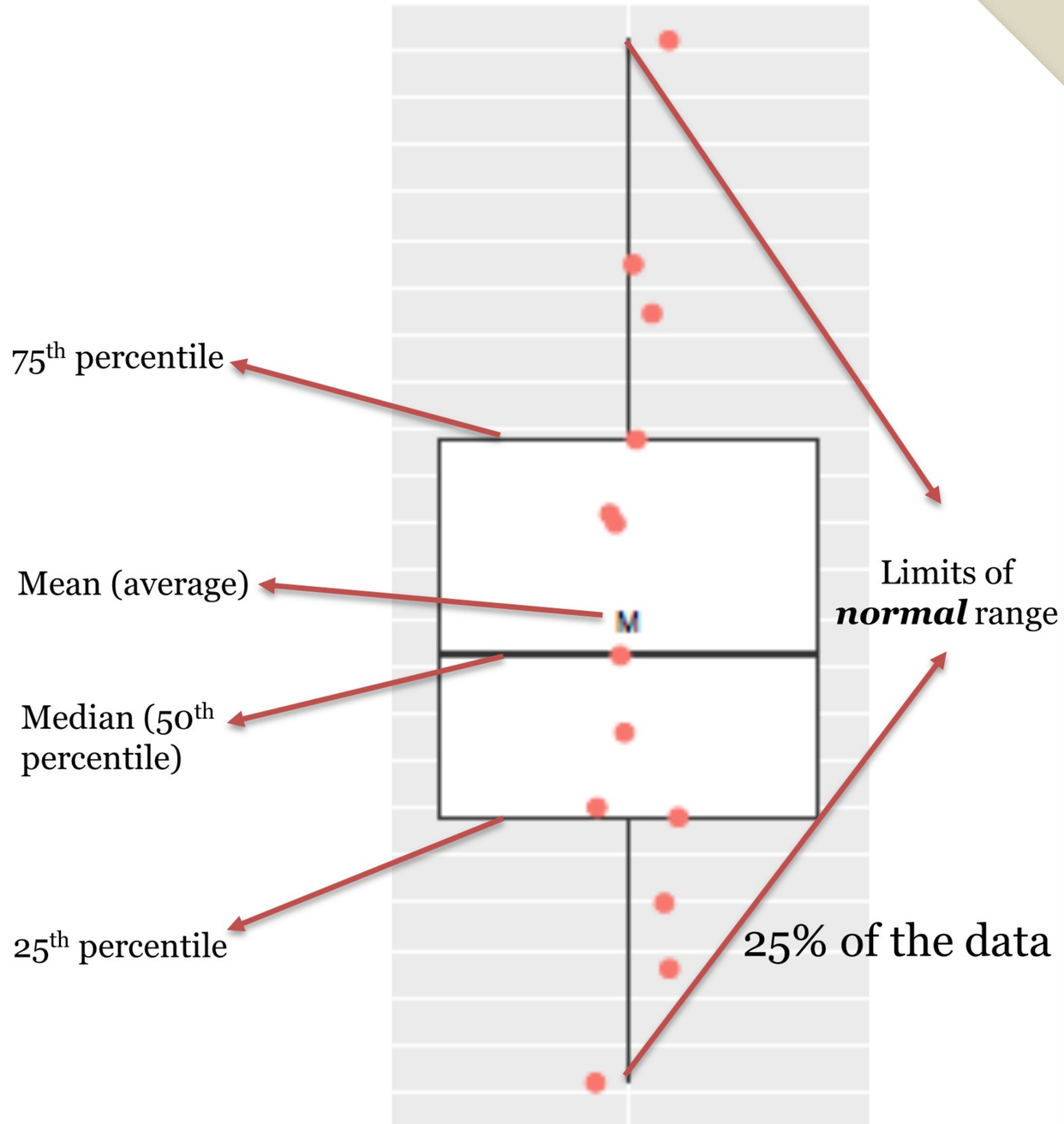
- Basic Definitions
- How **productive** your Company was during 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018
- How **profitable** your Company was during 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018
- How **cost-effective** your Company was during 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018
- How successful you Company was in **managing and staffing its people**
  - Project management personnel
  - Bargaining unit employees

Basic Definitions

- Bargaining Unit Employees (Craft Workers)
  - Craft workers including apprentices, journeymen, foremen, pre-fab shop workers (if any), material handlers (if any), construction wiremen (if any), etc.
- Project Management Personnel
  - Personnel primarily responsible for managing construction projects. These personnel are project managers/executives, project engineers/project manager assistants, and superintendents serving as project managers
- Revenue
  - Revenue achieved by the company from construction projects
- Value-Added
  - Revenue minus both cost of materials purchased by the company and payments disbursed to subcontractors as well as owner-paid premiums
- Net Profit
  - Net profit achieved by the company from construction projects before tax deductions
- Fixed Company Overhead
  - Costs that do not vary as a result of change in workload; they are needed in order to operate the business including administrative-personnel salaries, accounting personnel salaries, office personnel salaries, office expenses, company insurance, real estate expenses, etc.
- Variable Overheads
  - Costs that are not discretely charged to a specific project and tend to vary depending on the revenue of the company.

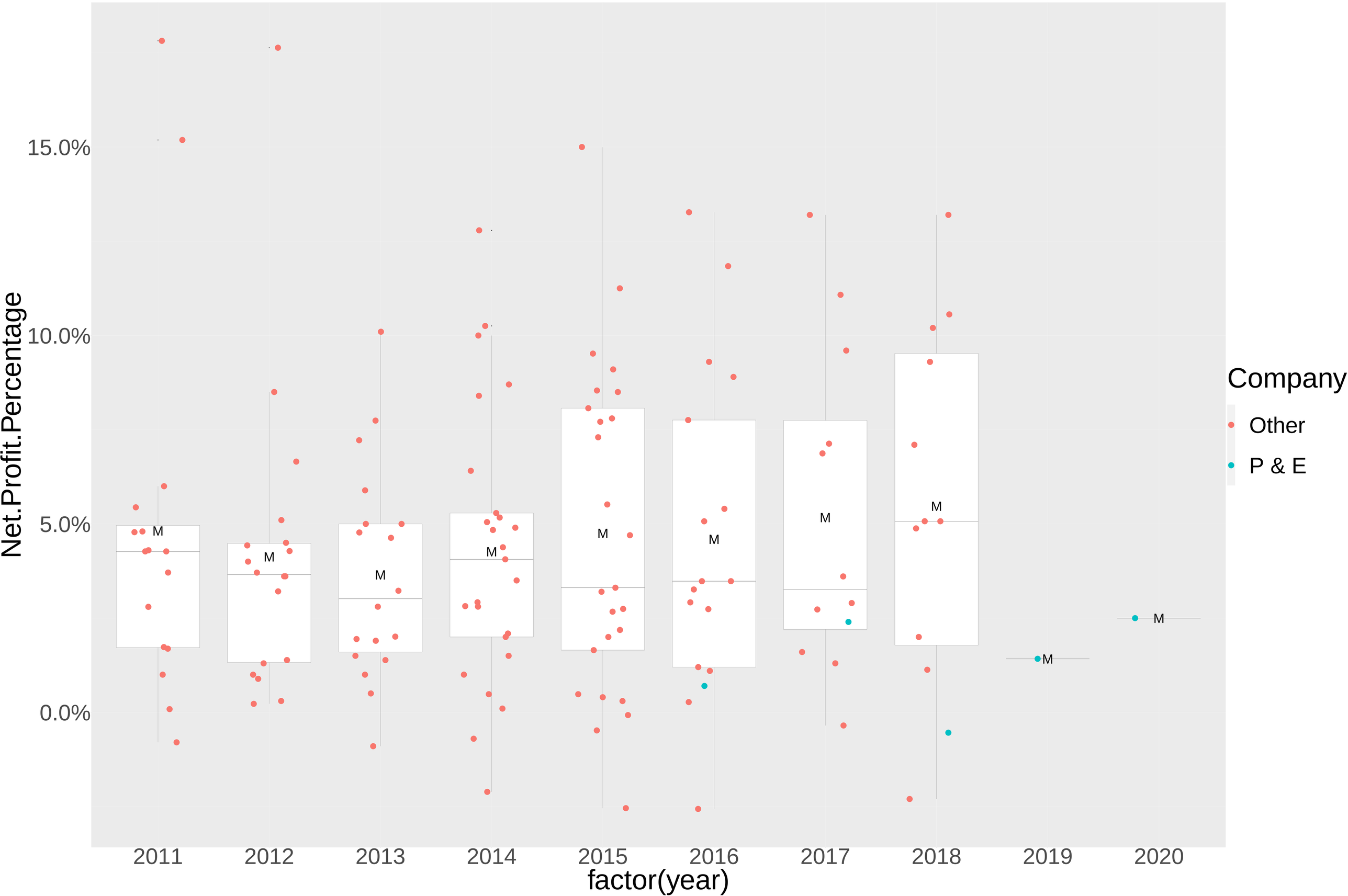
Basic Definitions – Box-and-Whisker Plot

- 75th percentile
  - Higher than 75% of the data, and lower than the remaining 25%
  - Represented by the top horizontal line of the "box"
- Median (50th percentile)
  - Higher than 50% of the data, and lower than the remaining 50%
  - Represented by the middle horizontal line of the "box"
- 25th percentile
  - Higher than 25% of the data, and lower than the remaining 75%
  - Represented by the lower horizontal line of the "box"
- Mean (average)
  - The basic average of the data
  - Represented by "M"
- Limits of normal range
  - Points beyond these limits are called outliers, and are not ***normally*** expected
  - Represented by the ends of the "whiskers"



General Benchmarking

Net Profit Percentage



Net Profit Percentage

2013

75th percentile : 5.00 %

Median 50th percentile: 3.01 %

25th percentile: 1.60 %

Mean (average): 3.65 %

P & E : NA %

2014

75th percentile : 5.29 %

Median 50th percentile: 4.06 %

25th percentile: 2.00 %

Mean (average): 4.27 %

P & E : NA %

2015

75th percentile : 8.07 %

Median 50th percentile: 3.31 %

25th percentile: 1.65 %

Mean (average): 4.75 %

P & E : NA %

2016

75th percentile : 7.76 %

Median 50th percentile: 3.48 %

25th percentile: 1.20 %

Mean (average): 4.60 %

P & E : 0.70 %

2017

75th percentile : 7.75 %

Median 50th percentile: 3.25 %

25th percentile: 2.20 %

Mean (average): 5.17 %

P & E : 2.40 %

2018

75th percentile : 9.53 %

Median 50th percentile: 5.07 %

25th percentile: 1.78 %

Mean (average): 5.47 %

P & E : −0.54 %

2019

75th percentile : 1.42 %

Median 50th percentile: 1.42 %

25th percentile: 1.42 %

Mean (average): 1.42 %

P & E : 1.42 %

2020

75th percentile : 2.50 %

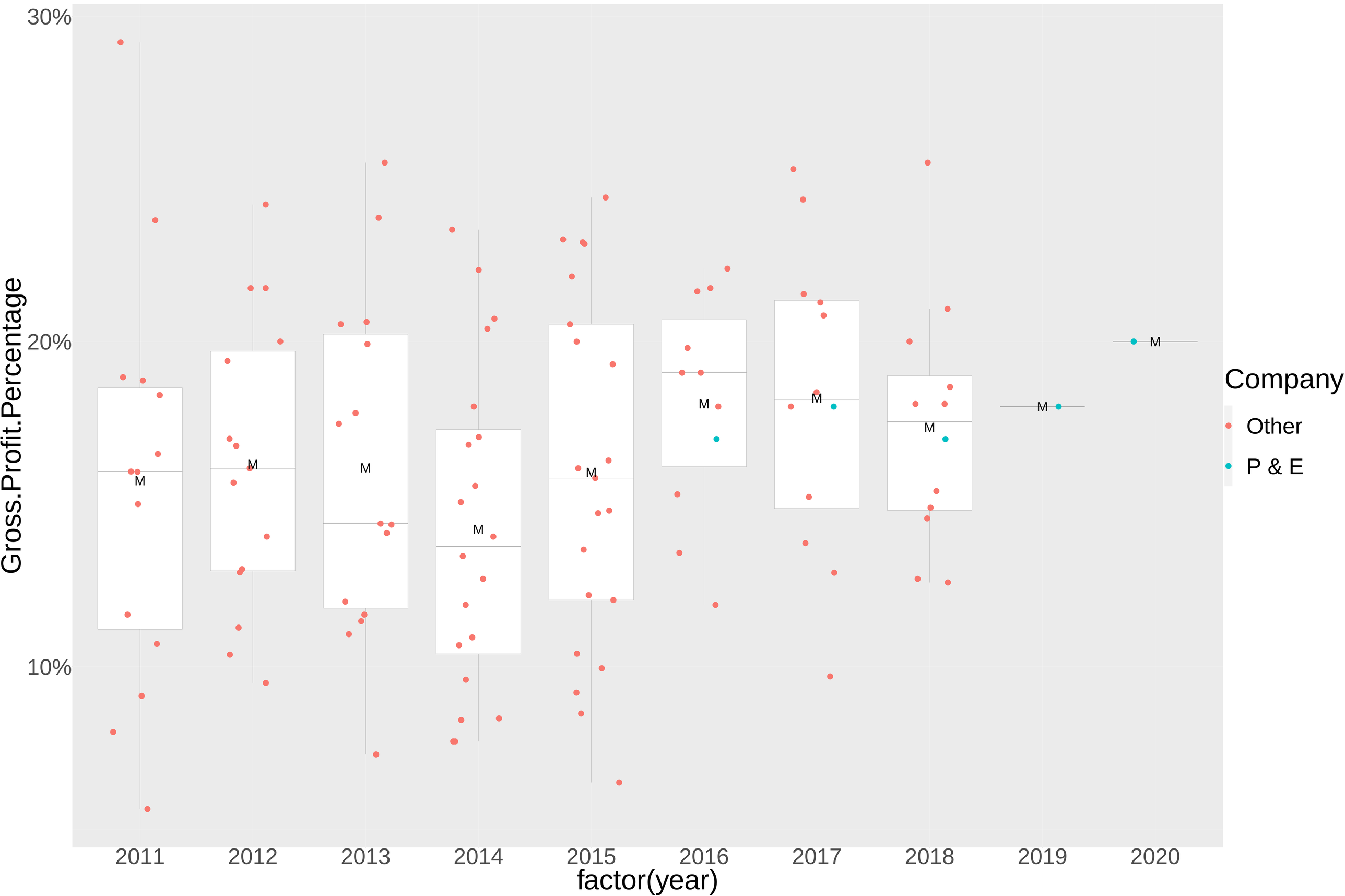
Median 50th percentile: 2.50 %

25th percentile: 2.50 %

Mean (average): 2.50 %

P & E : 2.50 %

Gross Profit Percentage



Gross Profit Percentage

2013

75th percentile : 20.23 %

Median 50th percentile: 14.40 %

25th percentile: 11.80 %

Mean (average): 16.12 %

P & E : NA %

2014

75th percentile : 17.29 %

Median 50th percentile: 13.70 %

25th percentile: 10.39 %

Mean (average): 14.23 %

P & E : NA %

2015

75th percentile : 20.53 %

Median 50th percentile: 15.80 %

25th percentile: 12.05 %

Mean (average): 15.98 %

P & E : NA %

2016

75th percentile : 20.67 %

Median 50th percentile: 19.04 %

25th percentile: 16.15 %

Mean (average): 18.09 %

P & E : 17.00 %

2017

75th percentile : 21.26 %

Median 50th percentile: 18.22 %

25th percentile: 14.87 %

Mean (average): 18.26 %

P & E : 18.00 %

2018

75th percentile : 18.95 %

Median 50th percentile: 17.54 %

25th percentile: 14.81 %

Mean (average): 17.37 %

P & E : 17.00 %

2019

75th percentile : 18.00 %

Median 50th percentile: 18.00 %

25th percentile: 18.00 %

Mean (average): 18.00 %

P & E : 18.00 %

2020

75th percentile : 20.00 %

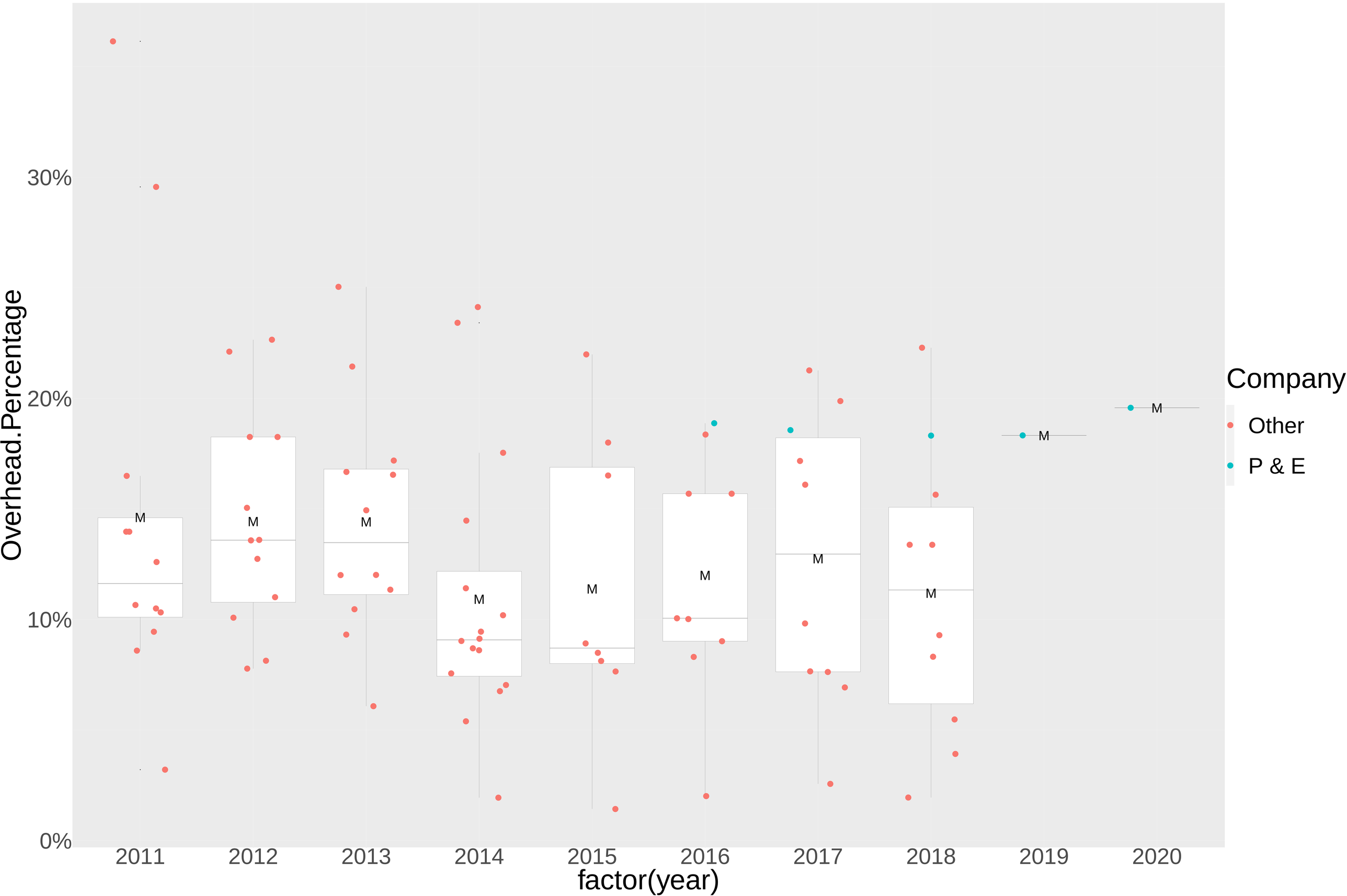
Median 50th percentile: 20.00 %

25th percentile: 20.00 %

Mean (average): 20.00 %

P & E : 20.00 %

Overhead Percentage



Overhead Percentage

2013

75th percentile : 16.80 %

Median 50th percentile: 13.47 %

25th percentile: 11.12 %

Mean (average): 14.42 %

P & E : NA %

2014

75th percentile : 12.17 %

Median 50th percentile: 9.07 %

25th percentile: 7.43 %

Mean (average): 10.92 %

P & E : NA %

2015

75th percentile : 16.88 %

Median 50th percentile: 8.70 %

25th percentile: 8.00 %

Mean (average): 11.39 %

P & E : NA %

2016

75th percentile : 15.68 %

Median 50th percentile: 10.05 %

25th percentile: 9.01 %

Mean (average): 12.00 %

P & E : 18.87 %

2017

75th percentile : 18.21 %

Median 50th percentile: 12.95 %

25th percentile: 7.63 %

Mean (average): 12.75 %

P & E : 18.56 %

2018

75th percentile : 15.07 %

Median 50th percentile: 11.33 %

25th percentile: 6.18 %

Mean (average): 11.19 %

P & E : 18.31 %

2019

75th percentile : 18.32 %

Median 50th percentile: 18.32 %

25th percentile: 18.32 %

Mean (average): 18.32 %

P & E : 18.32 %

2020

75th percentile : 19.57 %

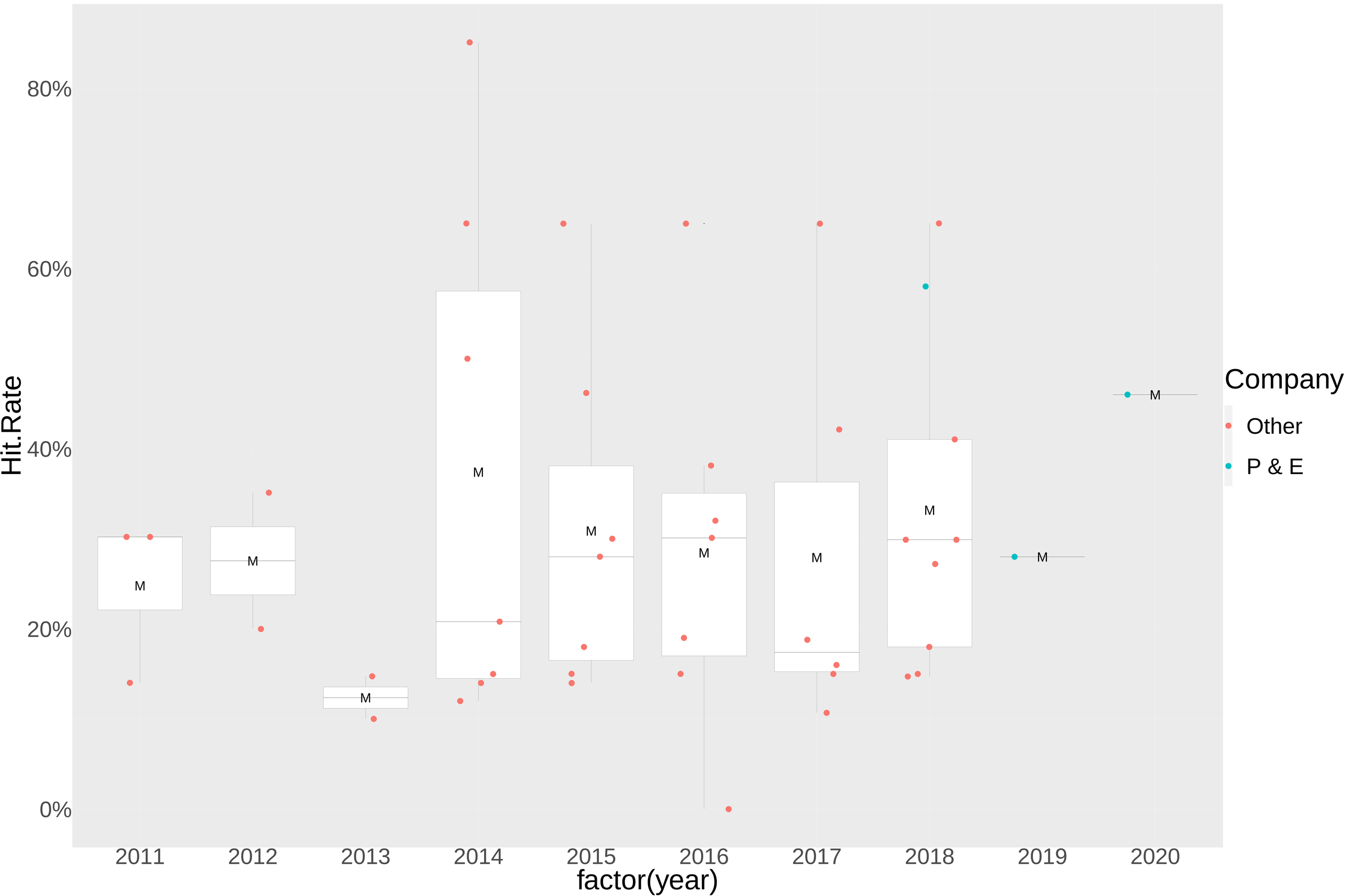
Median 50th percentile: 19.57 %

25th percentile: 19.57 %

Mean (average): 19.57 %

P & E : 19.57 %

Hit Rate


80%
60%
40%
20%
0%
Hit.Rate
M
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
factor(year)
Company
Other
P & E

Hit Rate

2013

75th percentile : 13.55 %

Median 50th percentile: 12.37 %

25th percentile: 11.19 %

Mean (average): 12.37 %

P & E : NA %

2014

75th percentile : 42.70 %

Median 50th percentile: 17.90 %

25th percentile: 14.25 %

Mean (average): 29.47 %

P & E : NA %

2015

75th percentile : 29.50 %

Median 50th percentile: 23.00 %

25th percentile: 15.75 %

Mean (average): 28.33 %

P & E : NA %

2016

75th percentile : 31.52 %

Median 50th percentile: 24.55 %

25th percentile: 16.00 %

Mean (average): 26.85 %

P & E : NA %

2017

75th percentile : 18.80 %

Median 50th percentile: 16.00 %

25th percentile: 15.00 %

Mean (average): 25.10 %

P & E : NA %

2018

75th percentile : 36.92 %

Median 50th percentile: 28.55 %

25th percentile: 17.25 %

Mean (average): 32.21 %

P & E : 58.00 %

2019

75th percentile : 28.00 %

Median 50th percentile: 28.00 %

25th percentile: 28.00 %

Mean (average): 28.00 %

P & E : 28.00 %

2020

75th percentile : 46.00 %

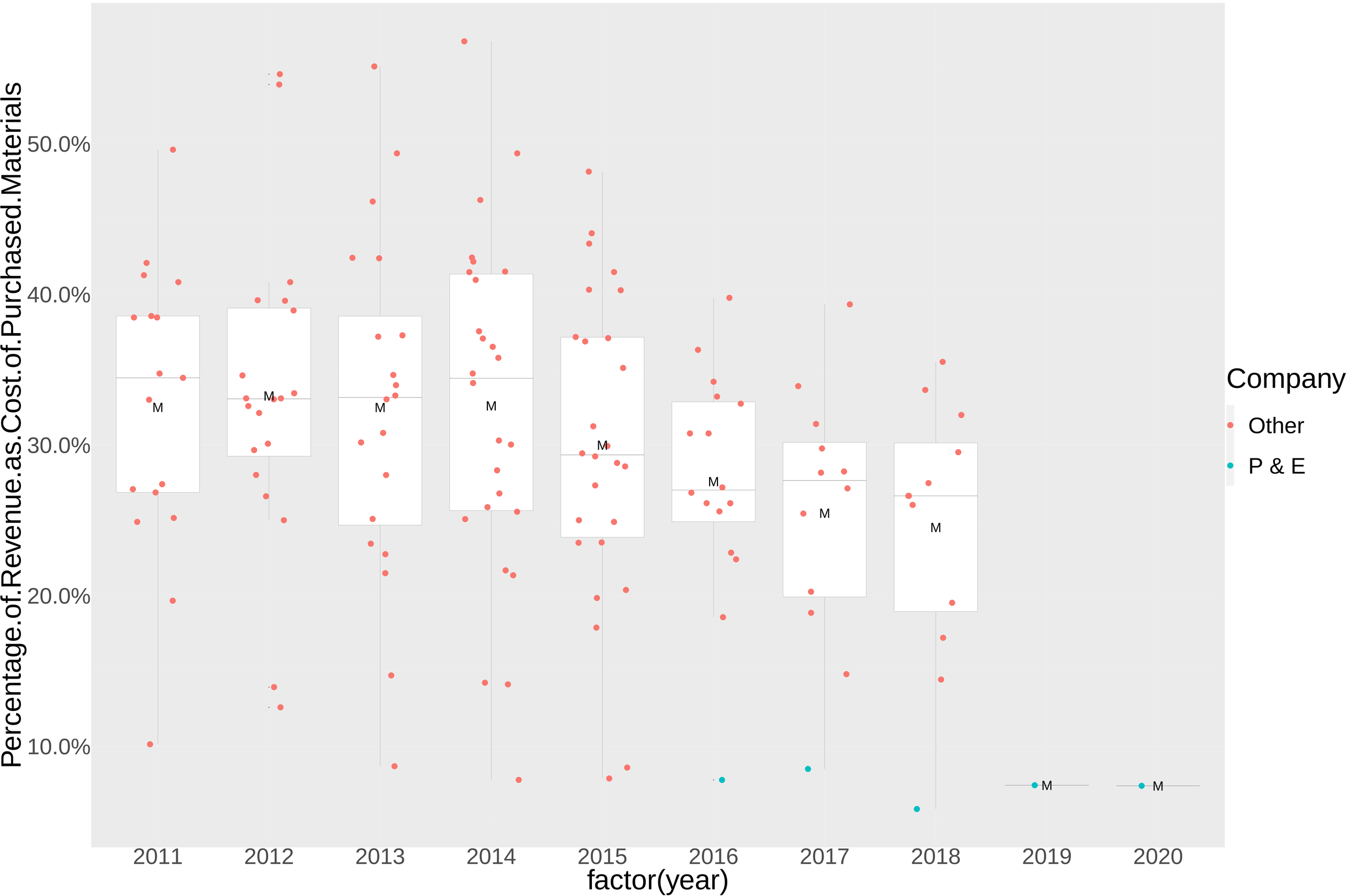
Median 50th percentile: 46.00 %

25th percentile: 46.00 %

Mean (average): 46.00 %

P & E : 46.00 %

Cost of Purchased Materials by the Company



Cost of Purchased Materials by the Company

2013

75th percentile : 38.55 %

Median 50th percentile: 33.15 %

25th percentile: 24.68 %

Mean (average): 32.49 %

P & E : NA %

2014

75th percentile : 41.34 %

Median 50th percentile: 34.42 %

25th percentile: 25.64 %

Mean (average): 32.60 %

P & E : NA %

2015

75th percentile : 37.15 %

Median 50th percentile: 29.34 %

25th percentile: 23.87 %

Mean (average): 29.99 %

P & E : NA %

2016

75th percentile : 32.86 %

Median 50th percentile: 27.00 %

25th percentile: 24.90 %

Mean (average): 27.57 %

P & E : 7.76 %

2017

75th percentile : 30.17 %

Median 50th percentile: 27.63 %

25th percentile: 19.90 %

Mean (average): 25.48 %

P & E : 8.49 %

2018

75th percentile : 30.13 %

Median 50th percentile: 26.62 %

25th percentile: 18.94 %

Mean (average): 24.53 %

P & E : 5.83 %

2019

75th percentile : 7.41 %

Median 50th percentile: 7.41 %

25th percentile: 7.41 %

Mean (average): 7.41 %

P & E : 7.41 %

2020

75th percentile : 7.37 %

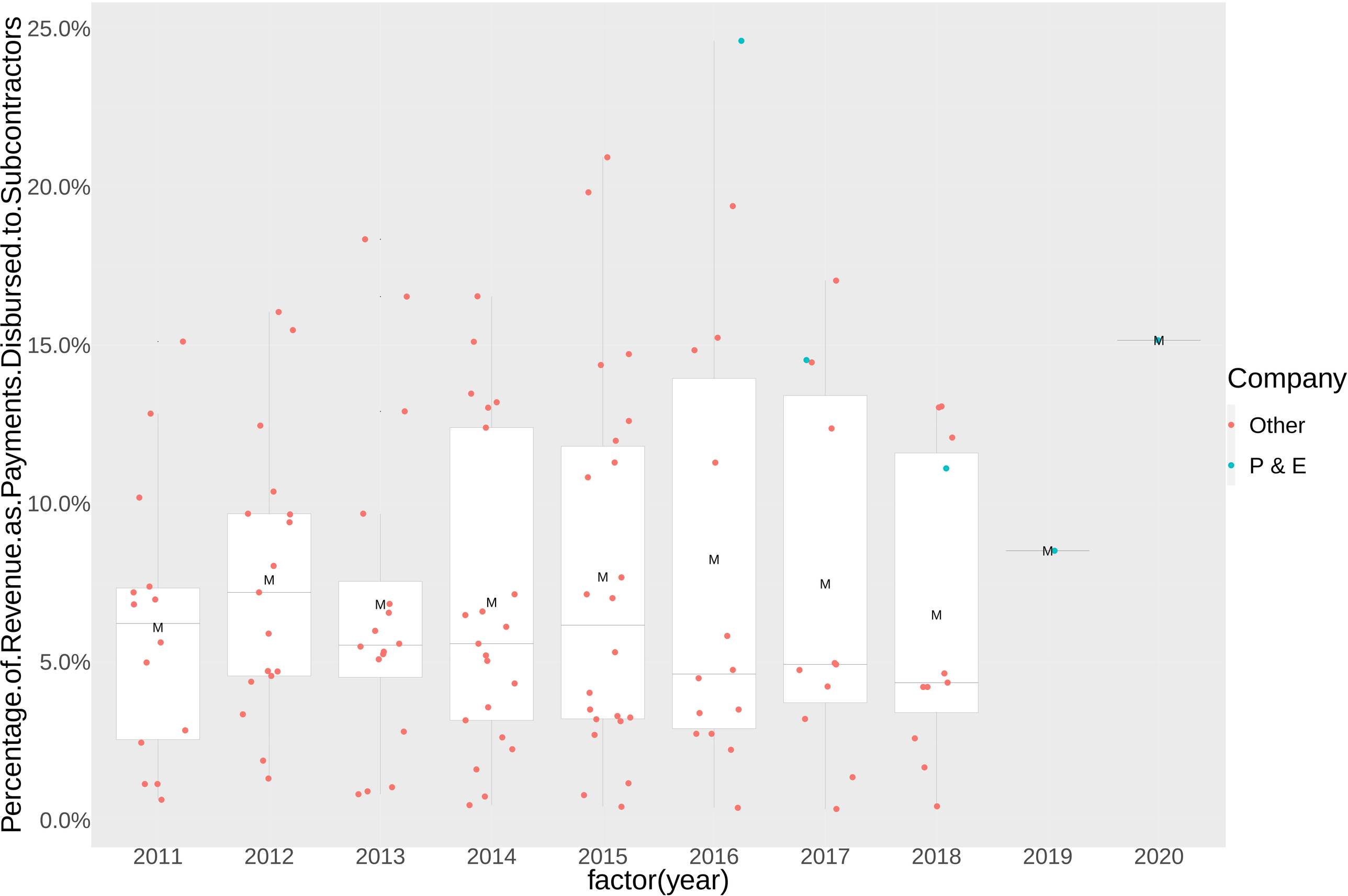
Median 50th percentile: 7.37 %

25th percentile: 7.37 %

Mean (average): 7.37 %

P & E : 7.37 %

Payments Disbursed to Subcontractors



Payments Disbursed to Subcontractor

2013

75th percentile : 7.53 %

Median 50th percentile: 5.52 %

25th percentile: 4.50 %

Mean (average): 6.81 %

P & E : NA %

2014

75th percentile : 12.39 %

Median 50th percentile: 5.56 %

25th percentile: 3.15 %

Mean (average): 6.88 %

P & E : NA %

2015

75th percentile : 11.80 %

Median 50th percentile: 6.15 %

25th percentile: 3.19 %

Mean (average): 7.68 %

P & E : NA %

2016

75th percentile : 13.94 %

Median 50th percentile: 4.61 %

25th percentile: 2.88 %

Mean (average): 8.23 %

P & E : 24.60 %

2017

75th percentile : 13.40 %

Median 50th percentile: 4.91 %

25th percentile: 3.70 %

Mean (average): 7.46 %

P & E : 14.52 %

2018

75th percentile : 11.59 %

Median 50th percentile: 4.34 %

25th percentile: 3.39 %

Mean (average): 6.48 %

P & E : 11.10 %

2019

75th percentile : 8.50 %

Median 50th percentile: 8.50 %

25th percentile: 8.50 %

Mean (average): 8.50 %

P & E : 8.50 %

2020

75th percentile : 15.14 %

Median 50th percentile: 15.14 %

25th percentile: 15.14 %

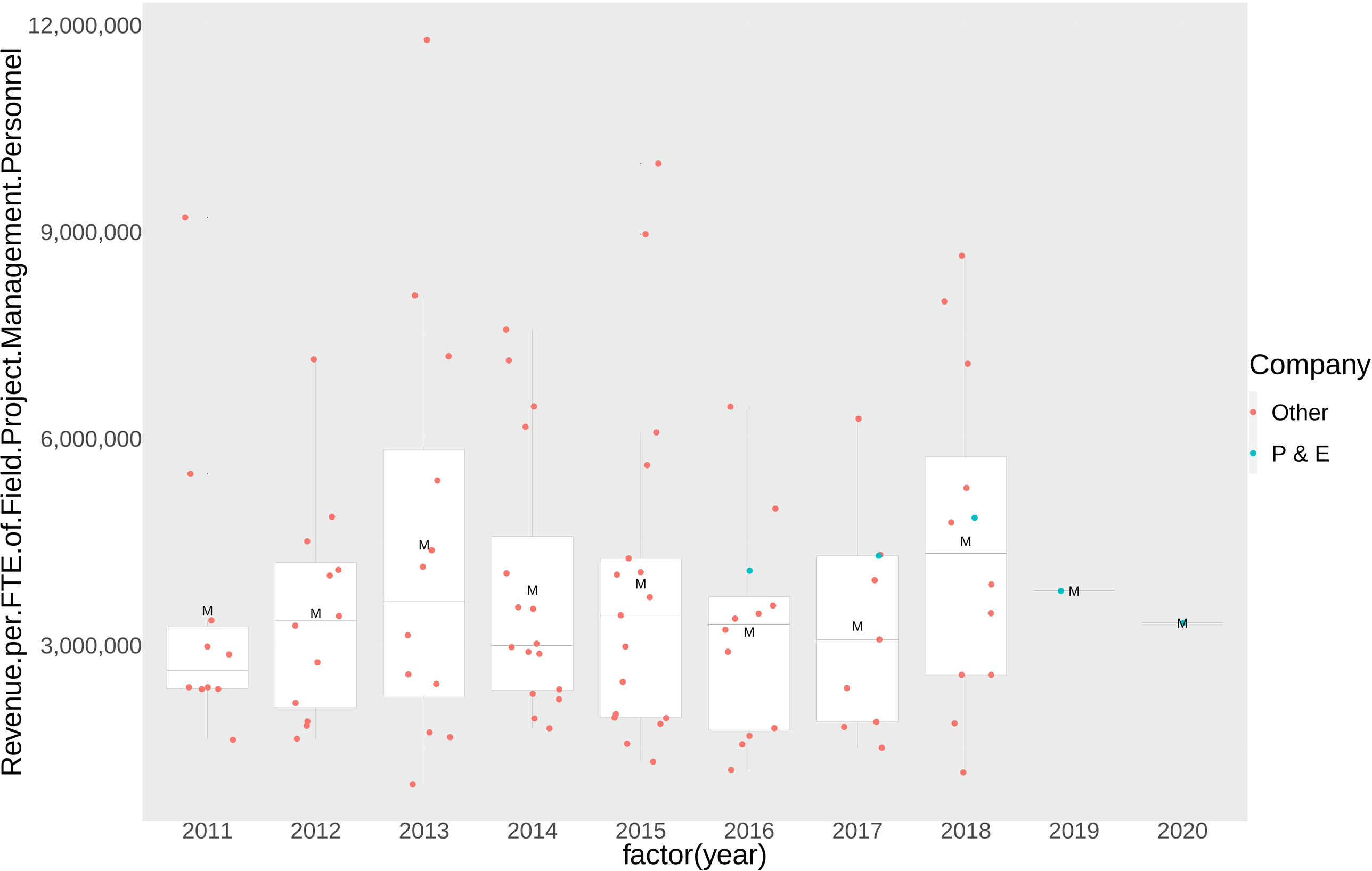
Mean (average): 15.14 %

P & E : 15.14 %

Overall Productivity Measurement

Analysis by FTE ($/FTE)

Project Management Productivity Measurement:
Dollar Revenue/FTEs of Project Management Personnel



Project Management Productivity Measurement:

Dollar Revenue/FTEs of Project Management Personnel

2013

75th percentile : 5,841,670

Median 50th percentile: 3,641,990

25th percentile: 2,262,332

Mean (average): 4,458,865

P & E : NA

2014

75th percentile : 4,575,948

Median 50th percentile: 2,996,280

25th percentile: 2,343,248

Mean (average): 3,802,661

P & E : NA

2015

75th percentile : 4,260,110

Median 50th percentile: 3,435,000

25th percentile: 1,950,360

Mean (average): 3,894,770

P & E : NA

2016

75th percentile : 3,701,995

Median 50th percentile: 3,304,945

25th percentile: 1,768,022

Mean (average): 3,192,064

P & E : 4,081,630

2017

75th percentile : 4,299,060

Median 50th percentile: 3,082,700

25th percentile: 1,887,640

Mean (average): 3,279,438

P & E : 4,299,060

2018

75th percentile : 5,732,725

Median 50th percentile: 4,332,010

25th percentile: 2,569,330

Mean (average): 4,511,849

P & E : 4,848,950

2019

75th percentile : 3,787,390

Median 50th percentile: 3,787,390

25th percentile: 3,787,390

Mean (average): 3,787,390

P & E : 3,787,390

2020

75th percentile : 3,322,400

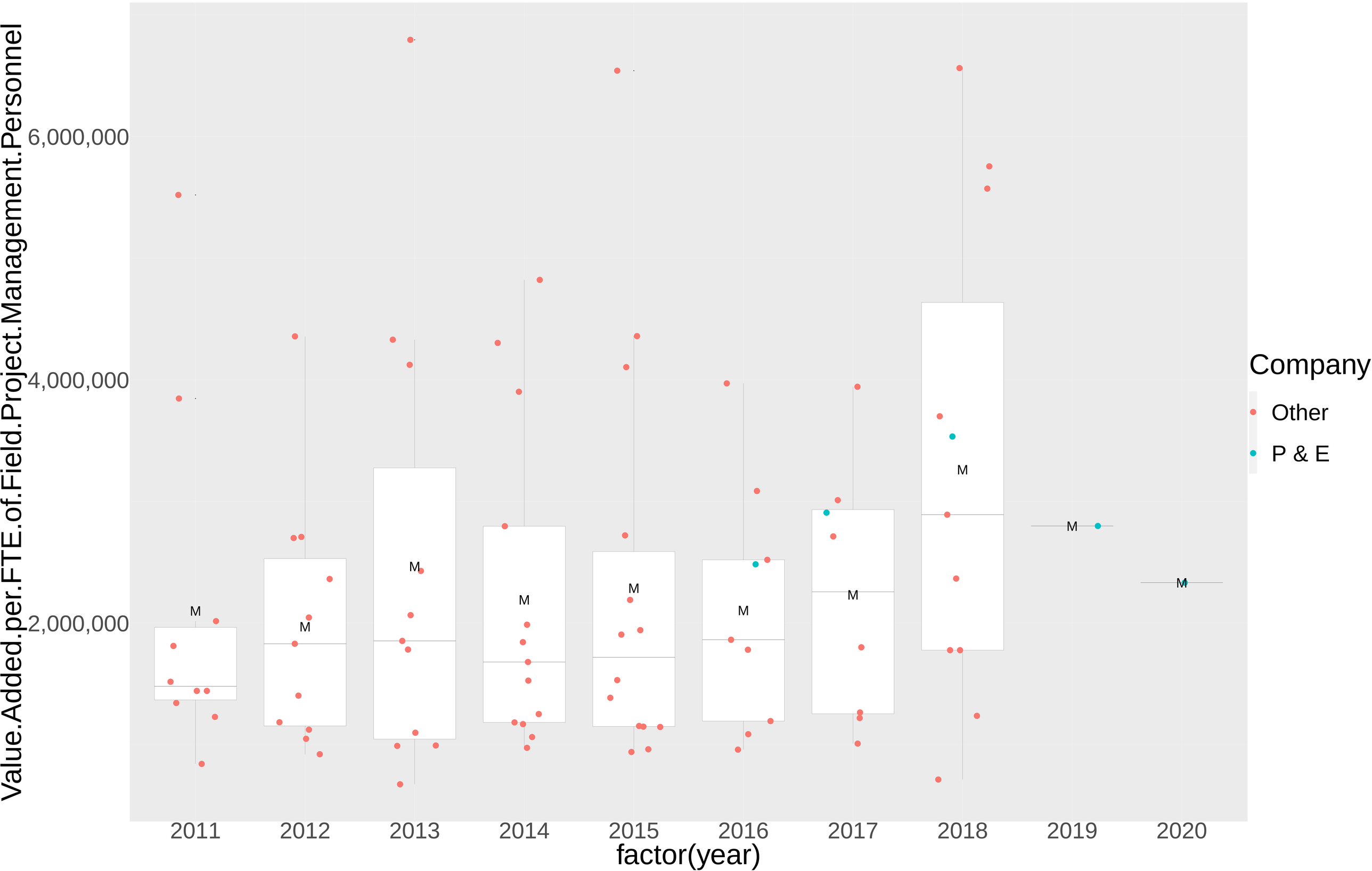
Median 50th percentile: 3,322,400

25th percentile: 3,322,400

Mean (average): 3,322,400

P & E : 3,322,400

Project Management Productivity Measurement: Dollar Value Added/FTEs of Project Management



Project Management Productivity Measurement:
Dollar Value Added/FTEs of Project Management

2013

75th percentile : 3,276,270

Median 50th percentile: 1,853,850

25th percentile: 1,046,656

Mean (average): 2,467,222

P & E : NA

2014

75th percentile : 2,797,000

Median 50th percentile: 1,680,510

25th percentile: 1,183,740

Mean (average): 2,192,865

P & E : NA

2015

75th percentile : 2,588,675

Median 50th percentile: 1,718,725

25th percentile: 1,150,372

Mean (average): 2,288,403

P & E : NA

2016

75th percentile : 2,520,640

Median 50th percentile: 1,863,360

25th percentile: 1,194,850

Mean (average): 2,105,331

P & E : 2,483,690

2017

75th percentile : 2,933,718

Median 50th percentile: 2,257,200

25th percentile: 1,254,150

Mean (average): 2,233,924

P & E : 2,907,970

2018

75th percentile : 4,636,230

Median 50th percentile: 2,891,400

25th percentile: 1,777,600

Mean (average): 3,262,672

P & E : 3,533,970

2019

75th percentile : 2,798,650

Median 50th percentile: 2,798,650

25th percentile: 2,798,650

Mean (average): 2,798,650

P & E : 2,798,650

2020

75th percentile : 2,332,780

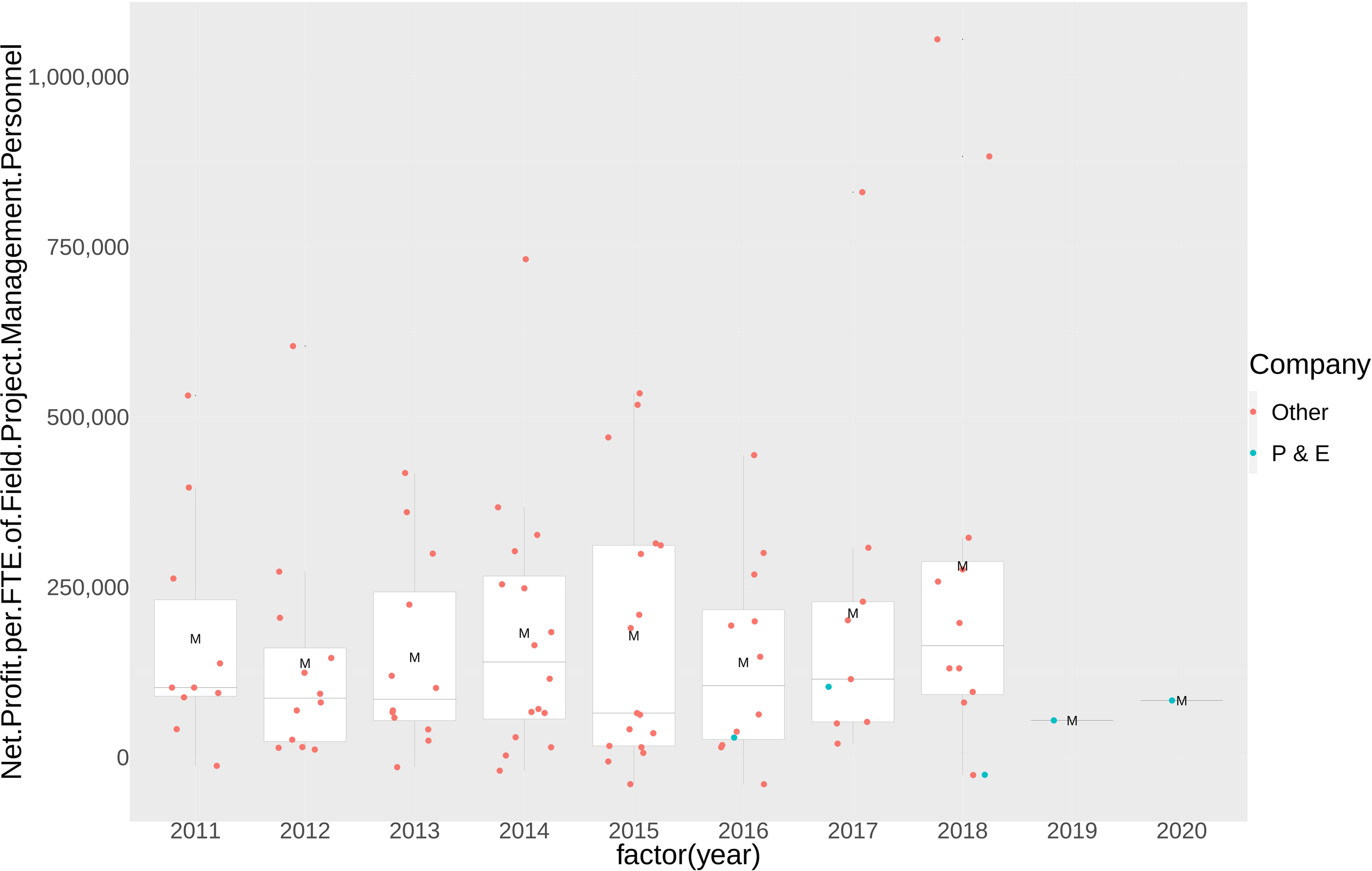
Median 50th percentile: 2,332,780

25th percentile: 2,332,780

Mean (average): 2,332,780

P & E : 2,332,780

Project Management Profitability Measurement:
Dollar Net Profit /FTEs of Project Management Personnel



Project Management Profitability Measurement:

Dollar Net Profit /FTEs of Project Management Personnel

2013

75th percentile : 242,641

Median 50th percentile: 84,914

25th percentile: 53,480

Mean (average): 146,830

P & E : NA

2014

75th percentile : 265,904

Median 50th percentile: 139,586

25th percentile: 55,772

Mean (average): 182,379

P & E : NA

2015

75th percentile : 310,988

Median 50th percentile: 64,510

25th percentile: 16,239

Mean (average): 178,565

P & E : NA

2016

75th percentile : 216,522

Median 50th percentile: 104,882

25th percentile: 25,812

Mean (average): 139,279

P & E : 28,571

2017

75th percentile : 228,270

Median 50th percentile: 114,375

25th percentile: 51,533

Mean (average): 211,622

P & E : 103,177

2018

75th percentile : 287,265

Median 50th percentile: 163,620

25th percentile: 91,744

Mean (average): 281,091

P & E : −26,184

2019

75th percentile : 53,781

Median 50th percentile: 53,781

25th percentile: 53,781

Mean (average): 53,781

P & E : 53,781

2020

75th percentile : 83,060

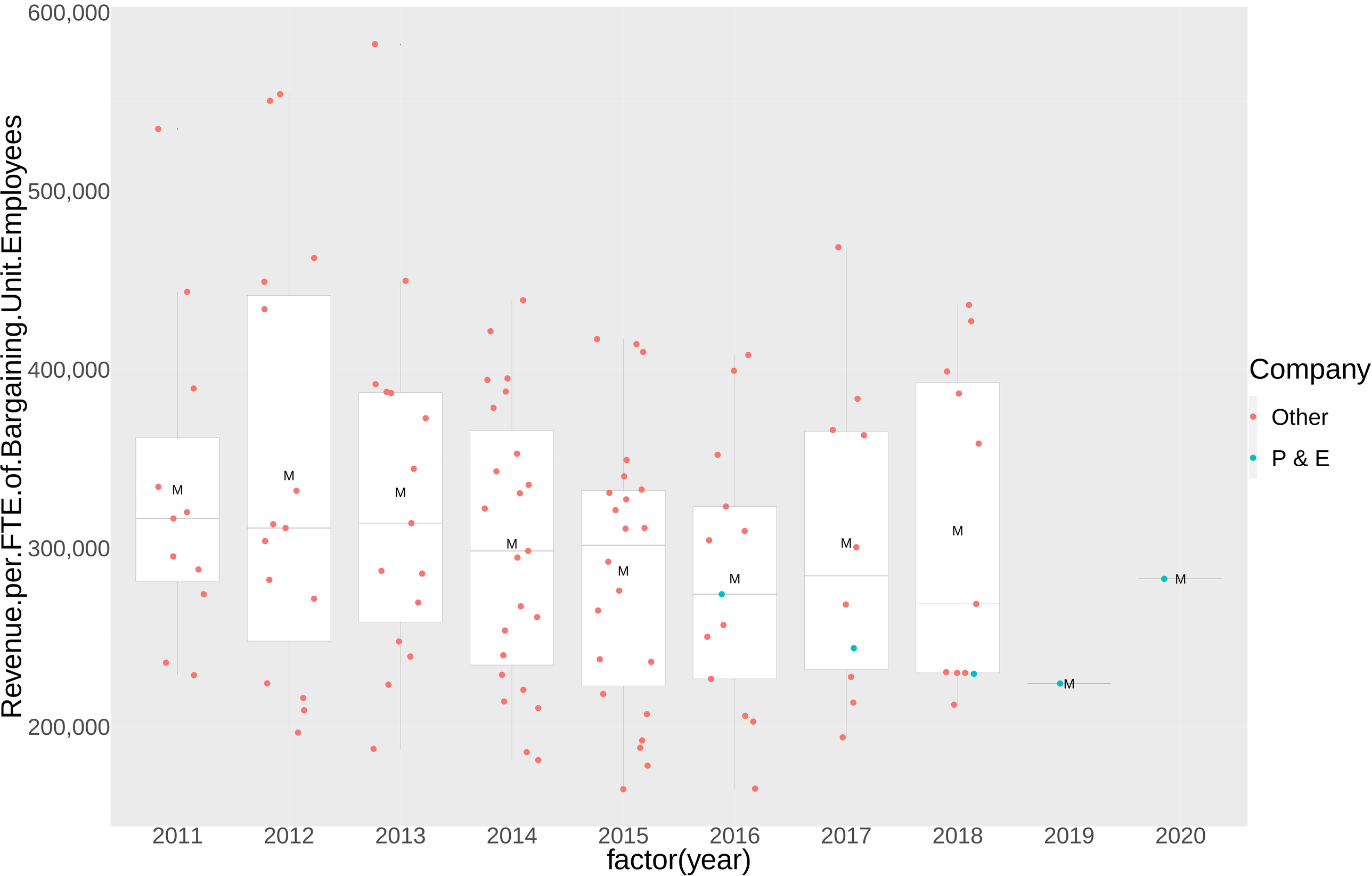
Median 50th percentile: 83,060

25th percentile: 83,060

Mean (average): 83,060

P & E : 83,060

Craft Worker Productivity Measurement:
Dollar Revenue/ FTEs of Bargaining Unit Employees



Craft Worker Productivity Measurement:

Dollar Revenue/ FTEs of Bargaining Unit Employees

2013

75th percentile : 387,084

Median 50th percentile: 313,924

25th percentile: 258,550

Mean (average): 331,253

P & E : NA

2014

75th percentile : 365,644

Median 50th percentile: 298,347

25th percentile: 234,464

Mean (average): 302,409

P & E : NA

2015

75th percentile : 332,247

Median 50th percentile: 301,570

25th percentile: 222,760

Mean (average): 287,288

P & E : NA

2016

75th percentile : 323,237

Median 50th percentile: 274,140

25th percentile: 226,714

Mean (average): 282,972

P & E : 274,140

2017

75th percentile : 365,378

Median 50th percentile: 284,396

25th percentile: 231,844

Mean (average): 302,919

P & E : 243,920

2018

75th percentile : 392,684

Median 50th percentile: 268,695

25th percentile: 230,090

Mean (average): 309,823

P & E : 229,540

2019

75th percentile : 224,110

Median 50th percentile: 224,110

25th percentile: 224,110

Mean (average): 224,110

P & E : 224,110

2020

75th percentile : 282,760

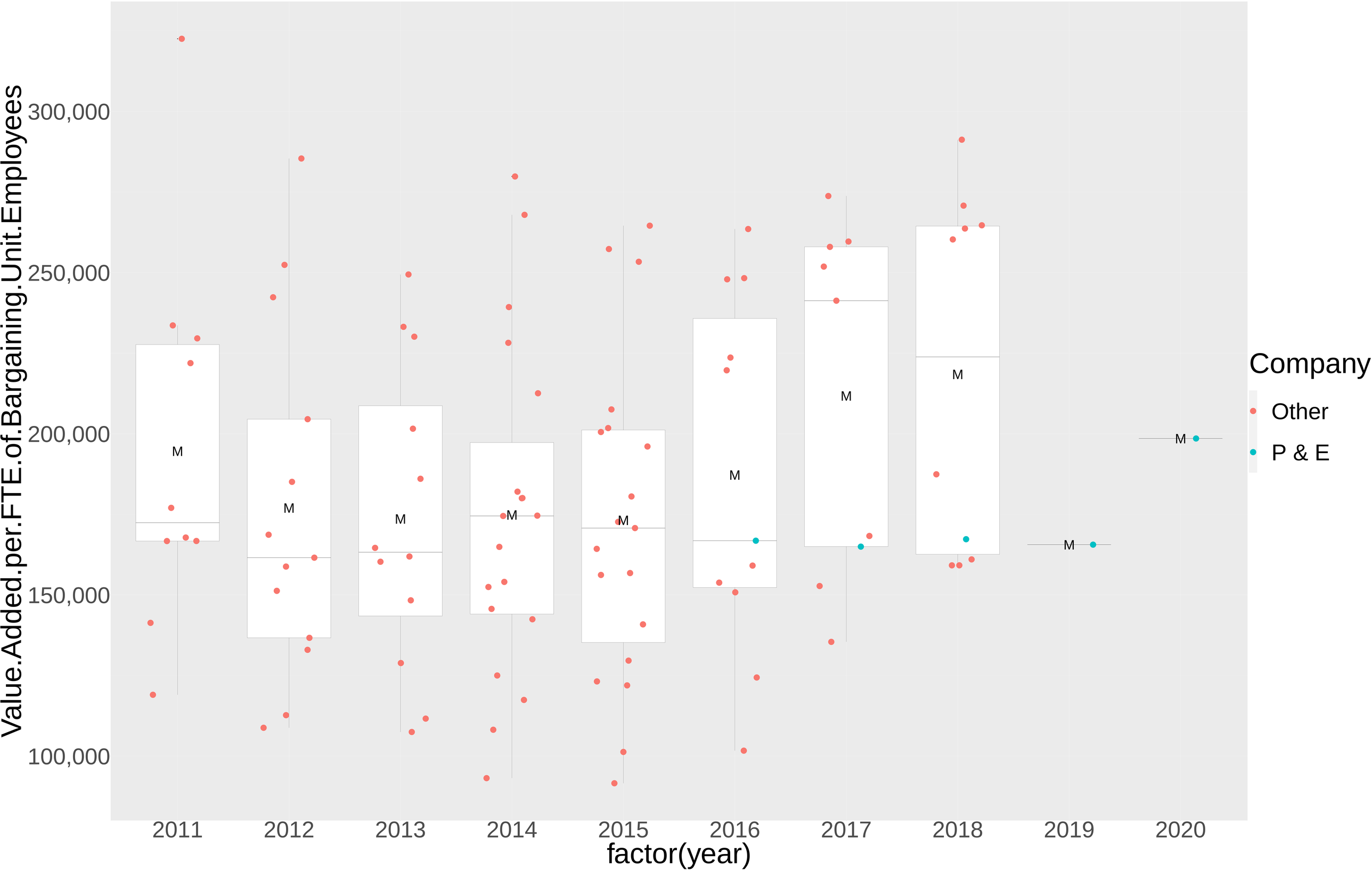
Median 50th percentile: 282,760

25th percentile: 282,760

Mean (average): 282,760

P & E : 282,760

Craft Worker Productivity Measurement:
Dollar Value Added/ FTEs of Bargaining Unit



Craft Worker Productivity Measurement:

Dollar Value Added/ FTEs of Bargaining Unit Employees

2013

75th percentile : 208,707

Median 50th percentile: 163,247

25th percentile: 143,450

Mean (average): 173,610

P & E : NA

2014

75th percentile : 197,294

Median 50th percentile: 174,503

25th percentile: 144,056

Mean (average): 174,856

P & E : NA

2015

75th percentile : 201,158

Median 50th percentile: 170,727

25th percentile: 135,233

Mean (average): 173,196

P & E : NA

2016

75th percentile : 235,784

Median 50th percentile: 166,815

25th percentile: 152,302

Mean (average): 187,239

P & E : 166,815

2017

75th percentile : 257,977

Median 50th percentile: 241,275

25th percentile: 164,991

Mean (average): 211,775

P & E : 164,991

2018

75th percentile : 264,419

Median 50th percentile: 223,846

25th percentile: 162,588

Mean (average): 218,470

P & E : 167,288

2019

75th percentile : 165,601

Median 50th percentile: 165,601

25th percentile: 165,601

Mean (average): 165,601

P & E : 165,601

2020

75th percentile : 198,535

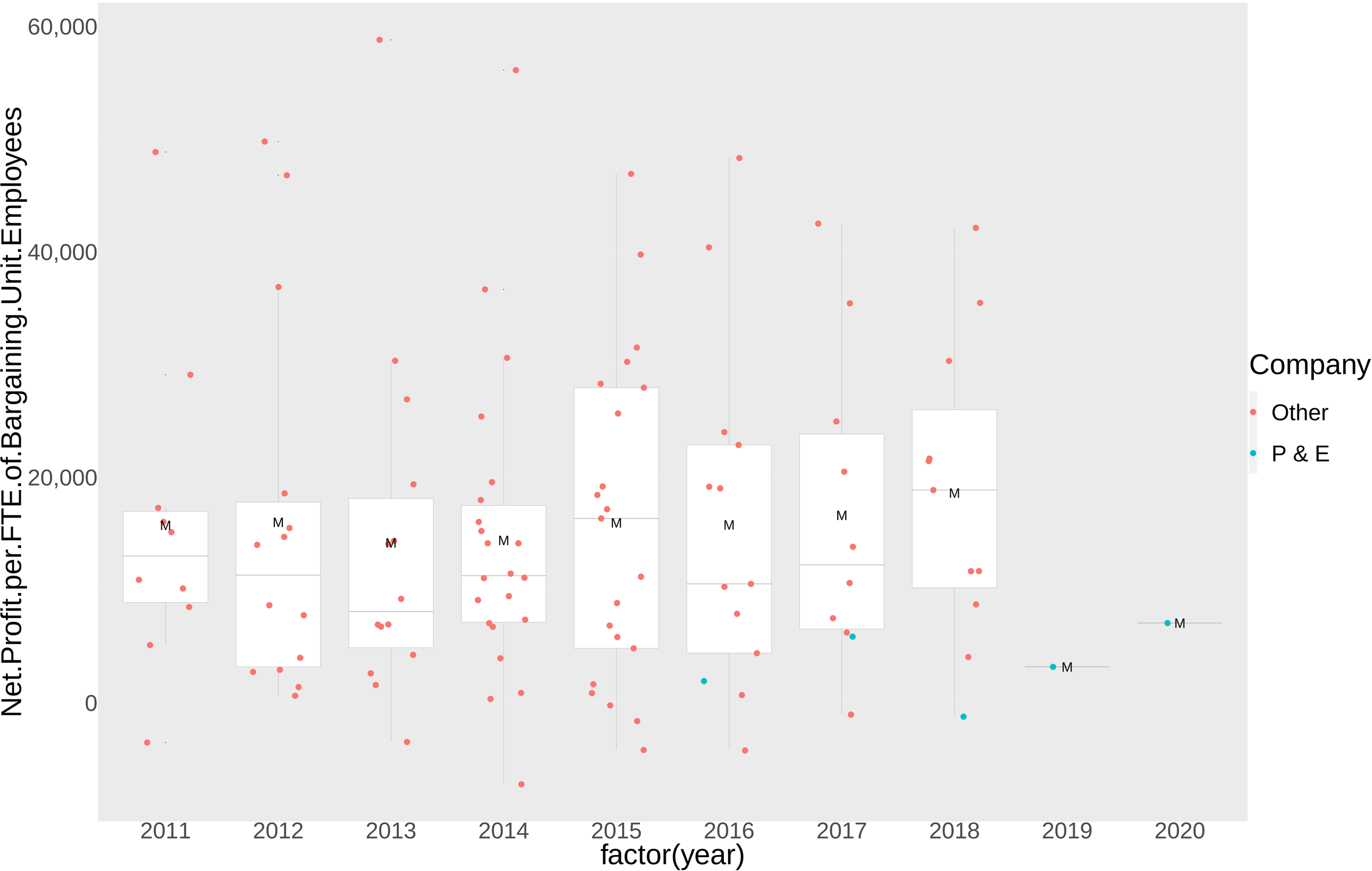
Median 50th percentile: 198,535

25th percentile: 198,535

Mean (average): 198,535

P & E : 198,535

Craft Worker Profitability Measurement:
Dollar Net Profit / FTEs of Bargaining Unit Employees



Craft Worker Profitability Measurement:

Dollar Net Profit / FTEs of Bargaining Unit Employees

2013

75th percentile : 18,118

Median 50th percentile: 8,079

25th percentile: 4,871

Mean (average): 14,187

P & E : NA

2014

75th percentile : 17,495

Median 50th percentile: 11,264

25th percentile: 7,133

Mean (average): 14,410

P & E : NA

2015

75th percentile : 27,944

Median 50th percentile: 16,342

25th percentile: 4,823

Mean (average): 15,968

P & E : NA

2016

75th percentile : 22,864

Median 50th percentile: 10,538

25th percentile: 4,391

Mean (average): 15,785

P & E : 1,919

2017

75th percentile : 23,833

Median 50th percentile: 12,224

25th percentile: 6,538

Mean (average): 16,632

P & E : 5,854

2018

75th percentile : 25,984

Median 50th percentile: 18,862

25th percentile: 10,193

Mean (average): 18,610

P & E : −1,240

2019

75th percentile : 3,182

Median 50th percentile: 3,182

25th percentile: 3,182

Mean (average): 3,182

P & E : 3,182

2020

75th percentile : 7,069

Median 50th percentile: 7,069

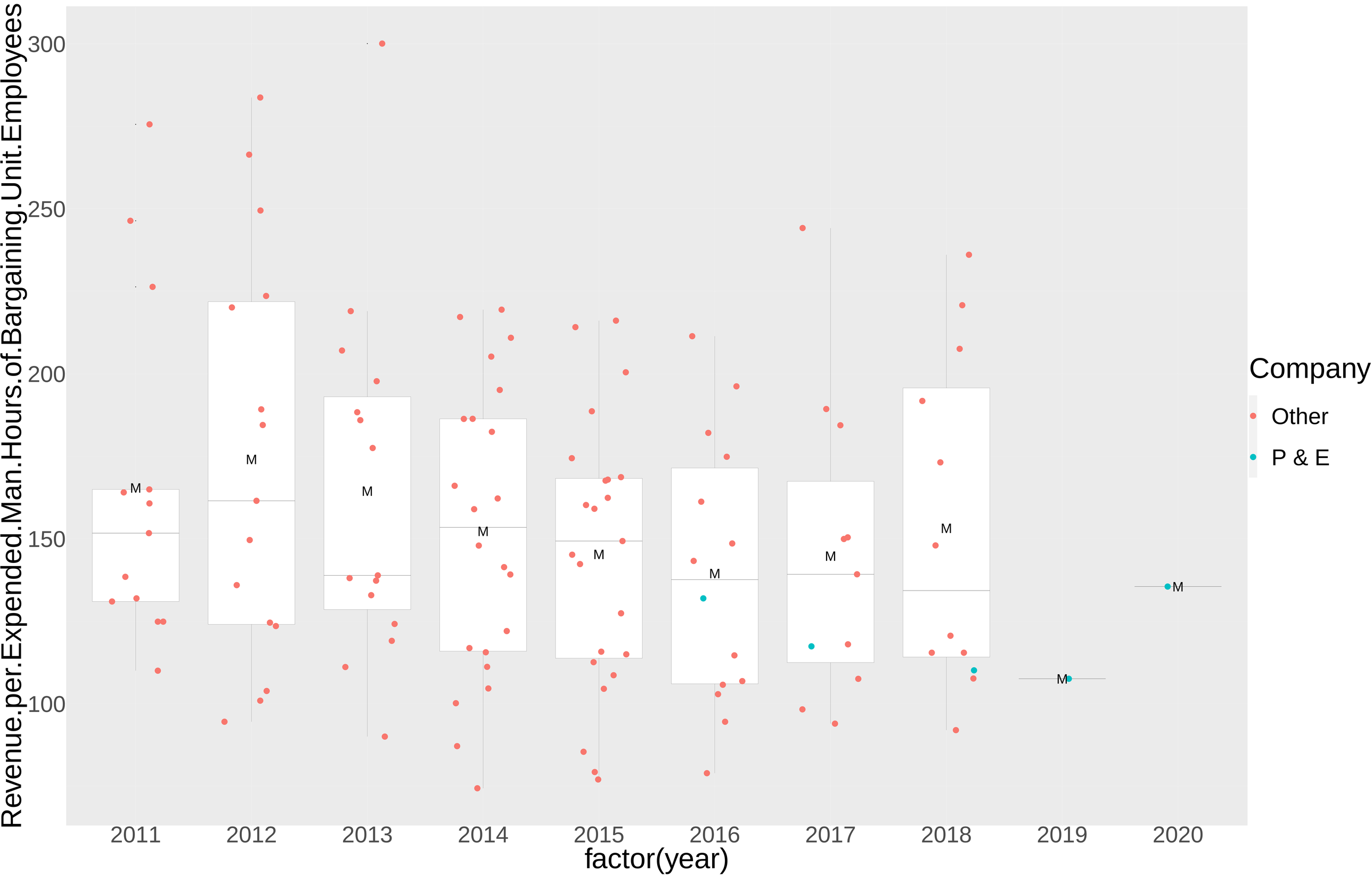
25th percentile: 7,069

Mean (average): 7,069

P & E : 7,069

Analysis by Hours ($/hr)

Craft Worker Productivity Measurement:
Dollar Revenue/ Hours of Bargaining Unit Employees



Craft Worker Productivity Measurement:

Dollar Revenue/ Hours of Bargaining Unit Employees

2013

75th percentile : 193

Median 50th percentile: 139

25th percentile: 129

Mean (average): 164

P & E : NA

2014

75th percentile : 186

Median 50th percentile: 153

25th percentile: 116

Mean (average): 152

P & E : NA

2015

75th percentile : 168

Median 50th percentile: 149

25th percentile: 114

Mean (average): 145

P & E : NA

2016

75th percentile : 171

Median 50th percentile: 138

25th percentile: 106

Mean (average): 140

P & E : 132

2017

75th percentile : 167

Median 50th percentile: 139

25th percentile: 112

Mean (average): 145

P & E : 117

2018

75th percentile : 196

Median 50th percentile: 134

25th percentile: 114

Mean (average): 153

P & E : 110

2019

75th percentile : 108

Median 50th percentile: 108

25th percentile: 108

Mean (average): 108

P & E : 108

2020

75th percentile : 136

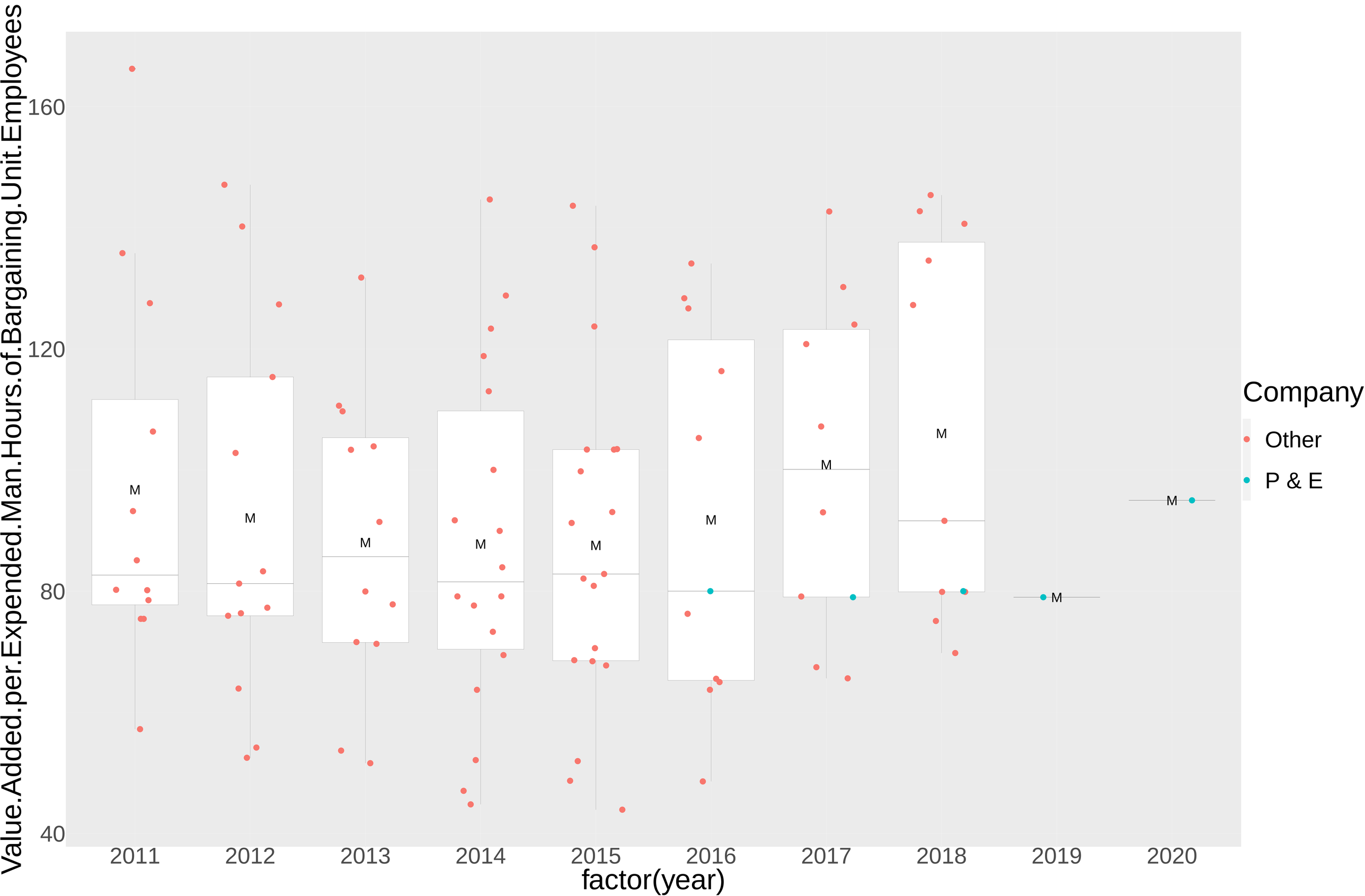
Median 50th percentile: 136

25th percentile: 136

Mean (average): 136

P & E : 136

Craft Worker Productivity Measurement:
Dollar Value Added/ Hours of Bargaining Unit



Craft Worker Productivity Measurement:

Dollar Value Added/ Hours of Bargaining Unit

2013

75th percentile : 105

Median 50th percentile: 86

25th percentile: 72

Mean (average): 88

P & E : NA

2014

75th percentile : 110

Median 50th percentile: 82

25th percentile: 70

Mean (average): 88

P & E : NA

2015

75th percentile : 103

Median 50th percentile: 83

25th percentile: 69

Mean (average): 88

P & E : NA

2016

75th percentile : 122

Median 50th percentile: 80

25th percentile: 65

Mean (average): 92

P & E : 80

2017

75th percentile : 123

Median 50th percentile: 100

25th percentile: 79

Mean (average): 101

P & E : 79

2018

75th percentile : 138

Median 50th percentile: 92

25th percentile: 80

Mean (average): 106

P & E : 80

2019

75th percentile : 79

Median 50th percentile: 79

25th percentile: 79

Mean (average): 79

P & E : 79

2020

75th percentile : 95

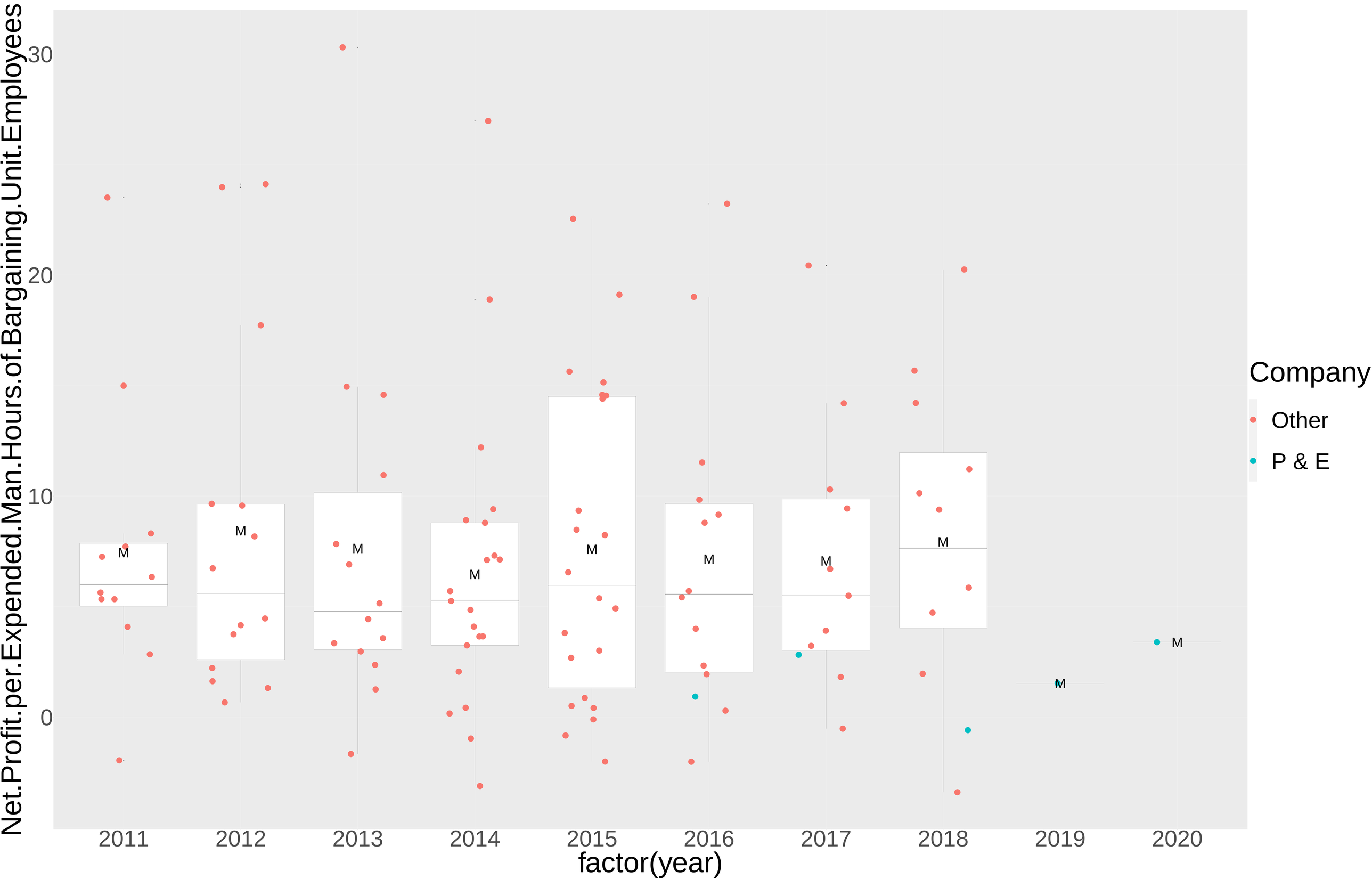
Median 50th percentile: 95

25th percentile: 95

Mean (average): 95

P & E : 95

Craft Worker Profitability Measurement:
Dollar Net Profit / Hours of Bargaining Unit Employees



Craft Worker Profitability Measurement:

Dollar Net Profit / Hours of Bargaining Unit Employees

2013

75th percentile : 10.17

Median 50th percentile: 4.79

25th percentile: 3.06

Mean (average): 7.64

P & E : NA

2014

75th percentile : 8.79

Median 50th percentile: 5.25

25th percentile: 3.24

Mean (average): 6.46

P & E : NA

2015

75th percentile : 14.51

Median 50th percentile: 5.96

25th percentile: 1.32

Mean (average): 7.60

P & E : NA

2016

75th percentile : 9.66

Median 50th percentile: 5.56

25th percentile: 2.03

Mean (average): 7.15

P & E : 0.92

2017

75th percentile : 9.87

Median 50th percentile: 5.49

25th percentile: 3.02

Mean (average): 7.07

P & E : 2.82

2018

75th percentile : 11.96

Median 50th percentile: 7.62

25th percentile: 4.03

Mean (average): 7.94

P & E : −0.59

2019

75th percentile : 1.53

Median 50th percentile: 1.53

25th percentile: 1.53

Mean (average): 1.53

P & E : 1.53

2020

75th percentile : 3.39

Median 50th percentile: 3.39

25th percentile: 3.39

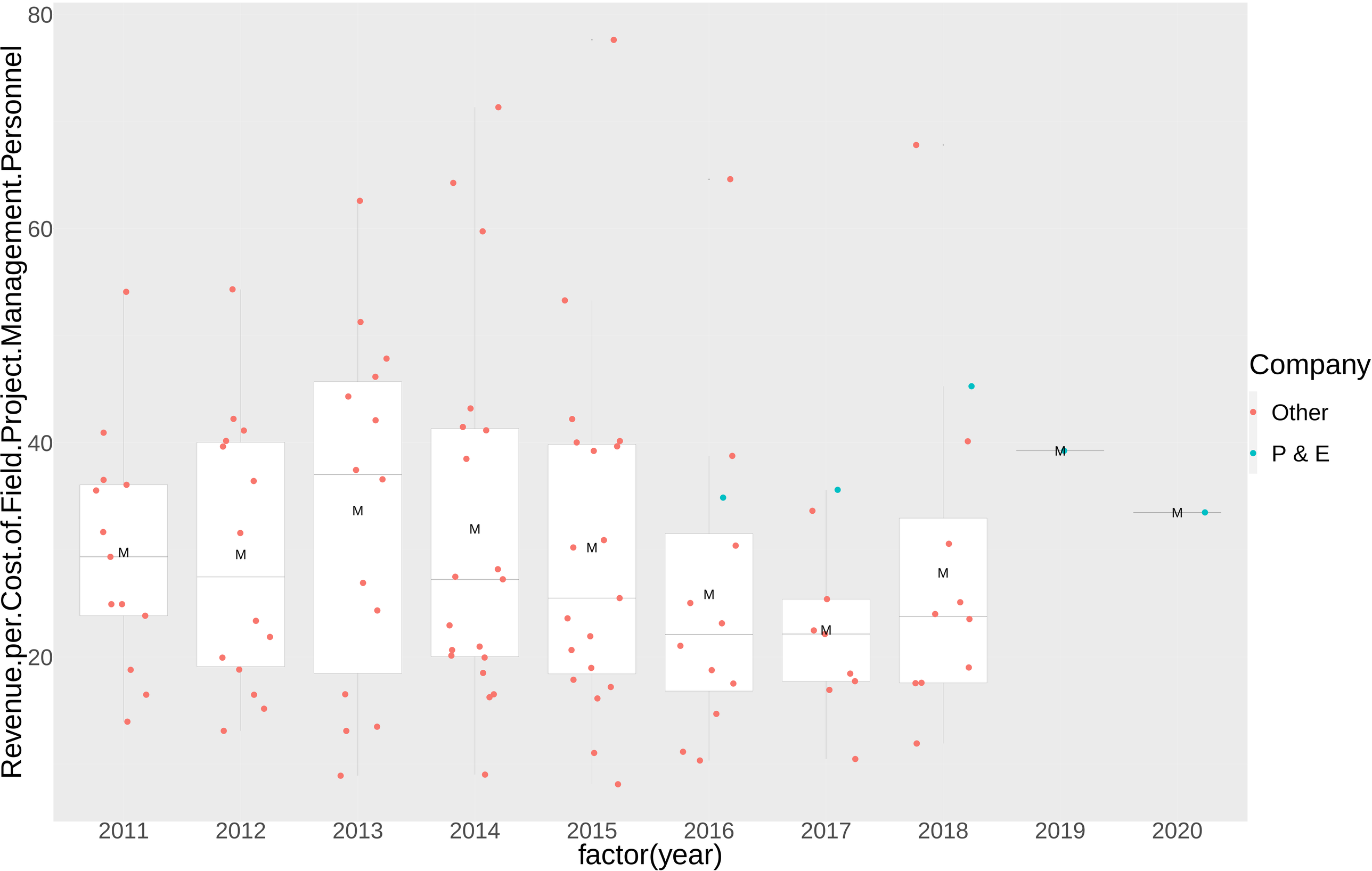
Mean (average): 3.39

P & E : 3.39

Overall Cost Effectiveness

Analysis by Cost ($/$)

Project Management Cost Effectiveness:
Dollar Revenue/ Cost of Project Management Personnel



Project Management Cost Effectiveness:

Dollar Revenue/ Cost of Project Management Personnel

2013

75th percentile : 45.70

Median 50th percentile: 37.02

25th percentile: 18.47

Mean (average): 33.69

P & E : NA

2014

75th percentile : 41.32

Median 50th percentile: 27.25

25th percentile: 20.04

Mean (average): 31.98

P & E : NA

2015

75th percentile : 39.85

Median 50th percentile: 25.50

25th percentile: 18.42

Mean (average): 30.23

P & E : NA

2016

75th percentile : 31.52

Median 50th percentile: 22.09

25th percentile: 16.81

Mean (average): 25.86

P & E : 34.88

2017

75th percentile : 25.40

Median 50th percentile: 22.14

25th percentile: 17.74

Mean (average): 22.54

P & E : 35.60

2018

75th percentile : 32.96

Median 50th percentile: 23.77

25th percentile: 17.58

Mean (average): 27.87

P & E : 45.28

2019

75th percentile : 39.26

Median 50th percentile: 39.26

25th percentile: 39.26

Mean (average): 39.26

P & E : 39.26

2020

75th percentile : 33.50

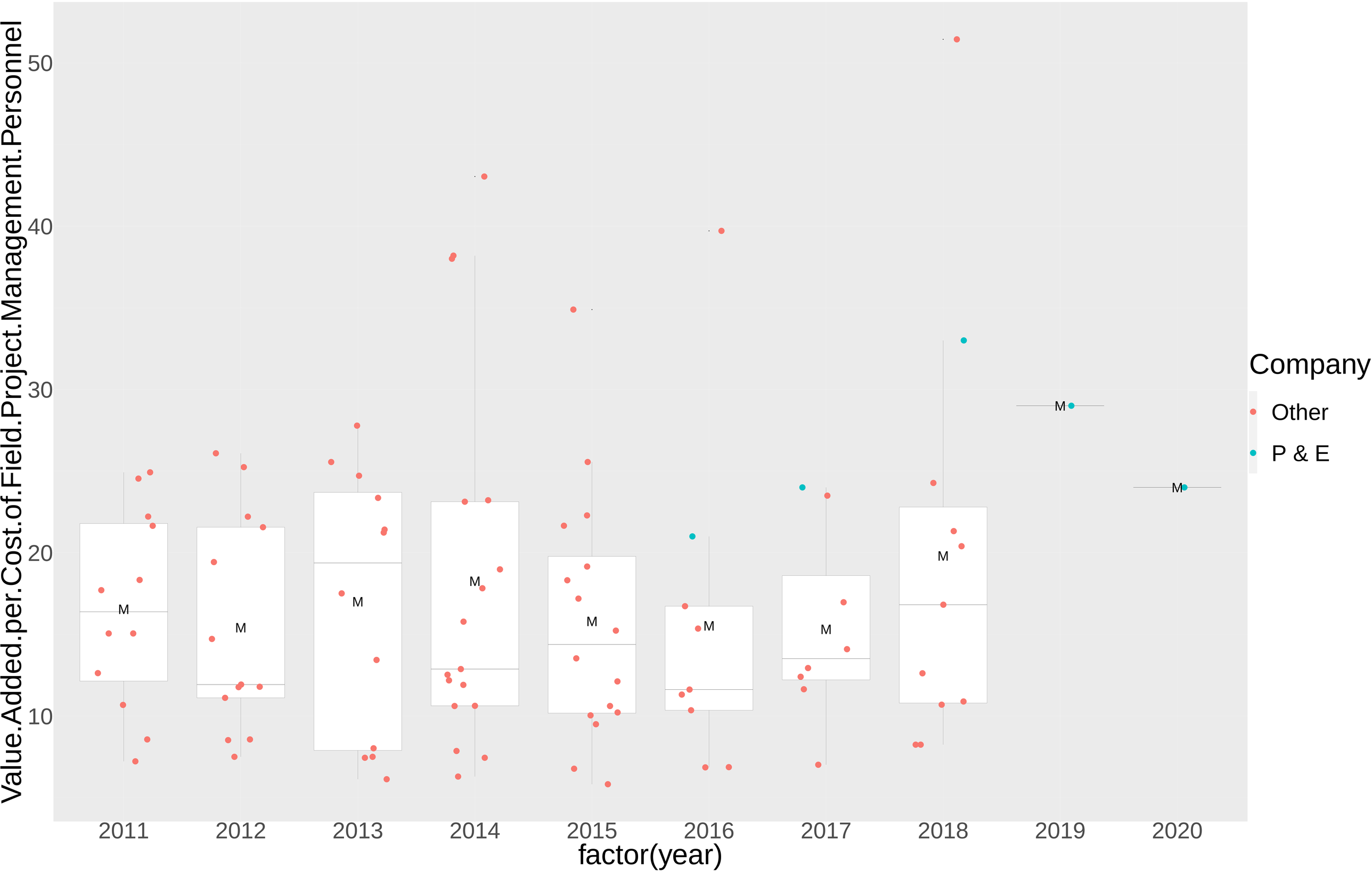
Median 50th percentile: 33.50

25th percentile: 33.50

Mean (average): 33.50

P & E : 33.50

Project Management Cost Effectiveness:
Dollar Value Added/ Cost of Project Management Personnel



Project Management Cost Effectiveness:

Dollar Value Added/ Cost of Project Management Personnel

2013

75th percentile : 23.70

Median 50th percentile: 19.37

25th percentile: 7.90

Mean (average): 17.01

P & E : NA

2014

75th percentile : 23.12

Median 50th percentile: 12.88

25th percentile: 10.63

Mean (average): 18.26

P & E : NA

2015

75th percentile : 19.78

Median 50th percentile: 14.38

25th percentile: 10.17

Mean (average): 15.81

P & E : NA

2016

75th percentile : 16.73

Median 50th percentile: 11.62

25th percentile: 10.35

Mean (average): 15.53

P & E : 21.00

2017

75th percentile : 18.60

Median 50th percentile: 13.52

25th percentile: 12.21

Mean (average): 15.32

P & E : 24.00

2018

75th percentile : 22.80

Median 50th percentile: 16.82

25th percentile: 10.79

Mean (average): 19.81

P & E : 33.00

2019

75th percentile : 29.00

Median 50th percentile: 29.00

25th percentile: 29.00

Mean (average): 29.00

P & E : 29.00

2020

75th percentile : 24.00

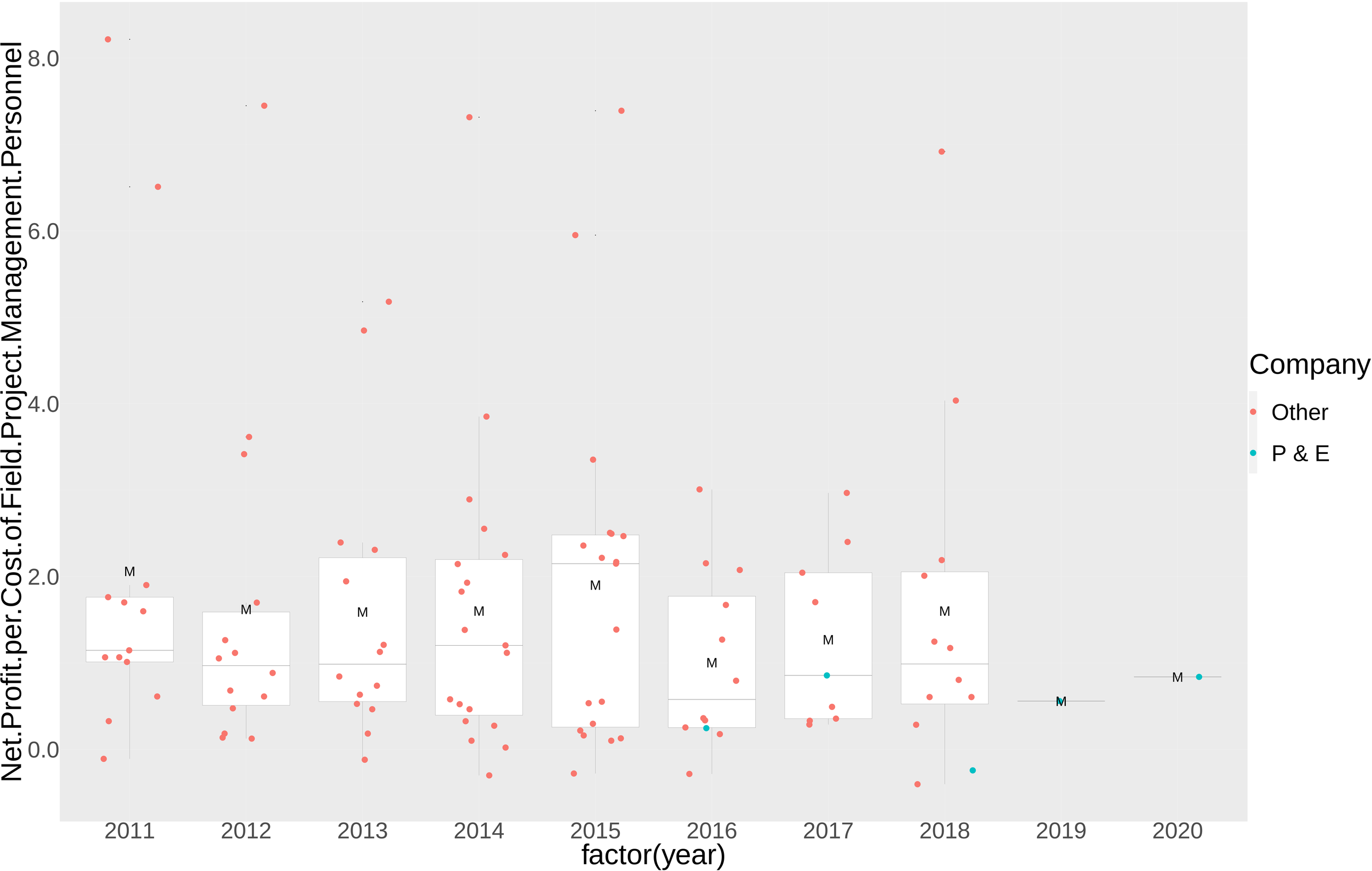
Median 50th percentile: 24.00

25th percentile: 24.00

Mean (average): 24.00

P & E : 24.00

Project Management Cost Effectiveness:
Dollar Net Profit / Cost of Project Management Personnel



Project Management Cost Effectiveness:

Dollar Net Profit / Cost of Project Management Personnel

2013

75th percentile : 2.22

Median 50th percentile: 0.98

25th percentile: 0.55

Mean (average): 1.59

P & E : NA

2014

75th percentile : 2.20

Median 50th percentile: 1.20

25th percentile: 0.39

Mean (average): 1.60

P & E : NA

2015

75th percentile : 2.48

Median 50th percentile: 2.15

25th percentile: 0.26

Mean (average): 1.90

P & E : NA

2016

75th percentile : 1.77

Median 50th percentile: 0.58

25th percentile: 0.25

Mean (average): 1.00

P & E : 0.24

2017

75th percentile : 2.04

Median 50th percentile: 0.85

25th percentile: 0.35

Mean (average): 1.27

P & E : 0.85

2018

75th percentile : 2.05

Median 50th percentile: 0.99

25th percentile: 0.52

Mean (average): 1.60

P & E : −0.24

2019

75th percentile : 0.56

Median 50th percentile: 0.56

25th percentile: 0.56

Mean (average): 0.56

P & E : 0.56

2020

75th percentile : 0.84

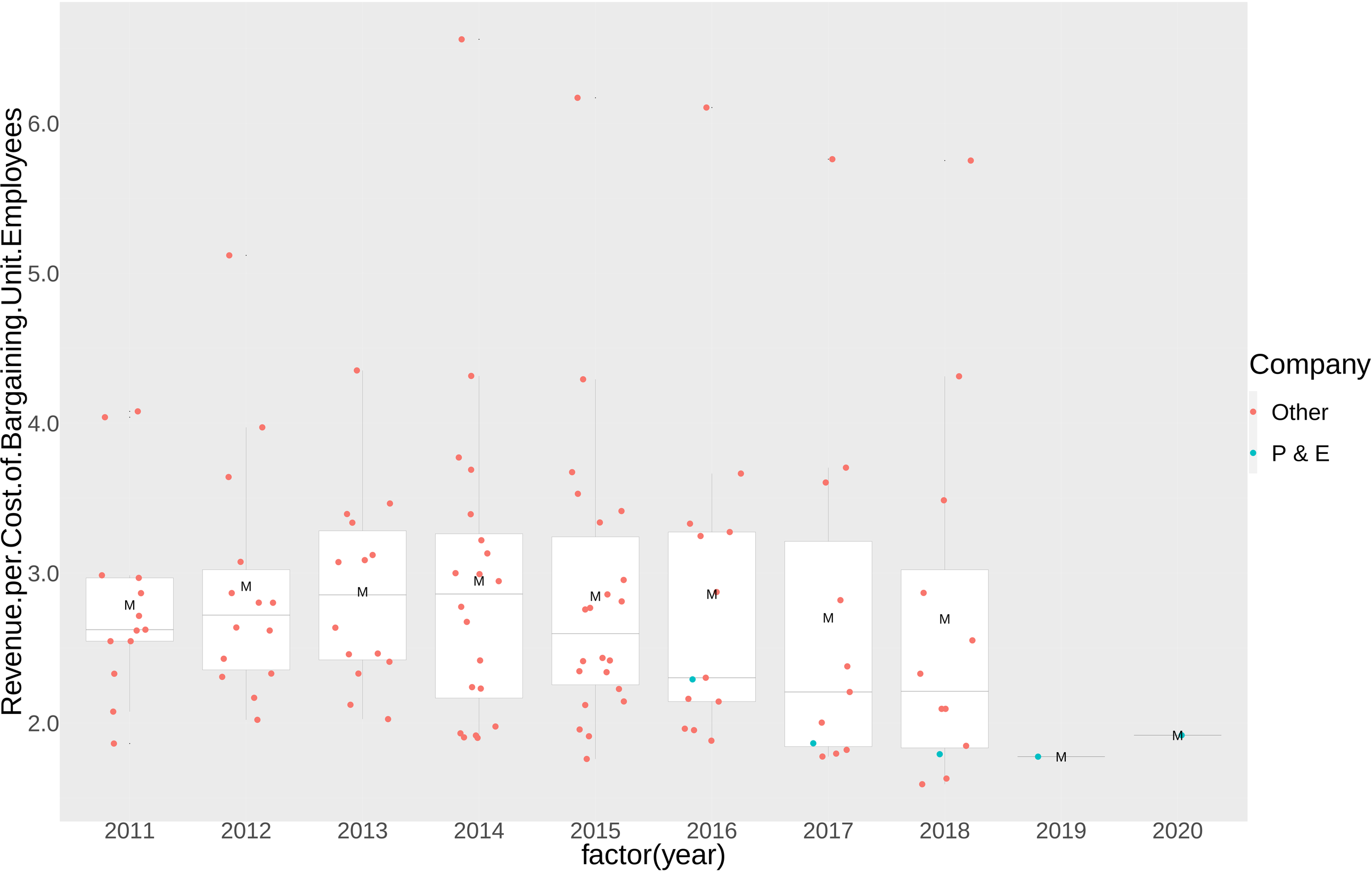
Median 50th percentile: 0.84

25th percentile: 0.84

Mean (average): 0.84

P & E : 0.84

Craft Worker Cost Effectiveness:
Dollar Revenue/ Cost of Bargaining Unit Employees



Craft Worker Cost Effectiveness:
Dollar Revenue/ Cost of Bargaining Unit Employees

2013

75th percentile : 3.28

Median 50th percentile: 2.85

25th percentile: 2.42

Mean (average): 2.88

P & E : NA

2014

75th percentile : 3.26

Median 50th percentile: 2.86

25th percentile: 2.17

Mean (average): 2.95

P & E : NA

2015

75th percentile : 3.24

Median 50th percentile: 2.60

25th percentile: 2.25

Mean (average): 2.85

P & E : NA

2016

75th percentile : 3.27

Median 50th percentile: 2.30

25th percentile: 2.14

Mean (average): 2.86

P & E : 2.29

2017

75th percentile : 3.21

Median 50th percentile: 2.21

25th percentile: 1.84

Mean (average): 2.70

P & E : 1.86

2018

75th percentile : 3.02

Median 50th percentile: 2.21

25th percentile: 1.83

Mean (average): 2.70

P & E : 1.79

2019

75th percentile : 1.78

Median 50th percentile: 1.78

25th percentile: 1.78

Mean (average): 1.78

P & E : 1.78

2020

75th percentile : 1.92

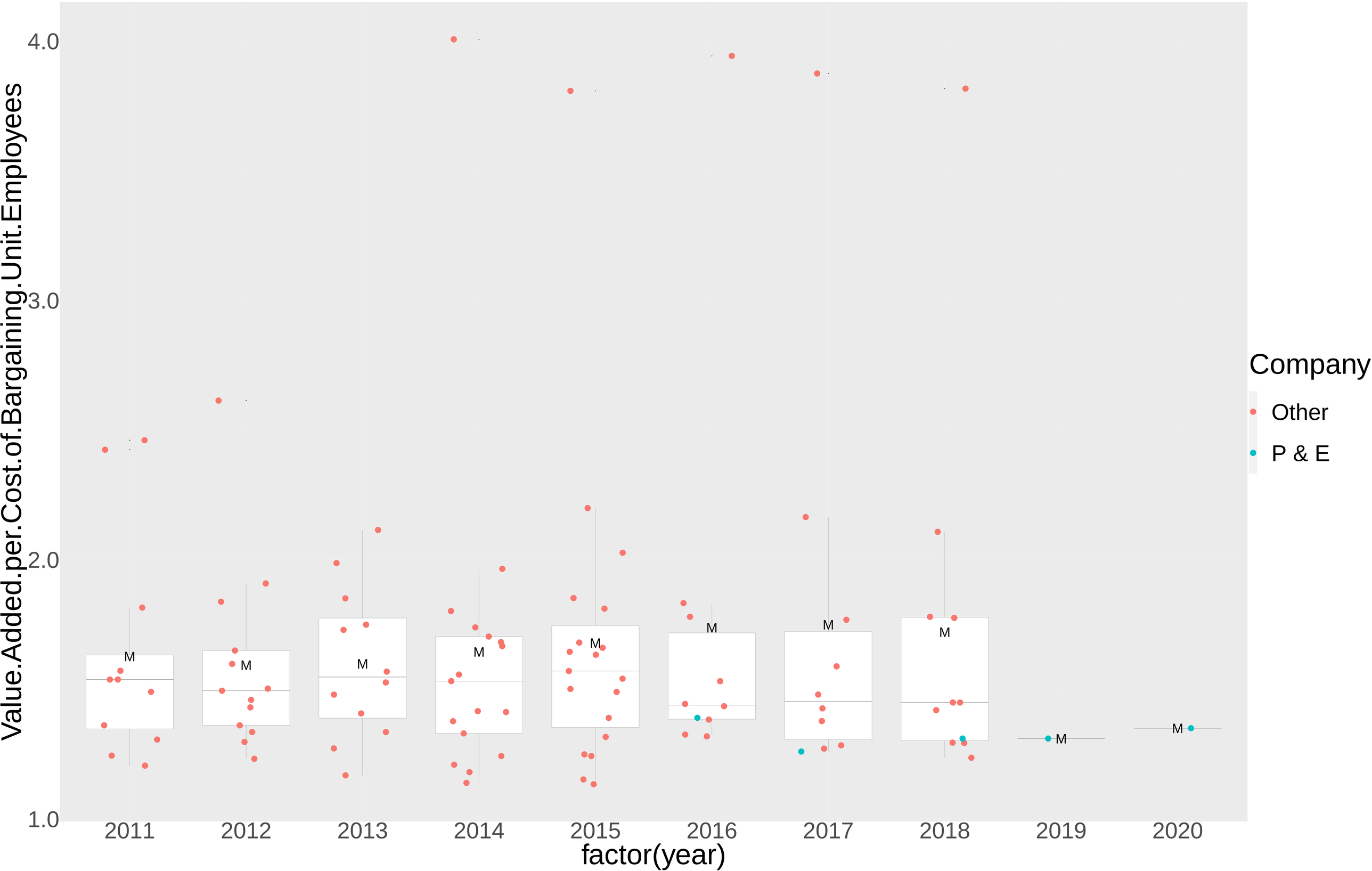
Median 50th percentile: 1.92

25th percentile: 1.92

Mean (average): 1.92

P & E : 1.92

Craft Worker Cost Effectiveness:
Dollar Value Added/ Cost of Bargaining Unit Employees



Craft Worker Cost Effectiveness:
Dollar Value Added/ Cost of Bargaining Unit Employees

2013

75th percentile : 1.77

Median 50th percentile: 1.55

25th percentile: 1.39

Mean (average): 1.60

P & E : NA

2014

75th percentile : 1.70

Median 50th percentile: 1.53

25th percentile: 1.33

Mean (average): 1.64

P & E : NA

2015

75th percentile : 1.75

Median 50th percentile: 1.57

25th percentile: 1.35

Mean (average): 1.68

P & E : NA

2016

75th percentile : 1.72

Median 50th percentile: 1.44

25th percentile: 1.38

Mean (average): 1.74

P & E : 1.39

2017

75th percentile : 1.72

Median 50th percentile: 1.45

25th percentile: 1.31

Mean (average): 1.75

P & E : 1.26

2018

75th percentile : 1.78

Median 50th percentile: 1.45

25th percentile: 1.30

Mean (average): 1.72

P & E : 1.31

2019

75th percentile : 1.31

Median 50th percentile: 1.31

25th percentile: 1.31

Mean (average): 1.31

P & E : 1.31

2020

75th percentile : 1.35

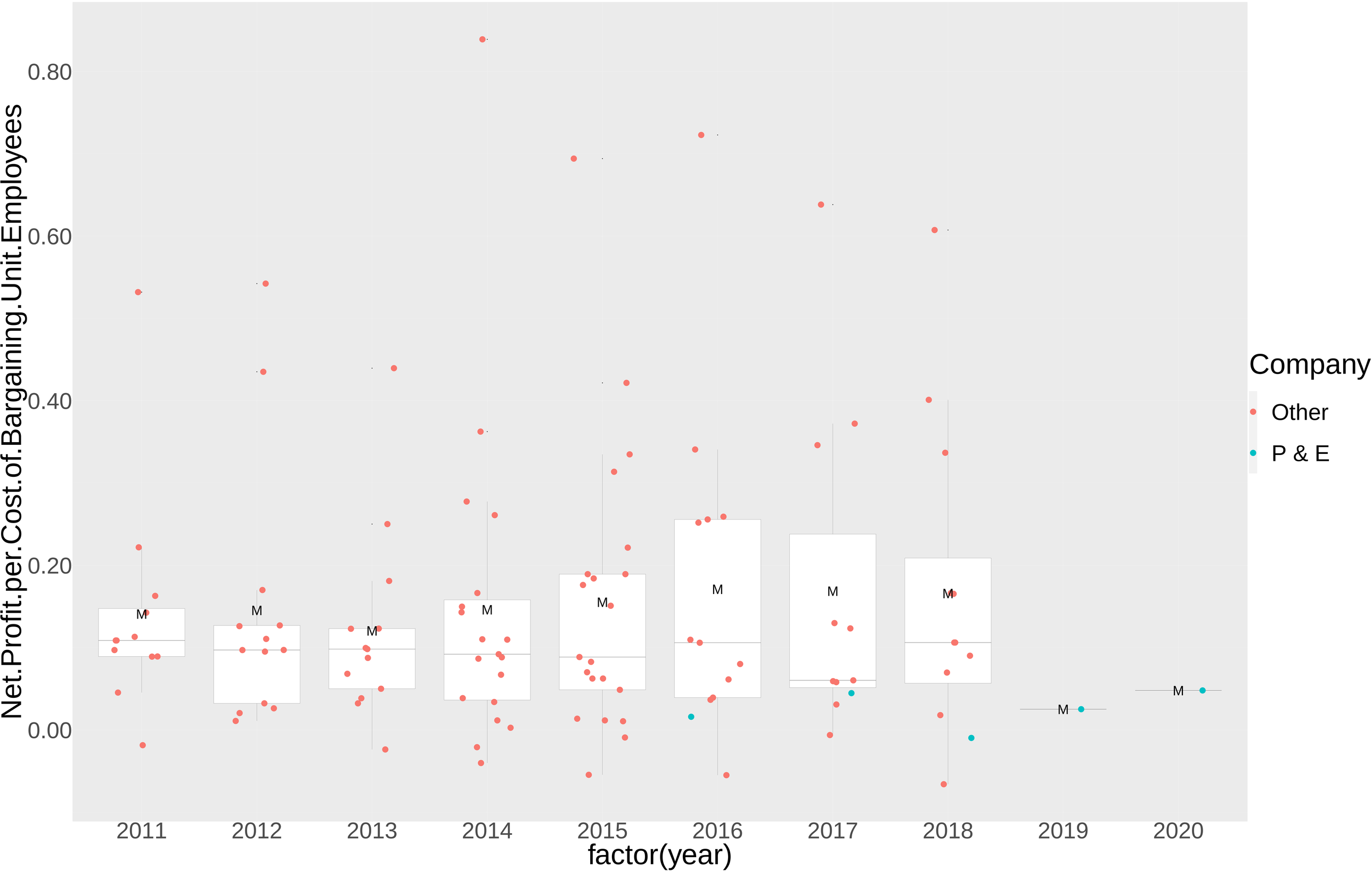
Median 50th percentile: 1.35

25th percentile: 1.35

Mean (average): 1.35

P & E : 1.35

Craft Worker Cost Effectiveness:
Dollar Net Profit / Cost of Bargaining Unit Employees



Craft Worker Cost Effectiveness:
Dollar Net Profit / Cost of Bargaining Unit Employees

2013

75th percentile : 0.12

Median 50th percentile: 0.10

25th percentile: 0.05

Mean (average): 0.12

P & E : NA

2014

75th percentile : 0.16

Median 50th percentile: 0.09

25th percentile: 0.04

Mean (average): 0.15

P & E : NA

2015

75th percentile : 0.19

Median 50th percentile: 0.09

25th percentile: 0.05

Mean (average): 0.16

P & E : NA

2016

75th percentile : 0.26

Median 50th percentile: 0.11

25th percentile: 0.04

Mean (average): 0.17

P & E : 0.02

2017

75th percentile : 0.24

Median 50th percentile: 0.06

25th percentile: 0.05

Mean (average): 0.17

P & E : 0.04

2018

75th percentile : 0.21

Median 50th percentile: 0.11

25th percentile: 0.06

Mean (average): 0.17

P & E : −0.01

2019

75th percentile : 0.03

Median 50th percentile: 0.03

25th percentile: 0.03

Mean (average): 0.03

P & E : 0.03

2020

75th percentile : 0.05

Median 50th percentile: 0.05

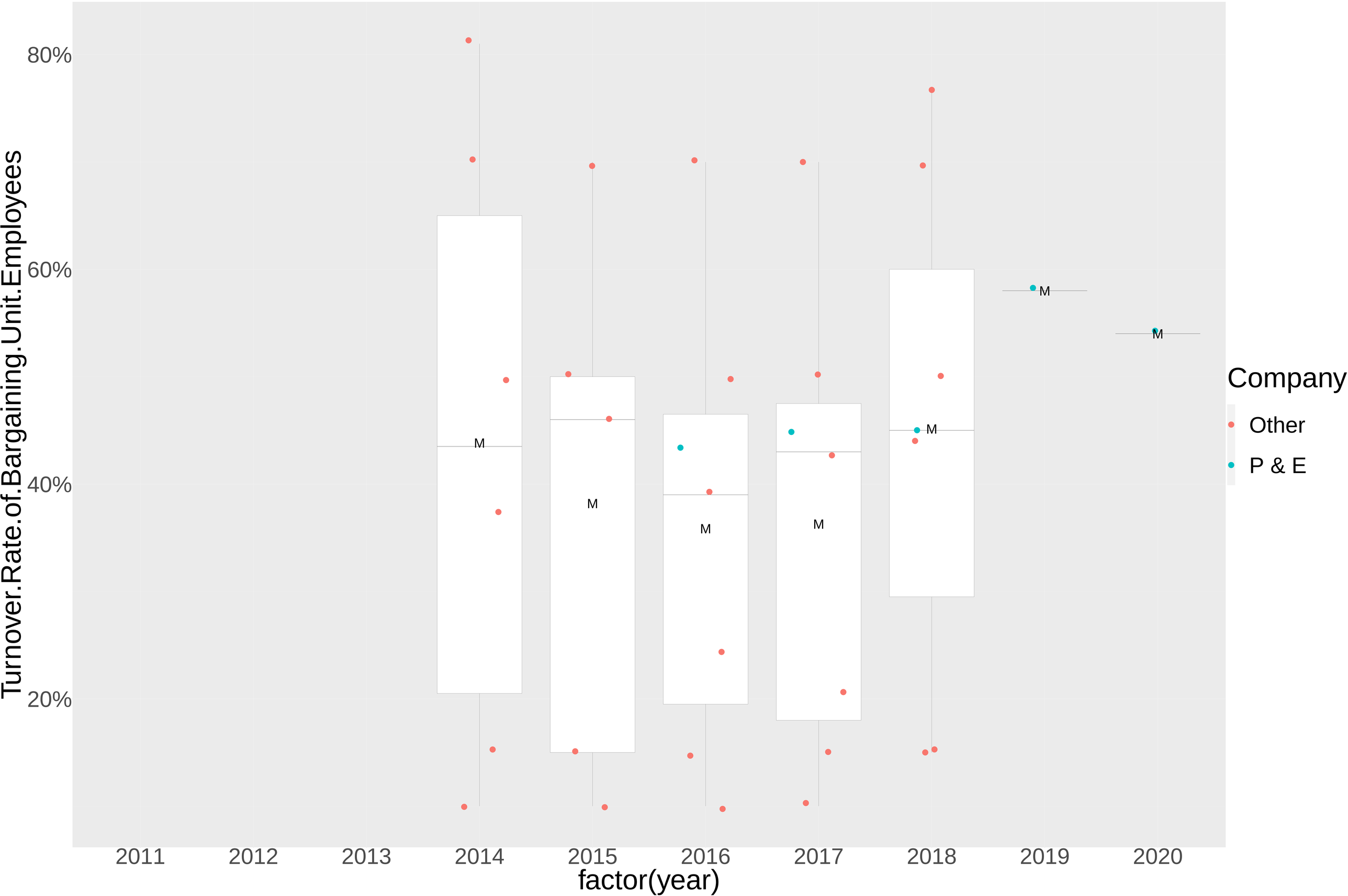
25th percentile: 0.05

Mean (average): 0.05

P & E : 0.05

Staffing

Turnover Rate of Bargaining Unit Employees



Turnover Rate of Bargaining Unit Employees

2013

75th percentile : NA %

Median 50th percentile: NA %

25th percentile: NA %

Mean (average): NaN %

P & E : NA %

2014

75th percentile : 50.00 %

Median 50th percentile: 37.00 %

25th percentile: 15.00 %

Mean (average): 36.40 %

P & E : NA %

2015

75th percentile : 50.00 %

Median 50th percentile: 46.00 %

25th percentile: 15.00 %

Mean (average): 38.20 %

P & E : NA %

2016

75th percentile : 48.25 %

Median 50th percentile: 41.00 %

25th percentile: 21.00 %

Mean (average): 37.83 %

P & E : 43.00 %

2017

75th percentile : 48.75 %

Median 50th percentile: 44.00 %

25th percentile: 22.00 %

Mean (average): 38.83 %

P & E : 45.00 %

2018

75th percentile : 48.75 %

Median 50th percentile: 44.50 %

25th percentile: 22.25 %

Mean (average): 39.83 %

P & E : 45.00 %

2019

75th percentile : 58.00 %

Median 50th percentile: 58.00 %

25th percentile: 58.00 %

Mean (average): 58.00 %

P & E : 58.00 %

2020

75th percentile : 54.00 %

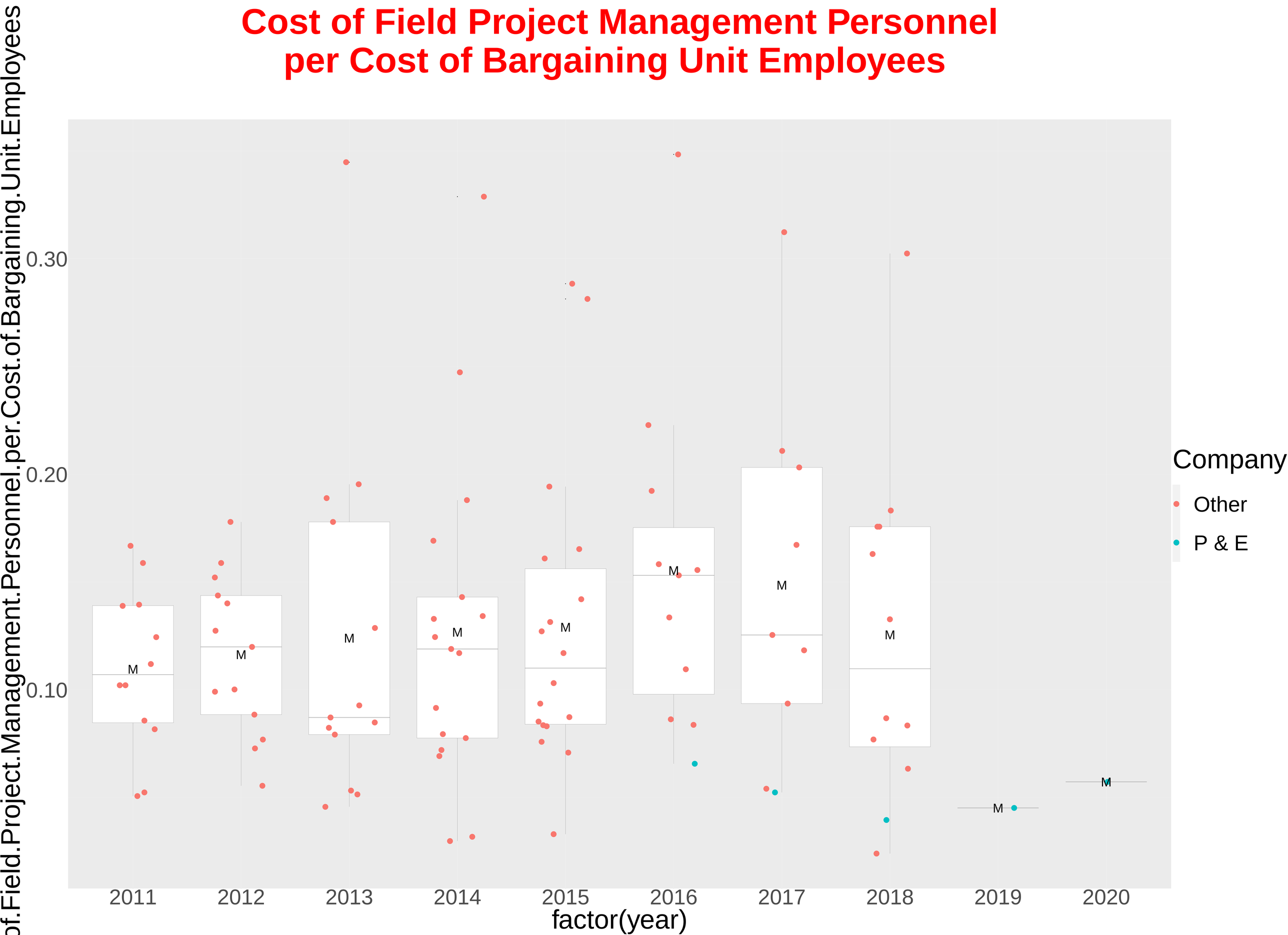
Median 50th percentile: 54.00 %

25th percentile: 54.00 %

Mean (average): 54.00 %

P & E : 54.00 %

Cost of Field Project Management Personnel per Cost of Bargaining Unit Employees



Cost of Field Project Management Personnel per Cost of Bargaining Unit Employees

2013

75th percentile : 0.18

Median 50th percentile: 0.09

25th percentile: 0.08

Mean (average): 0.12

P & E : NA

2014

75th percentile : 0.14

Median 50th percentile: 0.12

25th percentile: 0.08

Mean (average): 0.13

P & E : NA

2015

75th percentile : 0.16

Median 50th percentile: 0.11

25th percentile: 0.08

Mean (average): 0.13

P & E : NA

2016

75th percentile : 0.18

Median 50th percentile: 0.15

25th percentile: 0.10

Mean (average): 0.16

P & E : 0.07

2017

75th percentile : 0.20

Median 50th percentile: 0.13

25th percentile: 0.09

Mean (average): 0.15

P & E : 0.05

2018

75th percentile : 0.18

Median 50th percentile: 0.11

25th percentile: 0.07

Mean (average): 0.13

P & E : 0.04

2019

75th percentile : 0.05

Median 50th percentile: 0.05

25th percentile: 0.05

Mean (average): 0.05

P & E : 0.05

2020

75th percentile : 0.06

Median 50th percentile: 0.06

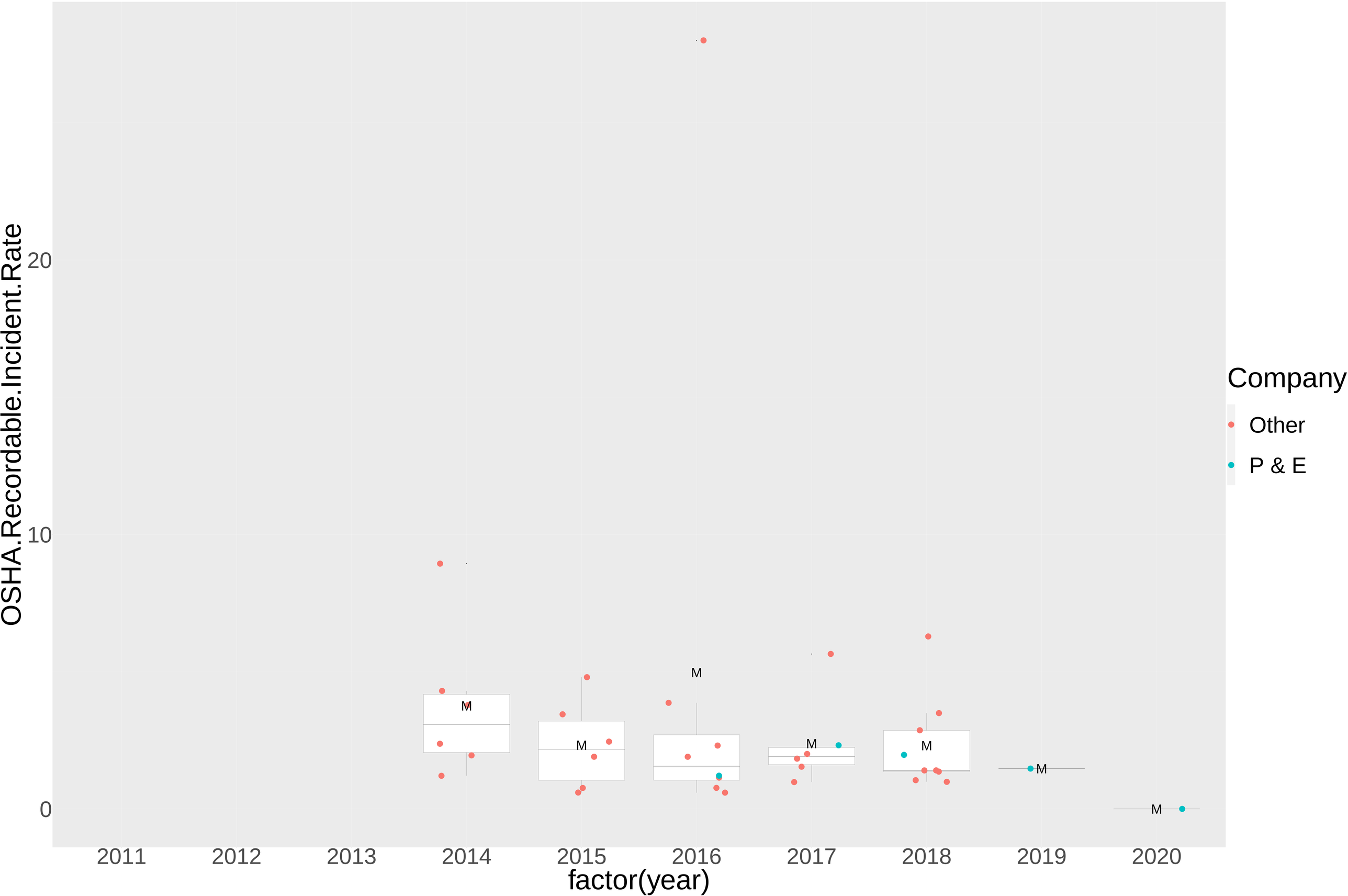
25th percentile: 0.06

Mean (average): 0.06

P & E : 0.06

Safety

OSHA Recordable Incident Rate



OSHA Recordable Incident Rate

2013

75th percentile : NA

Median 50th percentile: NA

25th percentile: NA

Mean (average): NaN

P & E : NA

2014

75th percentile : 4.30

Median 50th percentile: 3.79

25th percentile: 2.37

Mean (average): 4.12

P & E : NA

2015

75th percentile : 3.45

Median 50th percentile: 2.45

25th percentile: 1.90

Mean (average): 2.67

P & E : NA

2016

75th percentile : 3.09

Median 50th percentile: 1.90

25th percentile: 0.99

Mean (average): 5.52

P & E : 1.21

2017

75th percentile : 2.32

Median 50th percentile: 2.00

25th percentile: 1.54

Mean (average): 2.50

P & E : 2.32

2018

75th percentile : 3.02

Median 50th percentile: 1.69

25th percentile: 1.31

Mean (average): 2.43

P & E : 1.97

2019

75th percentile : 1.47

Median 50th percentile: 1.47

25th percentile: 1.47

Mean (average): 1.47

P & E : 1.47

2020

75th percentile : 0.00

Median 50th percentile: 0.00

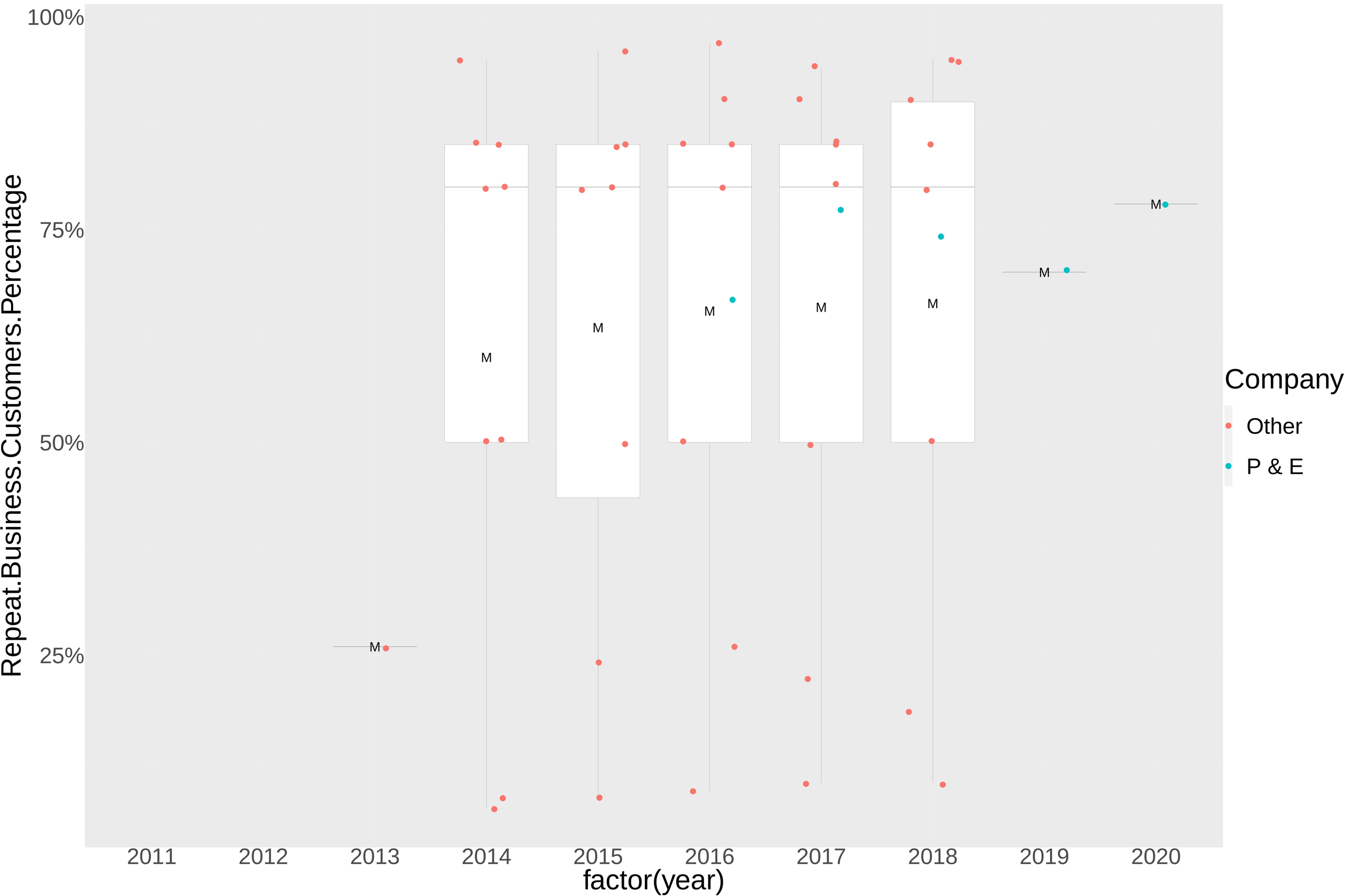
25th percentile: 0.00

Mean (average): 0.00

P & E : 0.00

Business Sustainability

Repeat Business Customers Percentage



Repeat Business Customers Percentage

2013

75th percentile : 26.00 %

Median 50th percentile: 26.00 %

25th percentile: 26.00 %

Mean (average): 26.00 %

P & E : NA %

2014

75th percentile : 81.25 %

Median 50th percentile: 65.00 %

25th percentile: 39.50 %

Mean (average): 55.62 %

P & E : NA %

2015

75th percentile : 82.50 %

Median 50th percentile: 80.00 %

25th percentile: 37.00 %

Mean (average): 58.86 %

P & E : NA %

2016

75th percentile : 85.00 %

Median 50th percentile: 73.50 %

25th percentile: 44.00 %

Mean (average): 61.50 %

P & E : 67.00 %

2017

75th percentile : 85.00 %

Median 50th percentile: 78.50 %

25th percentile: 43.00 %

Mean (average): 62.38 %

P & E : 77.00 %

2018

75th percentile : 86.25 %

Median 50th percentile: 77.00 %

25th percentile: 42.00 %

Mean (average): 62.75 %

P & E : 74.00 %

2019

75th percentile : 70.00 %

Median 50th percentile: 70.00 %

25th percentile: 70.00 %

Mean (average): 70.00 %

P & E : 70.00 %

2020

75th percentile : 78.00 %

Median 50th percentile: 78.00 %

25th percentile: 78.00 %

Mean (average): 78.00 %

P & E : 78.00 %

THANK YOU

This report is for your own personal use.
If you want to further discuss the results
with Prof. Hanna, please email your
queries to **ashanna@wisc.edu**