

Assessing Project Management Maturity

Assessment Guidelines

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The Project Management Maturity Model was developed during 1994 by Michael Knapp. The model is largely based on studying organisational behaviour as it relates to projects. The organisations studied range from the very large (over 50,000 employees) through to the small (less than 100 employees) with representation from a wide range of industry sectors.

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1. Introduction

This paper describes how to assess the project management maturity for an organisation, or a group within an organisation. The approach is based on the Knapp and Moore Project Management Maturity Model (PMMM), which is described in detail in the document "Project Management Maturity Model".

The main reason to assess maturity is to baseline current practice against a maturity framework, so that decisions can be made regarding how to develop maturity and build good management practice leading to increased project success.

The approach described here uses a '3*3' assessment approach, which means that three assessment methods are applied by three assessing groups, leading to a triangulation of results which, through refinement, creates a detailed and consistent definition of project management maturity.

2. The Project Management Maturity Model

The Knapp and Moore Project Management Maturity Model (PMMM) was developed in 1994 and has been applied and refined over the past 12 years. The model has been used by over 30 organisations where K&M has been involved in the assessment, and has been used by many more individuals who have attended the Knapp and Moore training workshops, or as students of the University of Sydney's Project Management Graduate Programme.

The model is simple to understand and to use. Essentially, an organisation can be as being at 1 of 4 stages of maturity:

Stage 1: Seat Of The Pants

Stage 2: Aware

Stage 3: Competent

Stage 4: Best Practice

The following sections provide a detailed explanation of the Maturity Model.

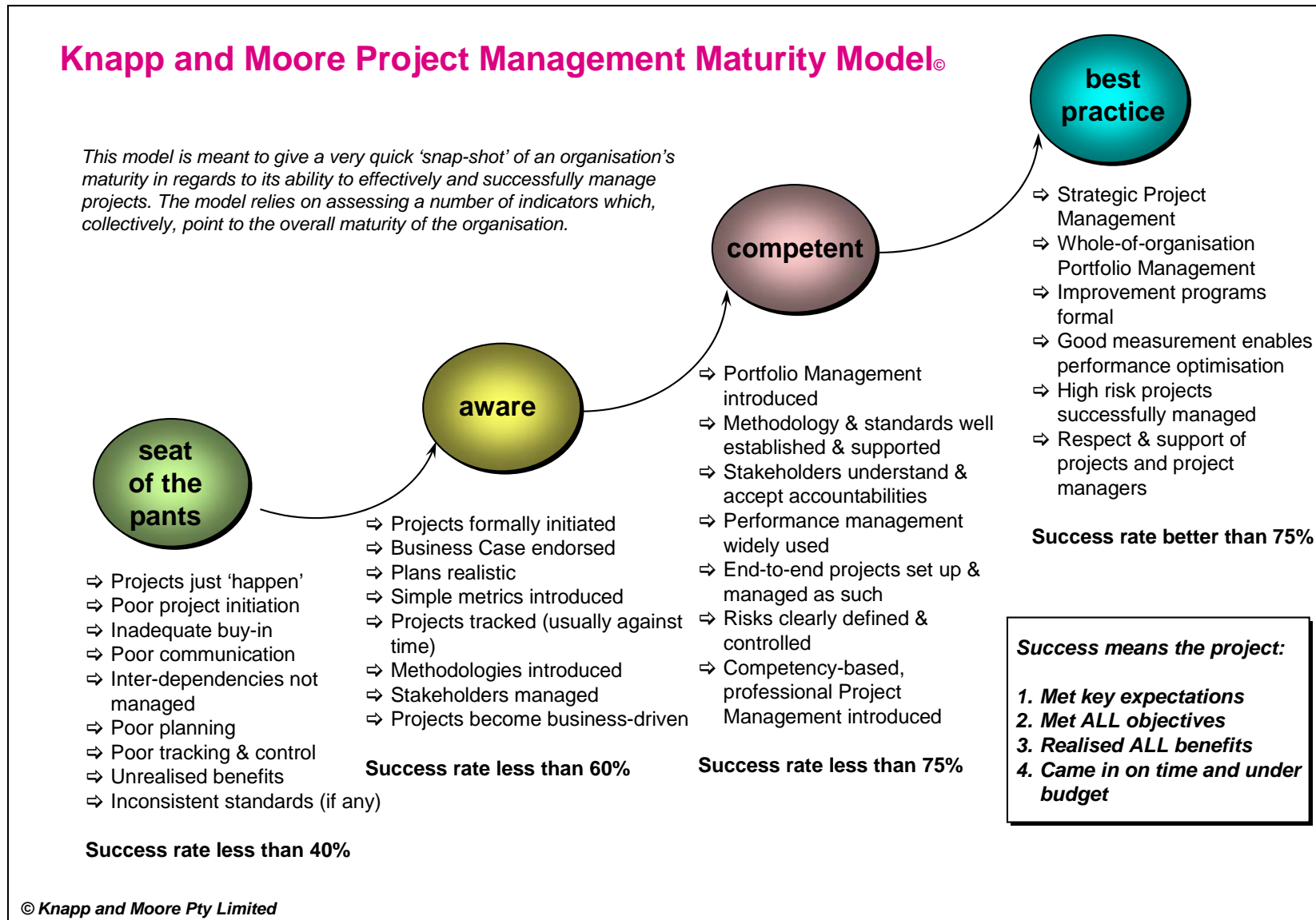


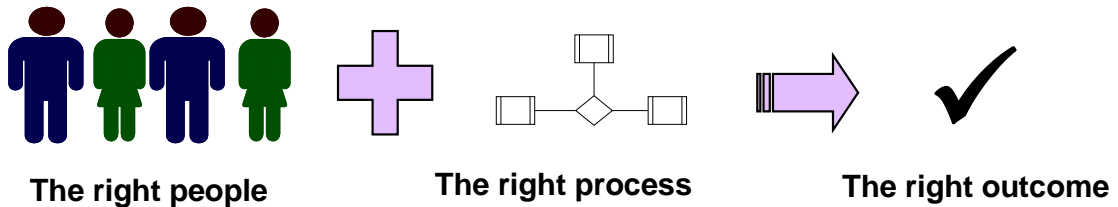
Figure 1: The 4 maturity stages which comprise the K&M Project Management Maturity Model

Maturity Stage	Description
<i>Seat of the pants</i>	Projects happen. Often not formally initiated, organisations find they have many more projects under way than officially recognised. Projects often do not have formal structures, endorsed plans, business cases or assigned resources. Milestones are often not set or reported against, and there is little in the way of performance measures or measures for success. There is little in the way of formal governance and probably no steering committee. The main problem with this stage is that, when applied to small projects, 'seat of the pants' appears to work. In reality what works is the skills of individuals to make the project successful against all odds.
<i>Aware</i>	One of the consequences of failed projects in organisations in the 'Seat of the pants' stage is that blame is usually laid at the feet of the project manager. The panacea is often seen as being one of training – train the managers and projects will be successful. This concept is not only naive, it is widespread and very dangerous. Improvement in project management is an organisational issue – as much to do with those in a position of project sponsorship as with project managers and leaders. The Aware stage is where formal project management methods are introduced into the organisation. Projects are now initiated with a formal document (such as Initiation Report), and governance structures such as Steering Committees are set up. Some projects stakeholders see this move as a fad, and pay lip-service to the new practices, while others go overboard and see everything that moves as a project. The reality is that project management is not a central part of the organisation; it's still not part of the culture or seen as part of its core competencies. Common deficiencies encountered are poor resource management and accountabilities either not being adequately defined or honoured.
<i>Competent</i>	Organisations in the 'Competent' Stage have adopted project management as a core competency. Project managers are recognised as professionals in their own right and project management is seen as a full-time position. Most telling is that these organisations have a clear understanding of their capabilities in running projects and may bring in project-partners for very large or high risk projects. The benefits of good management practice are no longer debated, and management methods are well established, formal and carry the stamp of the particular organisation. Projects are not initiated unless there is a high level of confidence in the organisation's ability to be successful. Resources are well managed, but not necessarily dedicated to projects on a full-time basis. Accountabilities are clearly defined – but not always honoured. Scope is well contained and allowance for change and risk is always made when planning projects. It is generally the case that these organisations also have a very effective methods in managing quality.
<i>Best Practice</i>	It is possible to get to 'best in class', but it isn't where all organisations should necessarily strive to be. The organisations where projects are their business should be at this stage – and many are. Organisations in the engineering, construction, manufacturing industries often have well developed methods in project management. Surprisingly, however, where their project management methods are excellent in say, running their manufacturing projects, their administrative, finance and IT projects are not necessarily at the same level. One characteristic of best-in-class organisations are improvement programs. Setting targets, measuring performance and identifying and implementing improvements is part of the culture. One other characteristic of excellent project management practices are excellent project governance practices. There are very few organisations exhibiting best practice when it comes to managing organisational projects.

3. Assessing Project Management Maturity

3.1. Who Should Be Involved in Assessing Maturity?

In accurately defining Project Management Maturity, it is important to take a multi-dimensional, multi-perspective approach, to ensure that all aspects of maturity are analysed, and to also ensure that all those who have a stake in both governing projects, and who have expectations regarding project outcomes, are involved in defining maturity. This follows a fundamental quality management approach:



If we have the right people involved, and they are following the right process, then we will achieve the right outcome.

So, who are the right people?

Anyone with a stake in how projects are selected, executed, or who have a stake in project outcomes should all be involved in the maturity assessment. The following is a non-exhaustive list of some of those stakeholders:

Stakeholder Type	Specific Roles
<i>Executive Management</i>	Senior Leadership Team (CEO and direct reports)
<i>Portfolio, Program, Project (3P¹) Governance</i>	3P Executive Sponsors and Sponsors 3P Governance Boards (Steering Committees, Boards etc) Senior 3P Service Providers (such as the CIO, CFO)
<i>3P Management</i>	Portfolio, Program and Project Managers, Directors, Leaders etc. Essentially those charged with executing 3P
<i>3P Professionals</i>	Those who work on 3P on a close-to full-time capacity, such as Business Analysts, ICT Professionals, Designers, Organisation Change specialists etc
<i>Other Involved Parties</i>	3P roles such as Subject Matter Experts, Consultants, internal service providers (such as finance, risk and compliance, audit etc), where such involvement is critical to project success.

¹ Whereas this maturity model is focused on project management, it is recognised that increasingly projects work in a '3P' environment, of Portfolios, Programs and Projects, and the issue of maturity with respect to projects cannot be divorced from portfolio and program management maturity

3.2. Assessment Methods

K&M proposes a number of approaches in determining project management maturity, depending on how thorough the organisation requires the assessment to be, as defined in the following table:

Assessment Method	Description	Who Is Involved
<i>1- Maturity Assessment</i>	A snap-shot assessment using the 9 attributes of project management maturity, completed by a large number of respondents and then averaged to position the organisation at its maturity level.	Organisation-wide, all people who have significant involvement in projects and project management and governance.
<i>2 – Practice Assessment</i>	This includes the maturity assessment, but also assesses project management practices from the perspective of project professionals and key project stakeholders.	There are 2 assessments carried out: 1. Assessment by practitioners (such as Project Managers, Project Directors, Programme Managers, Team Leaders etc) 2. Assessment by practitioner supervisors and by those with governance accountabilities
<i>3 – Independent Assessment</i>	This assessment includes what was done in levels 1 and 2, but additionally uses an independent assessor to analyse project performance, business case realisation and attitudes and perspectives of all stakeholders.	A skilled assessor gathers project data, and inspects project methods, deliverables and tool sets, as well as carrying out interviews with key project personnel. From this process the assessor will determine the maturity assessment, the practice assessment and will calculate the Project Success Index (PSI) for a range of projects.

By using more than one assessment method, maturity is analysed from more than one perspective, with each method providing a more detailed understanding of maturity, as shown in the following table:

Level	Maturity Assessment	Practice Assessment	Independent Assessment
1	✓		
2	✓	✓	
3	✓	✓	✓

To create multiple perspectives on maturity, it is important to involve all those people in the organisation who have a stake in understanding and improving maturity: the 'maturity stakeholders'. One way to define these stakeholders is by the level at which they operate: governance, management or project, as shown in the following table:

	Involved Roles	Assessment Level		
		1	2	3
Governance	<ul style="list-style-type: none"> ▪ Executive Sponsor, ▪ Sponsor, ▪ Steering Committee, ▪ Senior Stakeholders 	✓		
Management	<ul style="list-style-type: none"> ▪ Program Managers, ▪ Project Directors, ▪ Project Managers, ▪ Team Leaders 	✓	✓	✓
Project	<ul style="list-style-type: none"> ▪ Project Professionals, ▪ Subject Matter Experts, ▪ Key Project Team Members 	✓	✓	✓

3.3. Assessment Method 1: Overall Maturity Assessment

The Overall Maturity Assessment is a whole-of-organisation view of how mature project management practice is. This type of assessment creates a 'snap-shot' of management maturity and is a key way to involve all those in the organisation with a stake in how projects are run – and what they are meant to deliver – without delving into a detailed evaluation of discrete project management practices. There are 9 factors which are evaluated in determining the overall project management maturity:

PM Maturity Attribute	Description
<i>Methods</i>	The degree to which the organisation identifies, defines, implements and improves its various project-related methods (or methodologies).
<i>Stakeholders</i>	Stakeholder Management – also known as Accountability management – defines how all stakeholders are identified, their level of involvement in projects specified and agreed, and how well they demonstrate continued buy-in and support for the project and project manager.
<i>Governance</i>	How well portfolio, program and project governance structures, roles, responsibilities and processes are defined and implemented. A clear distinction is made in the model between Governance and Management, with those in a governance role sitting at the level above those carrying out a management role.
<i>Capability</i>	The extent to which an organisation sets about defining and meeting the capabilities necessary to deliver the various Strategic and Business plans. Answers the question: "Are we capable organisation?"
<i>Organisation</i>	Is the organisation structured so as to facilitate program and project structures? Consider such issues as organisation hierarchy, provision of centralised or de-centralised service provision, how well cross-functional

	teams operate and the degree of senior management commitment to cross-functional initiatives.
<i>Business</i>	The degree to which the business is organised and competent in how it defines its business, the effectiveness of its planning processes, and use of such things as metrics and continual improvement initiatives (such as 6-Sigma) in driving a culture for both setting and achieving clearly defined objectives.
<i>Support and tools</i>	What is in place to support project management? The extent to which systems and tools are employed to improve management efficiency and effectiveness. Consideration is given to communication tools to support virtual teams, portfolio and project management software and the provision of effective communication systems.
<i>Metrics</i>	The use of metrics capture and analysis and the appropriate application of metrics to aid control, support planning (especially accurate estimation) and guide decision making. The levels of ownership applied to understanding and using metrics.
<i>Resourcing</i>	How flexible the organisation is in identifying and providing the appropriate resources – especially people – in ensuring the projects are adequately resourced so as to meet expected challenges and demands.

3.3.1. Assessment Process

The following steps should be carried out:

1. Identify all those in the organisation who should have an opinion about how well projects are managed. Consideration should be given as to whether assessments should be run for the organisation as a whole, or for major groups / divisions within the organisation. Such a consideration would be necessary where it is obvious (or suspected) that management practice is not carried out consistently across the organisation.
2. Distribute the scoring guidelines and template to all those involved in the assessment.
3. Assess the maturity factors based on the performance of current projects and projects which have recently completed. Take a balanced approach: neither view projects from an aspect of looking only at things which have gone wrong – nor attempt to ‘sweep under the carpet’ those aspects of project management and performance which are less than desirable.
4. Be careful to make judgments on reality, and not on what you think the organisation should be doing, or is capable of if given the chance.
5. Score the level of practice against each attribute, using the *Maturity Scoring Sheet*.
6. Gather the completed assessments and average the results, and plot the result against the maturity model.

3.4. Assessment Method 2: Practice Assessment

The Practice Assessment is carried out from three quite different perspectives:

1. The perspective of the practitioner – project directors, project managers, project leaders.
2. The perspective of the key project stakeholders (such as Senior Managers, Sponsors, Steering Committee members, IT Managers etc).
3. The perspective of the independent umpire – the skilled independent assessor.

In this assessment there are 18 practice areas which relate well to the PMI's PMBoK, but include additional practice areas, as defined in the following table:

	Practice Area	What To Assess
1	<i>Project Initiation</i>	Look at the formal / informal approaches used to kick-off a project. Assess the criteria for defining a project and its relative priority against other projects.
2	<i>Project Planning</i>	How well are projects planned? Look at the components making up a plan and any formal endorsement processes.
3	<i>Project Governance</i>	Look at how governance is structured for a project covering such positions as Executive Sponsor, Sponsor, Steering Committees, Project Director, Project Manager, Team Leader. Assess how appropriate these structures are in delivering effective management.
4	<i>Project Structures</i>	This deals with how projects are 'packaged' – that is, how projects are broken into sub-projects which collectively deliver the end-to-end solution.
5	<i>Risk Management</i>	Assess how 'risk aware' the Organisation is and how well risks are defined and managed.
6	<i>Interdependency Management</i>	Review how interdependencies between projects are managed – especially where such interdependencies are conflicting (such as conflicting milestones or over-committed resources).
7	<i>Stakeholder Management</i>	Look at how well stakeholders are defined and their involvement & commitment to a project are managed.
8	<i>Resource Management</i>	Review if Resource Plans are produced and if the management of resources is effective.
9	<i>Estimation & metrics</i>	Look at any standard practices in estimation and how accurate estimates prove to be. Assess whether metrics are captured and used as part of estimation.
10	<i>Scope Management</i>	Review how scope is set and controlled throughout the project. Review any practices in Change Control.
11	<i>Setting & controlling Quality</i>	Are Quality Plans produced? If not, assess if quality is defined or controlled. See if Defect Repair and Re-work activities are explicitly managed.
12	<i>Methodology Management</i>	Look at how any Life Cycle Methodologies (such as an Application Development Methodology) are used and modified to fit the project scope, risks, constraints etc. This will include how well Work Breakdown Structures are set up.
13	<i>Controlling Project Performance</i>	How well are projects controlled? Assess the extent by which project metrics are used to control where corrective actions are required.
14	<i>Managing project communications</i>	Assess how project data, status & issues are communicated all the way from the individual team member through to Senior

	Practice Area	What To Assess
		Management. Analyse any problems in delivering effective communications.
15	<i>Managing Issues</i>	Is formal Issues Management carried out? How well do IM procedures work? Consider the level of effort put into managing issues.
16	<i>Managing the Team</i>	Identify how teams are formed and how they operate. Assess the level of synergy and productivity afforded by good team work.
17	<i>Managing conflicts & negotiation</i>	Review how conflicts are identified and resolved. Determine if negotiation practices deliver good outcomes for the project.
18	<i>Organising Work & Resources</i>	How well work is defined, prioritised and allocated to projects and individuals.

3.4.1. Assessment Process

The following steps should be carried out:

1. There are two distinct assessments: those who carry out a project management role (Appendix B) and those who observe how well project management is practiced (Appendix C).
2. Distribute the appropriate assessment guidelines and scoring sheets to those in each group.
3. Consider current practice as demonstrated by current projects and projects which have recently completed. Take a balanced approach: neither view projects from an aspect of looking only at things which have gone wrong – nor attempt to ‘sweep under the carpet’ those aspects of project management and performance which are less than desirable.
4. It is often the case that the initial impression gained by reading the description of the practice (‘I’m OK here’, ‘I could improve this’ etc) is the correct judgment. What is required here is an assessment of the majority of situations (‘in general, this is the correct assessment’). Be aware of the exception defining the rule.
5. Be careful to make judgments on reality, and not on what you think you should be doing, or you are capable of doing if given the chance.
6. Score the level of practice against each attribute, using the *Practice Scoring Sheet*.
7. Gather the completed assessments and average the results, and plot the results.

3.5. Assessment Method 3: Independent Assessment

Knapp and Moore conducts independent practice and maturity assessments as one of its consulting services. Typically, the following processes are carried out:

Data gathering. Information is gathered regarding project management, methodologies and procedures, the systems in use, how metrics are captured and used and a significant sample of project documentation analysed.

Questionnaire. Often a questionnaire is distributed to all those involved in the assessment, covering such topics as project management and governance practices, attitudes, understanding of causes of project success and failure.

Interviews. Face-to-face interviews are conducted with a representative cross-section of the project management community (such as project managers, project leaders, project directors, team leaders, etc), as well as project governance representatives (senior managers, project sponsors, steering committee members, IT managers).

Analysis. Once all the data is gathered, detailed analysis is conducted to produce the following:

- An overall maturity assessment (similar to what is produced in Assessment 1).
- A detailed practice assessment (similar to Assessment 2).
- A qualitative report, focusing on perceptions rather than 'hard data'.
- A calculation of the Project Success Indicators, and a profile of projects across a range from 'total failure' through to 'substantial success'. This analysis should also provide the 'average project success rate' which can be used to determine overall project management maturity. Further analysis of the data provides quite specific details of why projects succeed and fail.

Report. A detailed report of the findings will include the current level of maturity, and the target level of maturity necessary for the organisation to achieve its goals and strategies, and a list of recommendations to achieve such improvements.

More information can be obtained regarding this service by contacting Knapp and Moore directly.

4. Interpreting The Results

Each of the three assessments provides a distinct, and quite often different, perspective on project management practice and maturity. By plotting the results of the three assessments, comparisons can be made, differences reconciled, and significant conclusions drawn.

4.1. Assessment 1: Plotting Overall Maturity

The following diagram is an example of the results of the assessment:

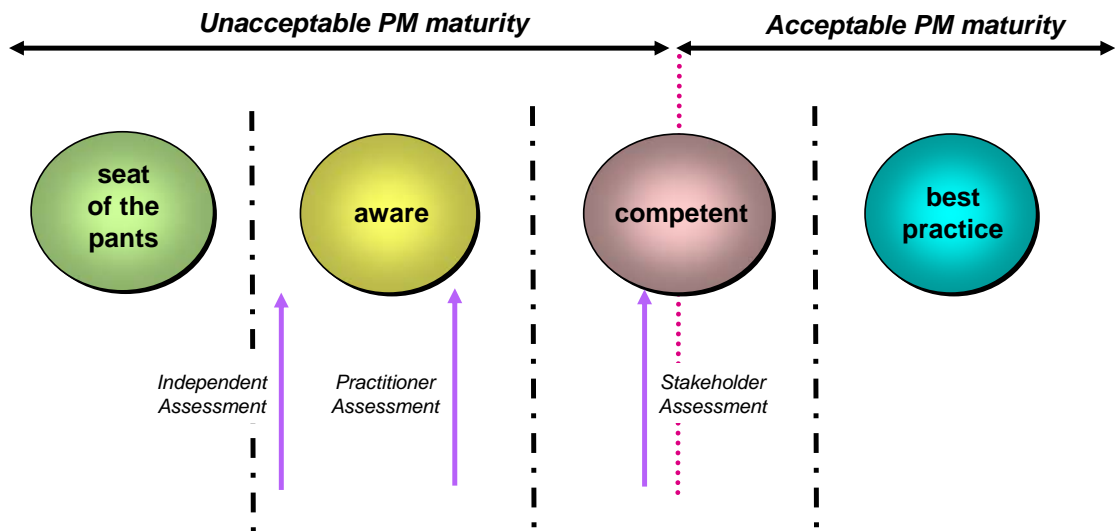


Figure 2: Plotting the Overall Project Management Maturity assessment results of the 3 assessment groups

Typically, an organisation should target to be at least in the middle of the 'Competent' maturity stage.

Remember, this assessment can be done very quickly and it is not mandatory that all three groups be involved in the process, however having more than one perspective on maturity allows important issues to be raised and resolved. For example, in the following example these questions would need to be answered:

1. Why is there such a wide range between the independent assessor's score and the key stakeholder's score?
2. If practitioners and stakeholders see maturity differently, is this due to one group having more information and a different understanding than the other group – and, if so, why?
3. What is an 'acceptable' level of practice for the organisation?

The above scenario is not so unusual (in fact, it is from a real assessment K&M was involved with in 2005). It is often the case that practitioners have a more realistic view of maturity compared to, say, senior management who may be too removed from the 'coal-face' to have a detailed understanding. Is such a situation acceptable? Should senior management have a better handle on how well project management is practiced? The answer is found by considering what level of knowledge should senior management have of the level of management capability necessary to assure the substantial levels of investment flowing through projects will actually generate the claimed benefits? If nothing else, analysing the results by all parties leads to greater awareness, and hopefully, actions to improve maturity.

4.2. Assessment 2: Plotting Management Practice

There are two outputs from the practice assessment: a definition of the practice itself, and a mapping of the practice assessment to the project management maturity model. The graph below is a sample of the practice assessment, where there were three groups carrying out the assessment: (the practitioners – such as project managers and project leaders), the practice stakeholders (such as senior management, project sponsors etc), and an independent assessor:

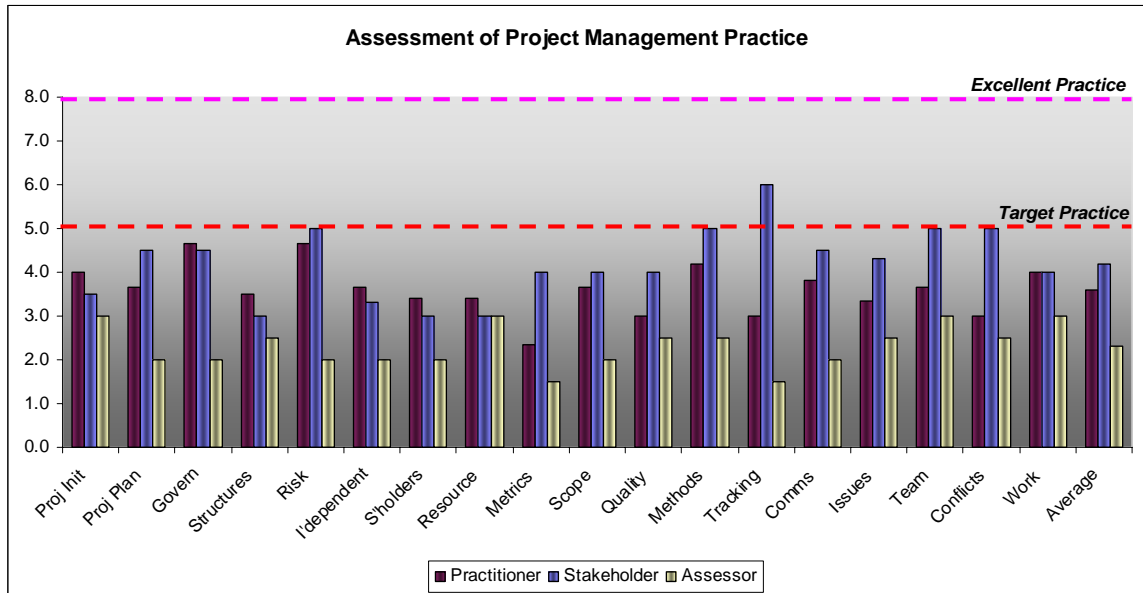


Figure 3: Plotting the individual practice assessments of the 3 assessment groups

In this example, target practice has been set at '5', which equates to the middle of the Competent maturity stage. Very few practice areas can be considered satisfactory and, as for Assessment 1, there is a significant difference between the way each group sees practice levels. An obvious conclusion from this assessment is it is clear which are the specific areas needing attention, and to what degree improvements are required, as shown in the following graph:

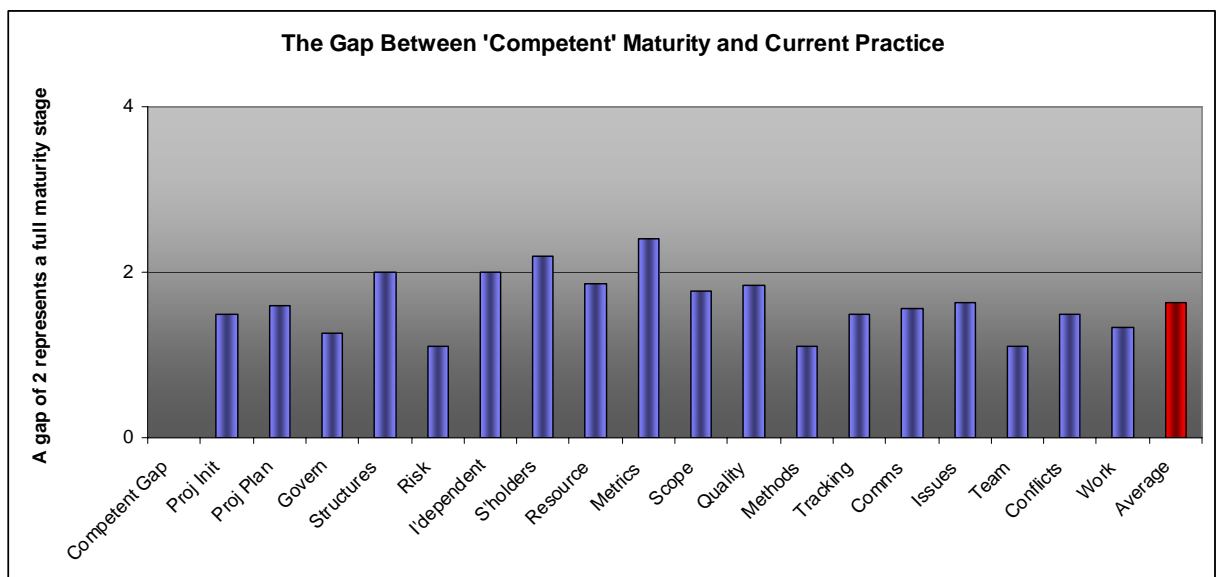


Figure 4: Sowing the gap between the average practice assessments and an acceptable level of practice (a score of 5)

This example clearly shows the areas needing most attention are 'Structures', 'Interdependencies', 'Stakeholders' and 'Metrics'. A good rule-of-thumb is an organisation can improve practice by a full maturity level in a 6-12 month period (depending on a range of factors, not the least of which is the leadership shown by senior management in driving the change).

The results of the above assessment is used to map practice to maturity using the following table:

Score range	PMMM Stage	Name
0-2	Stage 1	'Seat of the Pants'
2-4	Stage 2	'Aware'
4-6	Stage 3	'Competent'
6-8	Stage 4	'Best Practice'

As the table indicates, the middle of the 'Competent' stage is a score of 5. In other words, acceptable practice is typically an average practice score of 5.

This results in the following:

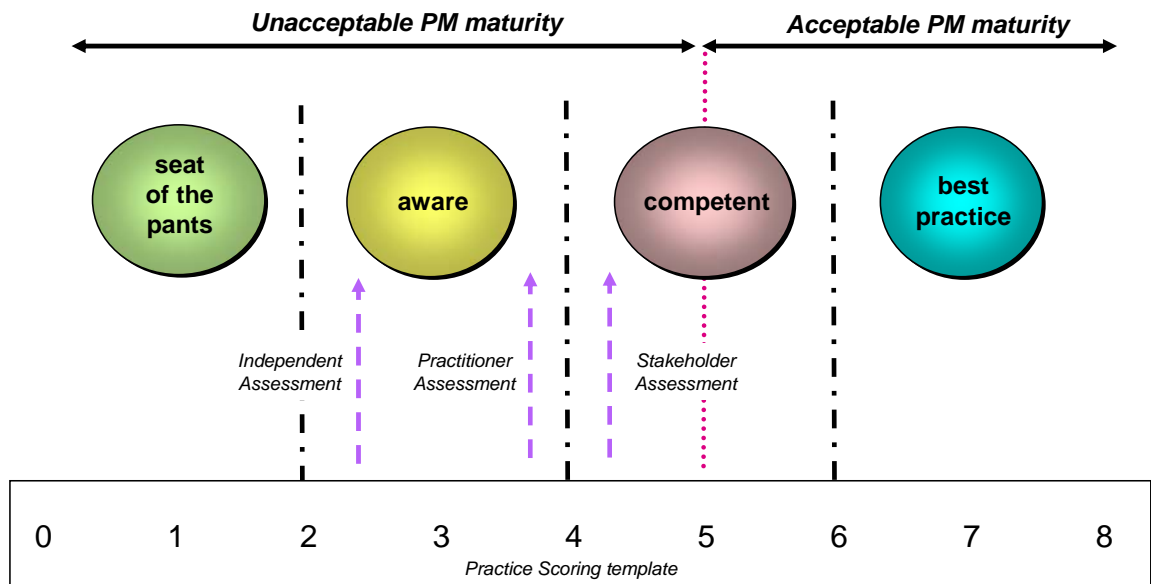


Figure 5: Converting the average practice scores to the maturity model

Combining Assessments 1 and 2 on the same plot gives:

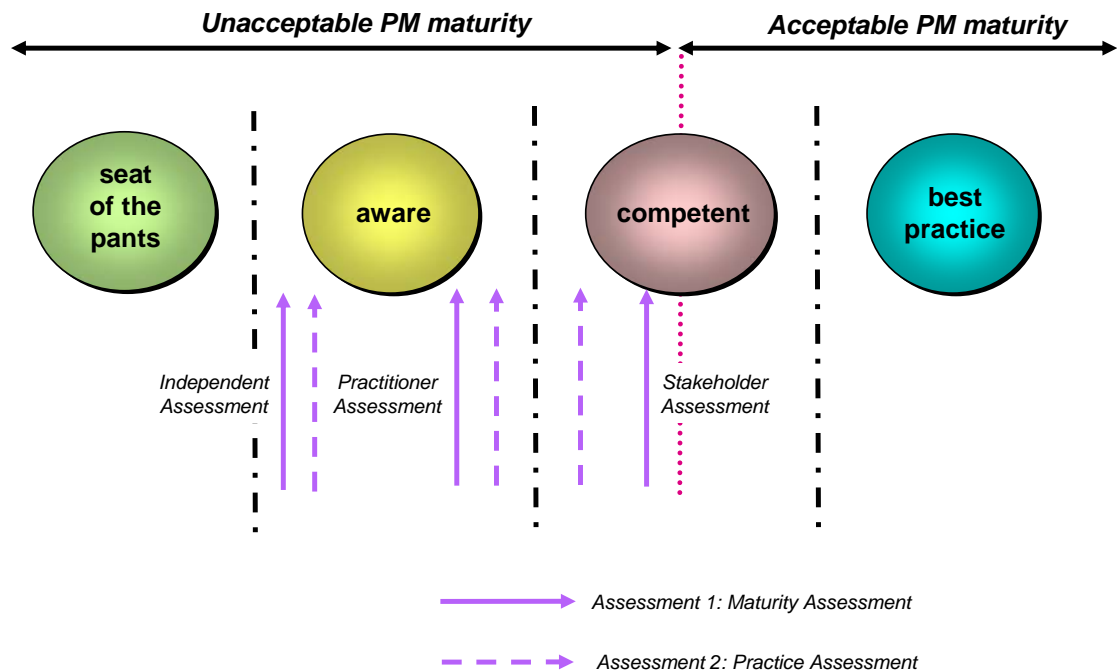


Figure 6: Combining the results of Assessment 1 and Assessment 2

The resultant mapping is not as confusing as it first appears. The practice assessment (Assessment 2) tends to give a more accurate reading of maturity, and there tends to be a convergence of results across the three assessing groups, raising confidence that the assessment 2 result is more accurate. The apparent variances should not be dismissed as they uncover 'home truths' and insights which require detailed understanding before resolution is possible. Consider some of these factors:

Project management practice across the organisation is inconsistent, leading to the lowest level of practice setting the standard, and confusion amongst project personnel and stakeholders.

Bad practice can be confused for good practice. To the neophyte, or those with a limited understanding of what constitutes good practice, poor practice can be 'dressed up' and passed off as good practice.

Self-assessment always scores higher than independent assessment. People tend to judge themselves on what they are capable of, whereas independent assessments are largely based on verifiable actions ('show me the evidence'). There can also be a little bit of self-preservation if people think management may act on how they see themselves if they think they are not doing a reasonable job – or better than reasonable. Self-confessions are often 'career limiting moves'.

Practice usually sits at the level of expectation of the next level of supervision. Project managers will perform against the expectations set by their supervisors and project sponsors. If the sponsor is not demanding to see the risk plan, then it becomes very easy for the project manager to stop producing one 'no questions asked'. Superior governance drives superior management.

Expect little improvement without excellent metrics management. As trite as this sounds, once you start measuring you start managing. Effective metrics capture and analysis leads to process improvement, leading to more efficient project management leaving more time for the project manager and team to have a little bit of time off.

Sometimes people score assessments to reflect deeper frustrations. In one assessment a very senior manager scored ALL practice areas '0'. He gave no credit whatsoever for anyone doing a good job anywhere across all projects. This is probably unrealistic, and such scores can distort the averages. On the other hand, it is making a powerful statement especially coming from such a senior manager.

Haven't we already done this? It is dispiriting if organisations conduct maturity or practice assessments but then fail to act on the results of the assessment. Buy-in and good will is required by all parties involved in assessing project management maturity, with commitments all around to act on what they uncover from the assessments.

Not everyone needs to be 'best practice'. Focusing on ever-improving practice can become a little obsessive, and there must be a clearly understood business case behind an improvement program and only in some industries (such as defence, engineering and construction, 'high' technology) or target organisations structures (such as tight-matrix and project-orientated) does 'best practice' emerge as the desired level of maturity. There may be the opportunity to re-draft the PMMM and define it per industry sector, where 'best practice' would have a much more relevant meaning.

Don't ignore the influence of project people as great wanders. Project people move between organisations consistently. It is not so unusual to come across contract project managers who were having third or fourth stint at the same client, having been off working for other companies in between each stint. Full time employees do not behave like this – ever. The resultant 'cross-pollination' sees bits of practice from various organisations meeting around the project management table, emerging into some mixing pot methodology – a veritable united nations of cross-cultural mish-mash. Such disaggregated practices reduce efficiency and make a sham of any claim to good standards. Their talents need to be extracted without the unfortunate downside of 'irregular behaviours'.

Everyone agrees with it, but no one has the time to do it. An unfortunate attitude: if better practice does not lead to greater efficiency then don't do it. Furiously treading water was never a very good excuse for not getting back in the boat.

5. Determining The Correct Level Of Management Practice

5.1. Scoring The Project

The following table can be used to score projects such that a correct target level of project management maturity can be set. The table is based on assessing just 5 criteria which will determine the project's required level of management practice. Whereas these criteria can be seen as arbitrary, in most cases they act as very good markers by which to assess the appropriate level of management practice necessary to achieve project success. The criteria used are not exclusive, and other criteria could be employed depending on specifics of the project and organisation.

<i>Criteria ↓ Score ⇒</i>	5	3	2	1	<i>Weighting</i>	<i>Assessment</i>	<i>Score</i>
<i>Strategic Importance</i>	<i>Critical: this project must be successful for the organisation to meet one or more strategic goals</i>	<i>Tactical: probably in conjunction with other initiatives, this project will support strategic goals</i>	<i>Operational: most objectives being met are of an operational / tactical nature</i>		10		
<i>Project Size</i>	<i>Very large / Extreme</i>	<i>Large / very large</i>	<i>Medium / Large</i>	<i>Small / medium</i>	6		
<i>Overall Risk</i>	<i>Very high risk. More than 12 very high risk factors</i>	<i>Medium / high risk. Between 6 and 12 very high risks</i>	<i>Low / medium risk. Less than 6 very high risks</i>	<i>No risks</i>	5		
<i>Organisation Impact</i>	<i>Impact is cross-organisational with most business and service units being impacted.</i>	<i>Several (less than 5) organisation units impacted.</i>	<i>Single unit impacted.</i>		5		
<i>Technology Impact</i>	<i>Building technology architecture. Very high impacts.</i>	<i>Significantly adding to existing architectures.</i>	<i>Using existing architectures.</i>		5		
						<i>Total</i>	

5.2. Sizing Table

	<i>Elapsed Time (months)</i>	<i>No. of Resources (fte)</i>	<i>Total Project Effort (effort months)</i>	<i>E2E Cost (\$'000)</i>
<i>Small</i>	<i>< 3</i>	<i>< 5</i>	<i>< 10</i>	<i>< 200</i>
<i>Medium</i>	<i>3 – 6</i>	<i>5 – 10</i>	<i>< 30</i>	<i>< 600</i>
<i>Large</i>	<i>6 – 12</i>	<i>10 – 20</i>	<i>< 100</i>	<i>< 2,000</i>
<i>Very Large</i>	<i>12 – 24</i>	<i>20 – 50+</i>	<i>< 300</i>	<i>< 10,000</i>
<i>Extreme</i>	<i>> 24</i>	<i>> 75</i>	<i>> 300</i>	<i>> 10,000</i>

5.3. Setting Maturity Level

<i>Score</i>	<i>Maturity Level</i>
<i>< 81</i>	<i>Seat of the Pants</i>
<i>80 < x < 100</i>	<i>Aware</i>
<i>100 < x < 130</i>	<i>Competent</i>
<i>> 130</i>	<i>Best Practice</i>

6. Case Study

To illustrate how the Maturity Model can be used to set and improve management competencies, a brief case study is presented.

The Bank of Sunshine is a successful financial services organisation with specialisation in funds management and investment banking. In 2005 the Bank decided totally re-architect its e-commerce business application providing a end-to-end customer service application, supporting all customer interfacing processes in the funds management business. A project was set up in August 2005 and, seeing as this was a technology driven approach to business change, the CIO was appointed as sponsor and a senior IT project manager designated as project director.

For Sunshine, a project like this was substantially large and one they had little successful track record in. It required not just innovative (and quite high risk) technology, but a new way of looking at their business operation as the delivered application would result in customer processes being integrated, cutting across the bank's functional units and requiring groups to work in a cooperative manner – something which flew in the face of the manner in which the employee bonus scheme operated, which rewarded employees for delivering excellent results for their business unit – but not for cooperating with other groups. In fact, this single-minded focus on one's own business area had been encouraged and was inculcated in the culture.

Three months into the project little progress had appeared to be made, although there was substantial activity most of which was of the 'wheel-spinning' variety. The CEO wanted a health check on the project considering it was such an important strategic goal for the Bank. An external review was carried out to determine whether the Bank had the capability to deliver this project and commitments were given that 'what needed to be fixed would be fixed'. The review was carried out in December, 2005 with a brief to look at not only the e-business project, but project management across the Bank. All key players were involved in the review from the CEO and his direct reports to key business and functional managers. Data was gathered from past and current projects and a number of interviews carried out against a detailed set of questions. The review also looked at the Corporate and Business Plans and the Project Portfolio necessary to deliver those plans. It was found that the e-business project was not the only substantially large and challenging project the Bank was to take on over the next 2 years and several projects required joint ventures with overseas financial institutions, projects which were not technology dependent but which would require a significant level of management expertise to be successful.

The Project Management Maturity Model was used as the measurement aid to both baseline current practice and to set the target levels of management practice.

A summary of the results of the maturity assessment is contained in the following table:

Attribute	Brief Assessment	Current Level	Target Level
<i>Methods</i>	There are currently no formal or universally applied methods in project management or life cycle management. Most methodologies are of the 'home grown' variety and are poorly documented. In many cases, project teams determine the methodology as the project proceeds. The consequences of this approach mean that there is substantial re-work with costs and time frames being blown.	1	3
<i>Stakeholders</i>	Stakeholders are informally identified & their involvement in projects not formally defined or agreed to. There is no schedule of involvement leading to inconsistent allocation of time of critical business personnel to the project. In essence, this lack of	1	3

Attribute	Brief Assessment	Current Level	Target Level
	availability of key business personnel dictates the critical path..		
<i>Governance</i>	Projects are set up with Governance structures (Sponsor, Project Board etc), but the right people do not always sit in the right position: authority does not match responsibility. This results in poor decision making.	2	3
<i>Capability</i>	The Bank has little experience in managing large projects and is missing critical competencies amongst its personnel. There are no plans to set up a Project Office.	1	3
<i>Organisation</i>	The Bank is unprepared for the changes to be delivered by the current major projects.	1	3
<i>Business</i>	Whereas Business Plans do exist, there is no cross-business view of these Plans, which means each involved organisation unit has a different view as to the importance of projects.	1	3
<i>Support & Tools</i>	The highest level of project management tool is Microsoft Project, although this is used in a rudimentary manner for presenting Gantt charts rather than for performance measurement and tracking.	1	3
<i>Metrics</i>	There is little in the way of project metrics or performance measurement.	1	3
<i>Resourcing</i>	Project resourcing levels are consistently underestimated. Business Units involved in projects do not make adequate provision for staff to work on projects. There is no back-fill.	1	3

Level:

1 - Seat of the pants
2 - Aware
3 - Competent
4 - Best Practice

The results of the Review were a surprise to many senior managers, although project practitioners (such as project managers and team leaders) were less surprised as they had been suffering because of poor competencies. The target levels were determined by assessing what was required to deliver the Project Portfolio. This level is often quite obvious once the organisation understands where its current level of practice is at, but a more detailed assessment can be made as described in the following section.

The result of the review carried out at the Bank of Sunshine resulted in the e-business project being stopped, and an Improvement Programme immediately initiated with the CEO as Executive Sponsor. Three months later the e-business project was re-initiated.

Appendices: Assessment Guidelines and Scoring Sheets

This section contains the assessment guidelines and scoring sheets for the three maturity assessment approaches used to determine overall project management maturity.

6.1. Appendix A: Maturity Assessment and Scorecard

The following assessment guideline is for use with 'Assessment Method 1: Maturity Assessment'.

	Attribute	What To Assess	Seat of the Pants	Aware	Competent	Best Practice		
			0	1	2	3	4	5
1.	<i>Methods</i>	The degree to which the organisation identifies, defines, implements and improves its various project-related methods (or methodologies). Examples of methods include the 'Project Management', 'Project Delivery', 'Business Process Re-engineering', 'Product Development and Marketing', 'Software Development Life Cycle' (SDLC)	<ul style="list-style-type: none"> Methods not formally defined PM's use experience to manage PM Policy may exist IT owns all PM practices Project Office may exist, but within IT 	<ul style="list-style-type: none"> <i>PM methodology exists but it is 'bundled' with Project Life Cycle methodology</i> <i>Project Office set up, but largely administrative role</i> 	<ul style="list-style-type: none"> PM methodology widely and effectively used Body of knowledge established and used The focus is on improving methodologies 	<ul style="list-style-type: none"> PM methodology independently assessed as 'best practice' Continual improvement of methods based on measurement Methods supported by enterprise-wide PM tools 		
2.	<i>Stakeholders</i>	Stakeholder Management – which includes Accountability management – defines how all stakeholders are identified, their level of involvement in projects specified and agreed, and how well they demonstrate continued buy-in and support for the project and project manager.	<ul style="list-style-type: none"> Stakeholders informally identified Involvement on projects inconsistent Accountabilities not formally defined Functional accountabilities take precedence over project accountabilities 	<ul style="list-style-type: none"> <i>Stakeholders are made aware of their roles & responsibilities with projects</i> <i>Project interdependencies are identified and informally managed but priorities not explicitly defined and thus shift.</i> 	<ul style="list-style-type: none"> Stakeholders well aware of their project accountabilities Steering Committees seen as effective, often working as a team to resolve issues. Knowledge of projects well established but functional priorities still over-ride when politics dictate. 	<ul style="list-style-type: none"> Stakeholders are realistic before formally committing to their involvement in projects. Whereas formal agreements may be in place, they do not form the basis of the relationship. Effective partnerships between the project & business and 		

	Attribute	What To Assess	Seat of the Pants	Aware	Competent	Best Practice					
			0	1	2	3	4	5	6	7	8
					<ul style="list-style-type: none"> Accountabilities recognised and defined but not formally accepted by all project players. Agreements introduced which attempt to ensure accountabilities are honoured. 	<ul style="list-style-type: none"> Accountabilities honoured & included as performance indicators. 	<ul style="list-style-type: none"> technology are established. Project-to-project interdependencies are well defined and managed. 				
3	Governance	How well portfolio, program and project governance structures, roles, responsibilities and processes are defined and implemented. A clear distinction is made in the model between Governance and Management, with those in a governance role sitting at the level above those carrying out a management role.	<ul style="list-style-type: none"> Project Governance largely resides in the Functional management model. No 'end-to-end' project defined and IT project assumes the full project scope. Steering Committees may be introduced but membership more political than effective & accountabilities neither defined nor effectively met. 	<ul style="list-style-type: none"> The 'end-to-end' project is defined but is then split across 'the business project' and 'the technology' project. There is still no 'end-to-end' project management and the PM's loyalties are often challenged between the project line & the functional line. 	<ul style="list-style-type: none"> Project Governance established for all projects and supports (in the main) the end-to-end model. Project manager reports to Sponsor & Steering Committee with little control from functional management (if at all). Project Managers' authority may not map fully to 'turn-key' accountabilities. Fewer Steering Committees as accountabilities stream-lined. 	<ul style="list-style-type: none"> There is excellent knowledge of the accountabilities at every level in the Governance Model. The accountabilities are realisable, with certain project managers having true 'hire-fire' authority and greater budgetary control. 					
4.	Capability	The extent to which the organisation sets about	<ul style="list-style-type: none"> Project management is seen as part-time 	<ul style="list-style-type: none"> Project Manager core competencies 	<ul style="list-style-type: none"> Project Management Capability Measures 	<ul style="list-style-type: none"> Project Management regarded as one of the 					

	Attribute	What To Assess	Seat of the Pants		Aware		Competent		Best Practice	
			0	1	2	3	4	5	6	7
		<p>defining and meeting the capabilities necessary to deliver the various Strategic and Business plans.</p> <p>Answers the questions: "Are we a capable organisation?"</p> <p>"Do we have the right people, practices, tools and systems to meet our challenges?"</p>	<ul style="list-style-type: none"> The capabilities of the project manager are largely assumed and not discretely defined. No analysis is made as to whether the organisation has the capability to deliver projects. Comment often heard is "There are too many projects". 	<p><i>defined and functional units identify personnel suitably qualified to be project managers.</i></p> <ul style="list-style-type: none"> <i>The job of Project Manager is recognised as 'here to stay' and job descriptions begin to include project management as a core accountability.</i> <i>Competency improvement programs addressed by Learning and Development.</i> 	<p>established</p> <ul style="list-style-type: none"> Project management exists as stand-alone profession (with commensurate promotion opportunities). Part-time project management less common as full-time project managers manage multiple medium to large projects. The capacity of the organisation to absorb rate of change being delivered is measured and project priorities set accordingly. 	<p>organisation's best management disciplines.</p> <ul style="list-style-type: none"> Excellence in project management well recognised & capability of the organisation to manage both projects and the changes delivered is determined well ahead of projects being initiated. 				
5.	Organisation	<p>Is the organisation structured so as to facilitate effective project management? Consider such issues as organisation hierarchy, provision of centralised or de-centralised service provision, how well cross-functional teams operate and the degree of senior management commitment to cross-</p>	<ul style="list-style-type: none"> The organisation as a whole is quite ignorant of projects and project dynamics and view project management as the domain of IT. Perceive organisational change as complex and confused. Senior management does not understand project dynamics and often unaware of the impact on projects 	<ul style="list-style-type: none"> <i>Projects recognised as a legitimate vehicle for meeting objectives and delivering controlled changes</i> <i>Functional & process changes still needed to facilitate project management not fully recognised.</i> 	<ul style="list-style-type: none"> Organisation views the project model as familiar and legitimate. Knowledge of projects and project dynamics becoming more realistic and projects considered in all key decision making fora (not just in Steering Committees). 	<ul style="list-style-type: none"> All levels of the organisation understand their relationship with the many projects underway which may impact them. Project dynamics well understood - in particular the way projects perform due to certain decisions being made. 				

	Attribute	What To Assess	Seat of the Pants	Aware	Competent	Best Practice					
			0	1	2	3	4	5	6	7	8
		functional initiatives.	certain decisions may cause.								
6.	<i>Business</i>	Whether the business is organised and competent in how it defines its business, the effectiveness of its planning processes, and use of such things as metrics and continual improvement initiatives (such as 6-Sigma) in driving a culture both setting and achieving clearly defined objectives.	<ul style="list-style-type: none"> Projects are correctly viewed as the means to achieve business goals and objectives, but there is no formal model linking project objectives into the business plans. 	<ul style="list-style-type: none"> <i>Project relationship to business planning formally defined and introduced.</i> <i>Project Initiation planning follows from business planning and all projects are identified in terms of which business plans they support.</i> <i>Co-location established with key projects.</i> 	<ul style="list-style-type: none"> Project Initiation closely tied to business planning processes. Project Change Management carefully considers changes to business benefits not just costs and time. Project measures of success closely related to Business performance indicators. Co-location established as preferred accommodation model. 	<ul style="list-style-type: none"> Projects are seen as a key mechanism for true organisational integration (in particular process integration with application integration) and as such are well and truly integrated with other management practices (especially functional management). 					
7.	<i>Support and Tools</i>	What is in place to support project management? The extent to which systems and tools are employed to improve management efficiency and effectiveness. Consideration is given to communication tools to support virtual teams, portfolio and	<ul style="list-style-type: none"> Project support services are all intra-project. There is little automated support (some projects may use scheduling & tracking tools). No consistent tools or standard operating environment (SOE) 	<ul style="list-style-type: none"> <i>Basic support systems are identified (such as Issues Management, Change Mgmt & Configuration Mgmt) but are largely paper-based. Scheduling & tracking tools used by majority of projects.</i> 	<ul style="list-style-type: none"> Support services are largely automated with Information Systems supporting the 'project data resource'. Systems may exist for Issues Mgmt, Change Mgmt, Document Control, Budget Control, Metrics (including Quality 	<ul style="list-style-type: none"> Support services fully automated with single occurrence data input and little data replication. Automated support systems are widely used and meet performance and functionality requirements. 					

	Attribute	What To Assess	Seat of the Pants	Aware	Competent	Best Practice					
			0	1	2	3	4	5	6	7	8
		project management software and the provision of effective communication systems.						<ul style="list-style-type: none"> Metrics) Usage is not universal. 			
8.	Metrics	<i>Metrics describe the data we require to measure performance, size and to carry out effective estimation. The use of metrics capture and analysis and the appropriate application of metrics to aid control, support planning (especially accurate estimation) and guide decision making. The levels of ownership applied to understanding and using metrics.</i>	<ul style="list-style-type: none"> Projects are not measured. This culminates in poor estimating and no performance indicators to give a true indication of the project's health. Most often quoted metric is '% complete' often resulting in the '90% complete' syndrome. 	<ul style="list-style-type: none"> Project metrics defined for different classes of project. Metrics capture specified and introduced with the Methodology. Reporting of project performance introduced but not universally applied and differing interpretations of metrics may cause confusion. 	<ul style="list-style-type: none"> Time capture automated and many business areas begin to capture time/activity data. Quality metrics capture established. Performance metrics meaningful and very useful in controlling projects and measuring true progress. 	<ul style="list-style-type: none"> Wide adherence to metrics capture. Good data analysis supports very good estimation techniques. Performance measures (including Earned Value Analysis) enable control to be pro-active. Problem areas can be identified enabling improvement programs to target specific areas. 					
9.	Resourcing	<i>How flexible the organisation is in identifying and providing the appropriate resources – especially people – in</i>	<ul style="list-style-type: none"> Significant proportion of a project's resourcing is part-time and on top of other functional duties. Since metrics are 	<ul style="list-style-type: none"> Resource requirements defined as part of project plans. 	<ul style="list-style-type: none"> Although the project does not 'own' all its resources, resourcing agreements are in place with business units and outsourcing 	<ul style="list-style-type: none"> Large and strategic projects will own core project resources. Part-time resourcing strictly controlled. 					

Attribute	What To Assess	Seat of the Pants	Aware	Competent	Best Practice					
		0	1	2	3	4	5	6	7	8
	<i>ensuring the projects are adequately resourced so as to meet expected outcomes and demands.</i>	minimal, the true size & cost of project resources is not known often leading to over-committing critical resources.		<ul style="list-style-type: none"> <i>Functional units commit to providing project resources but only 'core' project team is full time.</i> <i>Part time resourcing still causing scheduling & skills issues.</i> 	(& in-sourcing) quite common. <ul style="list-style-type: none"> Resource Planning critical component of project planning. 	<ul style="list-style-type: none"> Project must be initiated with endorsed resource plans and outsourcing may be at the discretion of the project manager. All resourcing costed to the project & controlled by the project. 				

6.1.1. Maturity Assessment Scoring Sheet

<i>Attribute</i>	<i>Brief Assessment</i>	<i>Current Level</i>	<i>Target Level</i>
<i>Methods</i>			
<i>Stakeholders</i>			
<i>Governance</i>			
<i>Capability</i>			
<i>Organisation</i>			
<i>Business</i>			
<i>Support & Tools</i>			
<i>Metrics</i>			
<i>Resourcing</i>			
<i>Average</i>			

Level:

- 1 – Seat of the pants*
- 2 – Aware*
- 3 – Competent*
- 4 – Best Practice*

6.2. Appendix B: Practice Assessment and Scorecard – Practitioner Assessment

The following table describes the assessment the individual practitioner (e.g. Project Manager) should carry out. Use the scoring template at the end of this table to record the results of the assessment:

	Practice Area	What To Assess	Poor			OK		Excellent		
			0	1	2	3	4	5	6	7
1	<i>Project Initiation</i>	Assess how well you kick-off a project. Look at how you define a project and place it in its relative priority against other projects.	<i>Project Proposal's are often not produced, not done well or too vague. Key players sometimes left out or their buy-in not sought. Too much focus on technology.</i>			<i>Projects started OK, but sometimes I 'go thru the actions' in developing a Project Proposal. Often define the project before fully consulting key players.</i>		<i>Projects initiated in a visible manner, bringing key stakeholders together early and gaining buy-in. Scoping and high level planning done formally.</i>		
2	<i>Project Planning</i>	How well do you plan projects? Look at how meaningful your plans are and whether they are comprehensive and comprehensible.	<i>Planning is skipped over on the way to start the real work. Will produce whatever senior management want, or ask, to see.</i>			<i>Generally planning is adequate, although there's a bit too much 'guesstimating' and uncertainty about dates and resource needs.</i>		<i>Seek to make the plan as close to reality as possible. Involve key players in the planning process which focuses on 'best practice' techniques.</i>		
3	<i>Project Governance</i>	Look at how governance is structured for a project covering such positions as Executive Sponsor, Sponsor, Steering Committees, Project Director, Project Manager, Team Leader. Assess how effective you are in having people know and support their responsibilities.	<i>Reality is that senior managers don't want to get involved with my project, so I don't hassle. Just get on with it myself, really.</i>			<i>Governance often means whoever wants to sit on the Steering Committee can. Find it difficult sometimes getting managers to agree to their accountabilities.</i>		<i>I ensure governance is in place with key managers agreeing to their role. Careful to ensure representation on the Steering Committee includes all key players.</i>		
4	<i>Project Structures</i>	This deals with how you package a project – that is, how projects are broken into sub-projects which collectively deliver the end-to-end solution.	<i>It's not my problem if other groups don't organise themselves correctly. Take pains to point out it's not my fault if problems arise from poor</i>			<i>I act to ensure that if sub-projects are required then they are set up. Unfortunately, this becomes obvious too late in many</i>		<i>I consider how the business will operate, and whether they should operate as a sub-project. I'm aware that their weakness in project management may dictate</i>		

	Practice Area	What To Assess	Poor			OK		Excellent		
			0	1	2	3	4	5	6	7
			<i>structures.</i>			<i>cases.</i>		<i>my performance. I gain explicit agreements with other project managers.</i>		
5	<i>Risk Management</i>	Assess how 'risk aware' you are and how well risks are defined and managed.	<i>Risk is always present regardless of what you do about it, so often risk planning is a bit of a waste of time. Managing risk is always up to me.</i>			<i>Risk is discussed and often noted, sometimes in a Risk Plan. Have difficulty getting managers' attention to understand risk – and their role in controlling it.</i>		<i>Take time to carry out detailed risk assessment and devise management approaches and contingencies. Ensure all key stakeholders are aware of the risks and what will be done to control them.</i>		
6	<i>Interdependency Management</i>	Review how you manage interdependencies between projects – especially where such interdependencies are conflicting (such as conflicting milestones or over-committed resources).	<i>Interdependencies are recognised often after my schedule starts being impacted. Generally find other projects & groups uncooperative.</i>			<i>I expect my management to know about, and manage, cross-project and cross-group interdependencies. Sometimes my projects suffer because this is not done well & clashes occur.</i>		<i>Seek to understand what other projects and technology groups are doing to determine where interdependencies exist. Set up control mechanisms as appropriate.</i>		
7	<i>Stakeholder Management</i>	Look at how well you define stakeholders and their involvement & commitment to a project is managed.	<i>Sometimes key players left out or because I don't communicate that well, a lot of people aren't aware about my project or how it's proceeding.</i>			<i>Have difficulty sometimes ensuring the right level of buy-in from stakeholders. Certainly everyone says the right things, but this is not backed up in practice.</i>		<i>Identify stakeholders early and work hard understanding their role &/or expectations of my project. Where required, will sell my project to ensure right buy-in.</i>		
8	<i>Resource and Service Management</i>	Assess how resources are identified, negotiated, maintained and effectively managed. How well services are provided to projects from internal service providers.	<i>Resources are requested when the need is identified, but often my projects are running at reduced resource levels for long periods.</i>			<i>I seem to never obtain all the resources I need and often my schedule suffers because of this. Can clearly explain this situation to my management.</i>		<i>Resources are planned well before they're required on the project. I understand that resource plans are rarely fully met and I convey this to my management. I always have a back-up plan.</i>		
9	<i>Estimation & metrics</i>	Look at any standard practices in estimation and how accurate estimates prove to be. Assess	<i>Doesn't matter what I estimate it will be wrong. Rely too much on gut feel and often estimate</i>			<i>Often can't get better than a 'best guess', which I publish normally as a single figure.</i>		<i>Attempt to support all published numbers with good metrics. Avoid guesstimating</i>		

	Practice Area	What To Assess	Poor			OK		Excellent		
			0	1	2	3	4	5	6	7
		whether metrics are captured and used as part of estimation.	<i>elapsed time rather than effort.</i>			<i>Don't always clearly communicate my assumptions.</i>		<i>and always publish ranges and estimating assumptions.</i>		
10	<i>Scope Management</i>	Review how scope is set and controlled throughout the project. Review any practices in Change Control.	<i>Changes always happen so pad-out my estimates to cater for this. Only major changes formally controlled. No idea how much more work we're doing because of scope changes.</i>			<i>It's assumed scope will change and often see myself juggling time and resources to accommodate changes. Often have to absorb a lot of these changes.</i>		<i>Scope will change so I build this into my plans. Ensure change control is in place and senior management sign off on baselines.</i>		
11	<i>Setting & controlling Quality</i>	Are Quality Plans produced? If not, assess if quality is defined or controlled. See if Defect Repair and Re-work activities are explicitly managed.	<i>I think we rush QA and I'm sure we're spending too much time on defect repair. I don't get client groups to sign-off on a Quality Statement at the start of the project.</i>			<i>Quality is often defined and controlled but little remedial action is applied. I'm not always sure about the impact of poor quality on my project.</i>		<i>Always get a definition of what constitutes quality on this project. Make sure QA practices are agreed and carried out. I always make sure Configuration Management is in place.</i>		
12	<i>Methodology Management</i>	Look at how any Life Cycle Methodologies (such as an Application Development Methodology) are used and modified to fit the project scope, risks, constraints etc. This will include how well Work Breakdown Structures are set up.	<i>Often find myself making it up as I proceed. In a lot of cases I just don't have the time to really think about methods so I borrow from other projects. Fairly certain we do a lot of re-work simply because we don't get it right first time.</i>			<i>Often will 'cut & paste' from previous projects, or follow standards for the sake of it. Not really clear about detailed methods until we're about to start a phase. Probably do work which is not necessary.</i>		<i>Get the team working on ensuring we've got the right method for this project. Ensure we're doing the right tasks and we have a clear understanding of all the deliverables. I'm aware there will be 'hidden' tasks.</i>		
13	<i>Controlling Project Performance</i>	How well are projects controlled? Assess the extent by which project metrics are used to control where corrective actions are required.	<i>I use a Gantt chart, but a lot of the data is based on '% complete' assessments. Often I find it doesn't reflect reality.</i>			<i>Generally I will use a Gantt chart to track progress but there's few other indicators.</i>		<i>Use a well defined set of performance indicators which tell me a lot more than just time and cost performance. I ensure key players understand what they mean.</i>		
14	<i>Managing project communications</i>	Assess how project data, status & issues are communicated all the	<i>I try to keep people informed but find they're not that</i>			<i>Normally use the Status Report and Steering</i>		<i>I set up a web site for the project and alert stakeholders</i>		

	Practice Area	What To Assess	Poor			OK			Excellent		
			0	1	2	3	4	5	6	7	8
		way from the individual team member through to Senior Management. Analyse any problems in delivering effective communications.	<i>interested. I use the Steering Committee (when it meets) as the main communication channel.</i>			<i>Committee as principal communication channels. Often don't get around to all the face-to-face meetings I know I should have.</i>			<i>to information using links attached to e-mails. I work hard to ensure that those who should be kept informed are kept informed. Still, I find face-to-face the most effective means of communication.</i>		
15	<i>Managing Issues</i>	Is formal Issues Management carried out? How well do IM procedures work? Consider the level of effort put into managing issues.	<i>Often there are so many issues I lose track. I find it very difficult identifying who should take responsibility for resolving an issue. I know my projects suffer because of this.</i>			<i>I track issues, but this is not done publicly. I often find people don't resolve issues which are clearly their responsibility and sometimes this impacts my critical path.</i>			<i>I set up an Issues Log early in the project and use the project web site to record issues and track status. Still, the best form of issues management is to ensure issues are resolved very quickly.</i>		
16	<i>Managing the Team</i>	Identify how teams are formed and how they operate. Assess the level of synergy and productivity afforded by good team work.	<i>So often my team members are part-time there's little chance to build a team. Other priorities conflict with their project responsibilities. It's a real challenge.</i>			<i>Since my teams are often not co-located, building team work and team spirit is difficult. Each team member is aware of their tasks and responsibilities.</i>			<i>My team is the main reason my projects are successful. I ensure all members feel part of the team and know they contribute to team success. We take 'time-outs' on a regular basis.</i>		
17	<i>Managing conflicts & negotiation</i>	Review how conflicts are identified and resolved. Determine if negotiation practices deliver good outcomes for the project.	<i>The reality is conflicts are always there - it's a way of life around here; a way to ensure 'creative tension'. When they get out of hand I'll take action, but generally I let them sort themselves out.</i>			<i>Whereas I try to avoid conflicts, when they arise I take steps to resolve them even if this requires escalating to senior management. Sometimes I feel powerless to step in and sort things out.</i>			<i>I often find conflicts arise because responsibilities are not clearly defined or understood. I ensure conflicts are resolved quickly and while I try for the 'win-win', reality dictates there are often winners and losers.</i>		
18	<i>Organising Work</i>	How well work is defined, prioritised and allocated to projects and individuals.	<i>I prioritise work on a weekly basis, but I know that this generates a lot of churn, with people working on multiple</i>			<i>Work is planned and prioritised, but I often find shifting priorities make a lot of this planning academic. I also</i>			<i>I plan and prioritise all work at a detail level for the next 3 months, and at a higher level for up to 12 months. People</i>		

	Practice Area	What To Assess	Poor			OK			Excellent		
			0	1	2	3	4	5	6	7	8
			<i>tasks simultaneously. I find I rely too much on working overtime to get through everything.</i>			<i>find demands on people working on my projects place agreed time frames under threat.</i>			<i>working on my project do so under agreements – almost a contract. I expect people to commit and in return I'll ensure their work environment is the best possible.</i>		

6.2.1. Practice Scorecard

	Practice Area	Current Score	Target Score
1.	<i>Project Initiation</i>		
2.	<i>Project Planning</i>		
3.	<i>Project Governance</i>		
4.	<i>Project Structures</i>		
5.	<i>Risk Management</i>		
6.	<i>Interdependency Management</i>		
7.	<i>Stakeholder Management</i>		
8.	<i>Resource and Service Management</i>		
9.	<i>Estimation & metrics</i>		
10.	<i>Scope Management</i>		
11.	<i>Setting & controlling Quality</i>		
12.	<i>Methodology Management</i>		
13.	<i>Managing Project Performance</i>		
14.	<i>Managing project communications</i>		
15.	<i>Managing Issues</i>		
16.	<i>Managing People</i>		
17.	<i>Managing conflicts & negotiation</i>		
18.	<i>Organising Work</i>		

6.3. Appendix C: Practice Assessment and Scorecard – Stakeholder Assessment

The following table describes the assessment the project stakeholder (e.g. Project Sponsor, Steering Committee members) should carry out. Use the scoring template at the end of this table to record the results of the assessment:

	Practice Area	What To Assess	Poor			OK		Excellent		
			0	1	2	3	4	5	6	7
1.	<i>Project Initiation</i>	Look at the formal / informal approaches used to kick-off a project. Assess the criteria for defining a project and its relative priority against other projects.	<i>Projects just happen – there is no formal initiation process or mapping to a Business Plan. Results in poor planning and over-commitment.</i>			<i>Projects initiated as the business need is identified. Other projects may be ‘juggled’ to allow for shifting priorities.</i>		<i>Projects initiated against a Master Schedule which plots work for the next 12 months. Foresight & predictable. This organisation knows its capabilities and does not over-commit.</i>		
2.	<i>Project Planning</i>	How well are projects planned? Look at the components making up a plan and any formal endorsement processes.	<i>Planning is perfunctory, inconsistent or non-existent. Plan does not recognise reality.</i>			<i>PM plans the project but plans are not QA’d before acceptance by Sponsor & Steering Committee..</i>		<i>Project Planning is well defined & broadly accepted. All levels of Governance involved.</i>		
3.	<i>Project Governance</i>	Look at how governance is structured for a project covering such positions as Executive Sponsor, Sponsor, Steering Committees, Project Director, Project Manager, Team Leader. Assess how appropriate these structures are in delivering effective management.	<i>Governance is somewhat primitive – not all positions are filled or carried out by the right person. Governance accountabilities are not defined or are too vague to be effective.</i>			<i>All Governance roles are filled but often there is confusion about the responsibilities of the position – or the capabilities of the person filling the role are less than satisfactory for the role to be truly effective.</i>		<i>Governance is established on a ‘fitness for purpose’ basis with ‘the right people in the right positions’. Each role is clearly understood and accountabilities met. There is no confusion about who is responsible for what.</i>		
4.	<i>Project Structures</i>	This deals with how projects are ‘packaged’ – that is, how projects are broken into sub-projects which collectively deliver the end-to-end solution.	<i>Projects are poorly structured often with overlap between projects. Confusion arises over ‘which project is responsible for what’. There is usually no single point of accountability for delivering the solution.</i>			<i>Projects are structured from an end-to-end perspective but are broken into sub-projects which are independently managed. There is sometimes no single Project Manager with accountability for delivering</i>		<i>The ‘Project’ is seen as covering everything that must happen to deliver the business solution. Projects are structured from an end-to-end perspective often broken into sub-projects but still with single-point accountability for</i>		

	Practice Area	What To Assess	Poor			OK			Excellent		
			0	1	2	3	4	5	6	7	8
						<i>the business solution.</i>				<i>delivering the solution.</i>	
5.	<i>Risk Management</i>	Assess how 'risk aware' the Organisation is and how well risks are defined and managed.			<i>'More risk – more fun' is the motto.</i>		<i>Risk Plans are produced but rarely is risk re-visited or Plans updated.</i>			<i>Risk is a key performance indicator & features prominently when discussing a project. Everyone understands their role in managing risk.</i>	
6.	<i>Interdependency Management</i>	Review how interdependencies between projects are managed – especially where such interdependencies are conflicting (such as conflicting milestones or over-committed resources).			<i>Interdependencies become obvious after the fact. Schedules are continually being impacted by i/dependencies.</i>		<i>Interdependencies are identified but it's left up to the individual PM to ensure they are managed.</i>			<i>The PM is supported in managing i/dependencies often with a control group being established for this purpose.</i>	
7.	<i>Stakeholder Management</i>	Look at how well stakeholders are defined and their involvement & commitment to a project are managed.			<i>Not all stakeholders identified nor their involvement in the project defined or agreed to.</i>		<i>Stakeholders are identified but their involvement is often 'lip service'. Accountabilities can shift unilaterally.</i>			<i>All stakeholders are identified during initiation and their formal involvement is defined & accepted.</i>	
8.	<i>Resource and Service Management</i>	Review if Resource Plans are produced and if the management of resources is effective. How well services are provided to projects from internal service providers.			<i>Resource needs are defined as the project proceeds. The project is continually under-resourced.</i>		<i>A Resource Plan is produced, but resources are often changed mid-project with little allowance for schedule impacts.</i>			<i>A detailed Resource Plan is agreed to at Initiation. Projects do not proceed with resource shortfalls.</i>	
9.	<i>Estimation & metrics</i>	Look at any standard practices in estimation and how accurate estimates prove to be. Assess whether metrics are captured and used as part of estimation.			<i>No, or few, metrics. Most estimates not much better than educated guesses. Actual > 1.3 * estimate</i>		<i>Estimates better than 'best guess' but often worse than the quoted range. Metrics base incomplete.</i>			<i>All estimates are supported by good metrics. Estimation practices are continually refined to improve the accuracy of estimates.</i>	
10.	<i>Scope Management</i>	Review how scope is set and controlled throughout the project. Review any practices in Change Control.			<i>Scope poorly defined and not formally controlled. No capture of effort due to scope change.</i>		<i>Scope is defined but not all scope change is under formal control. Little allowance in the Plan for impacts due to scope change.</i>			<i>Scope is formally defined, signed-off and managed. Plans allow for increase in effort / time due to scope shift.</i>	

	Practice Area	What To Assess	Poor			OK			Excellent		
			0	1	2	3	4	5	6	7	8
11.	<i>Setting & controlling Quality</i>	Are Quality Plans produced? If not, assess if quality is defined or controlled. See if Defect Repair and Re-work activities are explicitly managed.	<i>Quality spelt without a 'u'. Deliverable review and sign-offs not well done. Poor configuration control.</i>			<i>Quality is often defined and controlled but little remedial action is applied. Quality seen only as the domain of the project.</i>			<i>The Quality Plan defines both the quality of the system and how that quality is to be 'built-in' and assured. Quality is discussed on a continuing basis.</i>		
12.	<i>Methodology Management</i>	Look at how any Life Cycle Methodologies (such as an Application Development Methodology) are used and modified to fit the project scope, risks, constraints etc. This will include how well Work Breakdown Structures are set up.	<i>Formal methodology exists but rarely followed. Each project can appear to be following its own approach – including 'standard' milestones & deliverables.</i>			<i>Standard methodology meant to fit all projects – which leads to some projects not following a formal method. Methodologies tend to be static.</i>			<i>Methodologies refined to fit each project. Consistent terminology across all projects. Key milestones and deliverables are consistent. Methods updated when improvements determined.</i>		
13.	<i>Tracking Project Performance</i>	How well are projects controlled? Assess the extent by which project metrics are used to control where corrective actions are required.	<i>Few (if any) metrics to support understanding the true status of a project. Most assessment of project status opinion based.</i>			<i>Time and cost tend to be main control metrics. Reliance on Gantt-charts. Little differentiation made on work classes and time spent on each class.</i>			<i>Performance Indicators well-defined and supported by simple data gathering (such as time capture). Indicators are forward indicators allowing advance notice of when & where corrective action is required.</i>		
14.	<i>Managing project communications</i>	Assess how project data, status & issues are communicated all the way from the individual team member through to Senior Management. Analyse any problems in delivering effective communications.	<i>Communication often occurs on a reactive basis, usually in response to an issue. Communication generally discouraged because it is always bad news.</i>			<i>Project Information is disseminated but it is not finely tuned for the benefits of the recipient. There may not be a Project Information repository.</i>			<i>Project Information is disseminated on a regular basis on a 'needs to know' basis. Interested parties can gain access to Project Information via a single repository (such as a Web page).</i>		
15.	<i>Managing Issues</i>	Is formal Issues Management carried out? How well do IM procedures work? Consider the level	<i>Issues management = Juggling lots of balls very quickly. Hopeless!</i>			<i>IM Procedures are defined but issues not always recorded and are often not</i>			<i>Issues are formally recorded & managed. All management recognise their</i>		

	Practice Area	What To Assess	Poor			OK			Excellent		
			0	1	2	3	4	5	6	7	8
		of effort put into managing issues.				<i>resolved before they have been escalated.</i>			<i>roles in resolving issues quickly.</i>		
16.	<i>Managing the Team</i>	Identify how teams are formed and how they operate. Assess the level of synergy and productivity afforded by good team work.	<i>Teams really in name only. Often members do not meet & communications are poor. Not co-located. Little recognition of 'team spirit'.</i>			<i>Teams are formed for a project but members still work independently. Team meetings occur and issues are resolved at the team level. Usually co-located.</i>			<i>Strong ownership of work at the team level. Teams tend to work in a self-directed fashion & come together to plan work, resolve issues and lend assistance. Teams co-located.</i>		
17.	<i>Managing conflicts & negotiation</i>	Review how conflicts are identified and resolved. Determine if negotiation practices deliver good outcomes for the project.	<i>Conflicts leveraged for political purposes. Individuals targeted as causing conflicts. Usual negotiation model is 'lose-lose'.</i>			<i>Conflicts addressed when they become obvious, but little thought given to ensuring conflicts do not arise. Resolution often at the team level. Negotiations often 'win-lose' / 'lose-win'.</i>			<i>Emphasis on ensuring conflicts do not arise, or if they do, there is a speedy resolution & focus on fixing systemic causes. More than lip service paid to 'win-win' outcomes.</i>		
18.	<i>Organising Work</i>	How well work is defined, prioritised and allocated to projects and individuals.	<i>Work is prioritised on a triage basis: 'fight the biggest fires first'. Resources often work on multiple projects causing knowledge bottlenecks and poor project performance. Back-fill does not occur with project resources often expected to deliver their functional responsibilities.</i>			<i>Work is organised at a project level, but priorities across projects are not clearly set. Priority shifts cause resource churn with resulting levels of dissatisfaction. Back-fill arrangements in place but often inadequate in terms of numbers or skills.</i>			<i>Work (i.e. projects) driven by a Master Schedule which has clear priorities. There is an understanding that as priorities change so do resourcing arrangements. Adequate back-fill arrangements in place for resources allocated to a project.</i>		

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