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PMA6 Corporate Management Report

Version 1-0

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Summary of findings

- This is a mock up of a report and does not contain real interpretations of the data.

Findings continued ...

- 50 people took the online project management assessment, PMA6, and each selected a project role from a choice of eleven defined support and management roles
- The roles of G. project manager (6 people), H. senior project manager (15) and K. sponsor (3) were above their respective industry averages for project management knowledge, experience and decision making ability.
- The role of F. junior project manager (13) was below industry on average for both knowledge and experience while B. work-package manager (16) was the same as industry for knowledge and experience.
- The levels of knowledge for management roles are particularly high in the project management planning but also in change control, management planning and controlling.

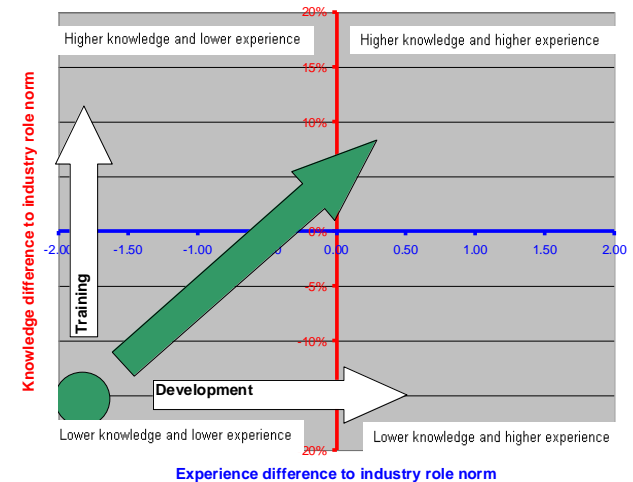
Training and development interventions

- Off the job **training** activities will principally improve knowledge
- On the job **development** activities will generally raise experience

Questions

- How important is the APMP qualification versus PMs gaining APM based knowledge and core principles at the right level?
- How does the option of 1 to 1 discussions in Provek's original proposal now fit in to the plans?
- How should delegates be selected for the right level training, e.g. PMA6, business need, and role level?

Training and development improvement paths



Recommendations

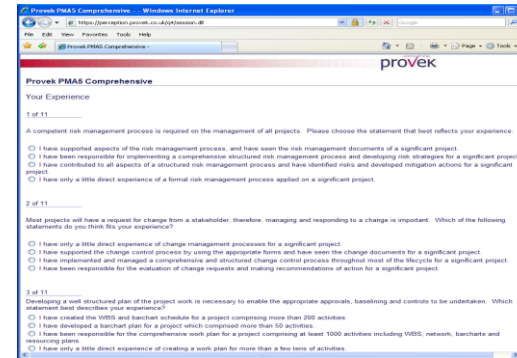
- Use the two-day APM Introductory Certificate qualification course.
- Offer five-day APMP Certificate qualification course on a highly selected basis.
- Consider a three-day non-qualification based intermediate broad engaging application based course to target those who are ready to enter at level higher than APM Introductory Certificate, but for whom APMP Certificate may be too much.
- Plan and implement a series of sponsor **training** workshops.
- Identify the areas of experience from the 15 assessed in PMA6 that are particularly important to the client and give project managers who lack it exposure to **development** them through on-the-job opportunities.

About PMA5 – the leading, most comprehensive and affordable online project management assessment tool

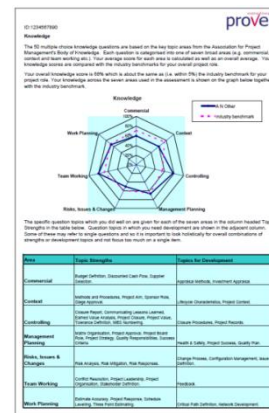
- Robust and benchmarked assessment of project management skills
- Used by major organisations and undertaken by more than 10,000 project professionals
- Covers project management experience, knowledge, decision making and behavioural indicators
- Benchmarked to industry norms and International Project Management Association (IPMA) Levels

PMA5 key features

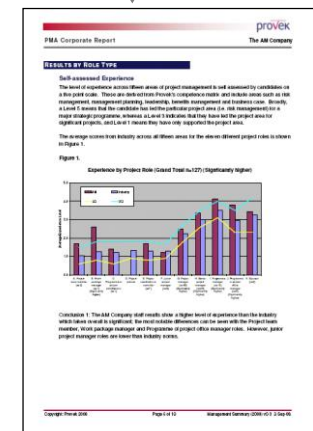
- Accessible anytime via a web browser with personal ID login
- Takes approximately 75 minutes to complete
- Personalised 5-page report sent to each participant with benchmarking
- Comprehensive management report with benchmarking
- Covers experience, knowledge, decision making and behavioural (personality) indicators
- Aligned with the APM Body of Knowledge (BoK6), competence framework 2 and Managing Successful Programmes (MSP)



Assessment questions



Participant report



Management reports

PMA5 participant report

- Page 1 – text summary of key elements of report and link to semi personalised video interpretation
- Page 2 – summary of competence levels and charts showing breakdown into areas
- Page 3 – decision ability and knowledge charts showing breakdown into areas and summaries
- Page 4 – table showing knowledge strengths and areas for development and optional APM qualification recommendation
- Page 5 – chart of personality indicators

PMA5 Assessment Report
 ID: 1234567890
 13-Sep-11
 Source: A to Z Other
 Name: The Senior Project Manager
 Email: a@b.com
 Overall summary
 Your experience overall is lower than (i.e. by between 5% and 20%) the industry benchmark and your strongest experience is in the area of budget management, program planning, and risk management. In terms of specific experience, you have managed and contributed to all aspects of cost planning, reporting and controlling, including taking corrective cost actions for significant projects. We managed the preparation of a tender and comprehensive management plan for a large complex project, and led all aspects of formal risk management process, including the continual use of risk management tools and documents, throughout significant projects.
 Your decision making ability score is 74% is higher than (i.e. by between 5% and 20%) the industry benchmark. The highest ability scores are in areas of strategic control, and recovery.
 Overall, your knowledge score is 50% which is lower than (i.e. by between 5% and 20%) the industry benchmark. You have relatively good knowledge compared to the industry benchmarks in the areas of formal controlling and risks, issues and changes.
 In terms of personality indicators, you tend to analyse situations quickly. This may be less inclined to always seek views of others when planning, and, may be influenced by changing circumstances.
 The following four pages of detailed report gives the breakdown of scores and comparisons to industry benchmarks for project management experience, ability, knowledge and personality indicators.

Competence Based Experience
 ID: 1234567890
 You described your overall project role as project manager in that you manage projects through other managers and project team members. This overall project role is used in comparisons of your experience, knowledge and decision making ability scores to the industry benchmarks.
 Experience
 You assessed your experience across 15 spans of programme and project management on a scale ranging from level 0 to level 5. The graph below shows the levels you gave for each of the 15 spans together with the industry benchmarks for your role of project manager.
 Your average score was 2.1 which is a little lower than (i.e. between 5% and 20%) the industry benchmark for your project role.
 Your average score was 2.1 which is a little lower than (i.e. between 5% and 20%) the industry benchmark for your project role.

Competence Area	Participant Score	Industry Benchmark
1. Overall project management	2.0	2.0
2. Programme management	2.5	2.0
3. Project management	2.0	2.0
4. Strategic management	2.0	2.0
5. Business management	2.0	2.0
6. Financial management	2.0	2.0
7. Human resources management	2.0	2.0
8. Information management	2.0	2.0
9. Legal management	2.0	2.0
10. Environmental management	2.0	2.0
11. Health & Safety management	2.0	2.0
12. Quality management	2.0	2.0
13. Risk management	2.0	2.0
14. Compliance management	2.0	2.0
15. Other	2.0	2.0

Knowledge
 ID: 1234567890
 The 50 multiple choice knowledge questions are based on the key topic areas from the Association for Project Management's Body of Knowledge. Each question is assigned to one or more broad areas (e.g. commercial, contract and team working etc.). Your average score for each area is calculated as well as an overall average. Your knowledge scores are compared with the industry benchmarks for your overall project role.
 Your overall knowledge score is 50% which is about the same as (i.e. within 5%) the industry benchmark for your project role. Your knowledge across the seven areas used in the assessment is shown on the graph below together with the industry benchmark.
 Your overall knowledge score is 50% which is about the same as (i.e. within 5%) the industry benchmark for your project role. Your knowledge across the seven areas used in the assessment is shown on the graph below together with the industry benchmark.

Knowledge Area	Participant Score	Industry Benchmark
Commercial	50%	50%
Contract	50%	50%
Team Working	50%	50%
Risks, Issues & Changes	50%	50%
Management Planning	50%	50%
Control	50%	50%
Costing	50%	50%
Other	50%	50%

Decision Making Ability
 ID: 1234567890
 Five situation questions were presented which each score up to 10 points. The questions covered five different aspects of a project. Each part of the question had up to eight possible answers. Scores allocated to each possible answer is weighted in proportion to the answers given over time by senior project managers. Again your total score is compared to the industry benchmarks for your selected project role.
 Your total decision making ability score based on the situational questions was 31 points out of a possible 50 points (i.e. 62%). This is about the same as (i.e. within 5%) the industry benchmarks for your project role. A breakdown of the scores by topic is shown on the graph below.

Topic Strengths	Topics for Development
Commercial	Budget Definition, Detailed Cash Plan, Supplier Profiles
Contract	Contract Review, Investment Appraisal
Control	Activity Performance, Project Audit, Sponsor Role, Stage Approval
Costing	Activity Performance, Contractual Obligations, Contract Review, Detailed Cash Plan, Project Control, Project Costs, Strategic Contract Management
Management Planning	Change Process, Project Risks, Project Review, Health & Safety, Project Success, Quality Plan
Risks, Issues & Changes	Change Process, Configuration Management, Issue Definition
Team Working	Conflict Resolution, Project Leadership, Project Organisation, Stakeholder Definition
Work Planning	Activity Performance, Project Review, Schedule Definition, Work Definition, Network Development

APM Qualification - Recommendation
 Based on your overall project role, your recent training and qualifications, and Provek's experience of the required PMA5 scores aimed at gaining each qualification, the table below provides you with an indication of the appropriate APM qualification for you. Five green shaded boxes in a column indicates that you are clearly suitable for that APM qualification.

Project role	APM Introductory Certificate	APM Practitioner	APM Professional	APM Registered Project Professional
Project role	2 Stars	1 Star	3 Stars	4 Stars
Prior training/qualifications	Green	Green	Green	Green
PMA5 performance	Green	Green	Green	Green
PMA5 knowledge	Green	Green	Green	Green
PMA5 decision ability	Green	Green	Green	Green

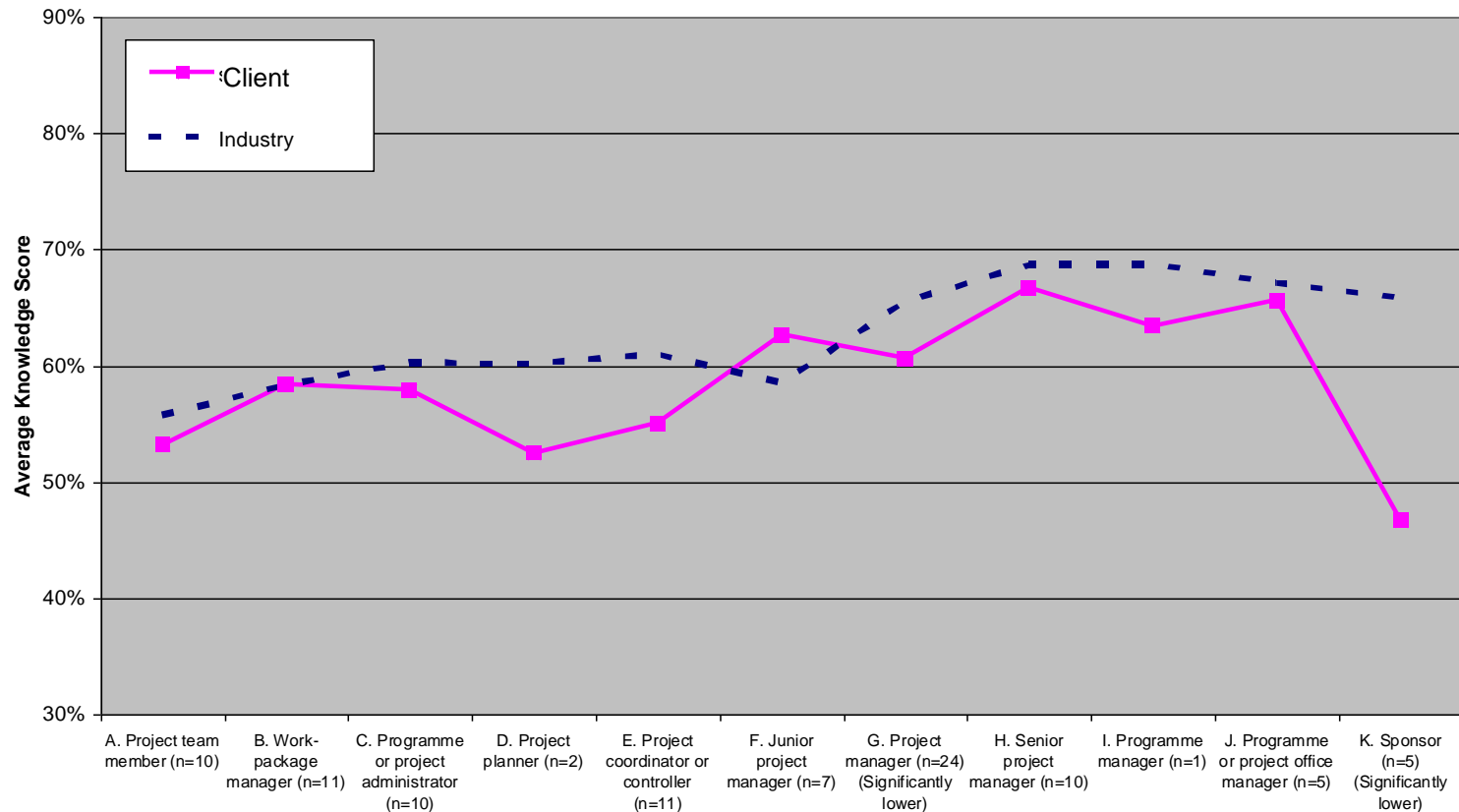
Personality Indicators
 ID: 1234567890
 The graph below shows your scores on seven personality indicators chosen to reflect those aspects important in project managers. Your scores have been normalised to the population which means that a score in the centre is average. Each unit represents 10% of the population.
 The descriptions on the left and the right hand side of the graph explain the meaning of scores in those directions. There are not more good or bad but indicate the extent to which a particular aspect of personality is distinctive relative to the population.

Indicator	Participant Score	Industry Benchmark
1. Analytical	50%	50%
2. Creative	50%	50%
3. Diplomatic	50%	50%
4. Energetic	50%	50%
5. Organised	50%	50%
6. Relaxed	50%	50%
7. Social	50%	50%

Scope: 50 assessments have been undertaken although not all five sections of each assessment were completed on all

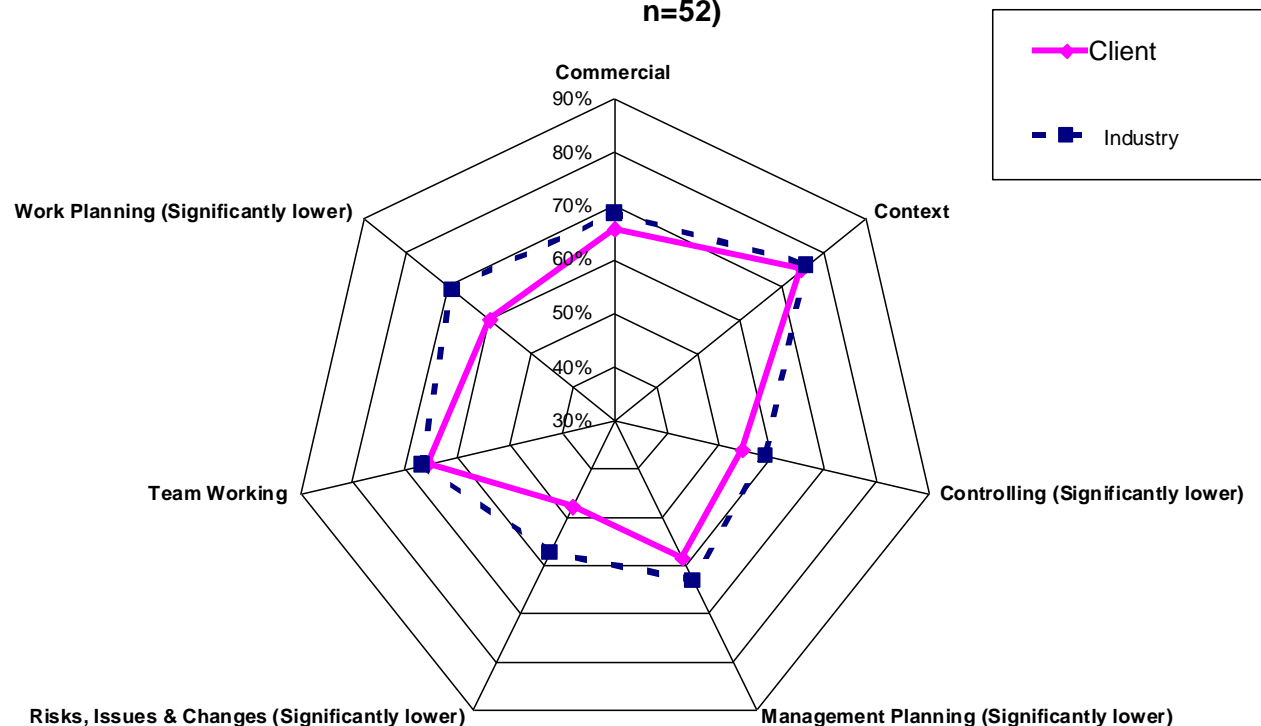
Project management knowledge is higher than the industry average all of the project and programme roles with only G. Project manager lower and C. programme office administrator the same.

Knowledge by Project and Programme Role (Grand Total n=96)



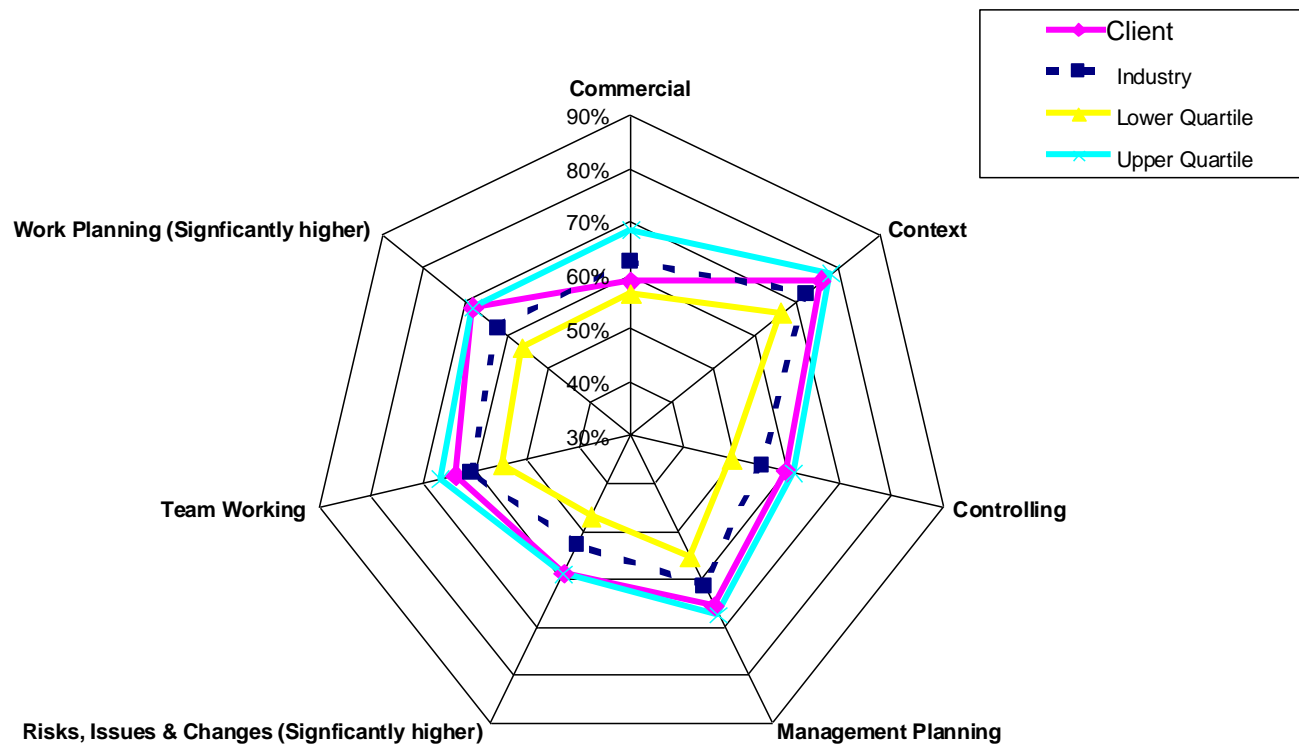
Four areas of project management knowledge are significantly lower across the two management roles (i.e. G. Project manager and K. Sponsor): work planning, risks, issues and changes, management planning and controlling.

Detailed Knowledge for Project and Programme Management Roles (Grand Total n=52)



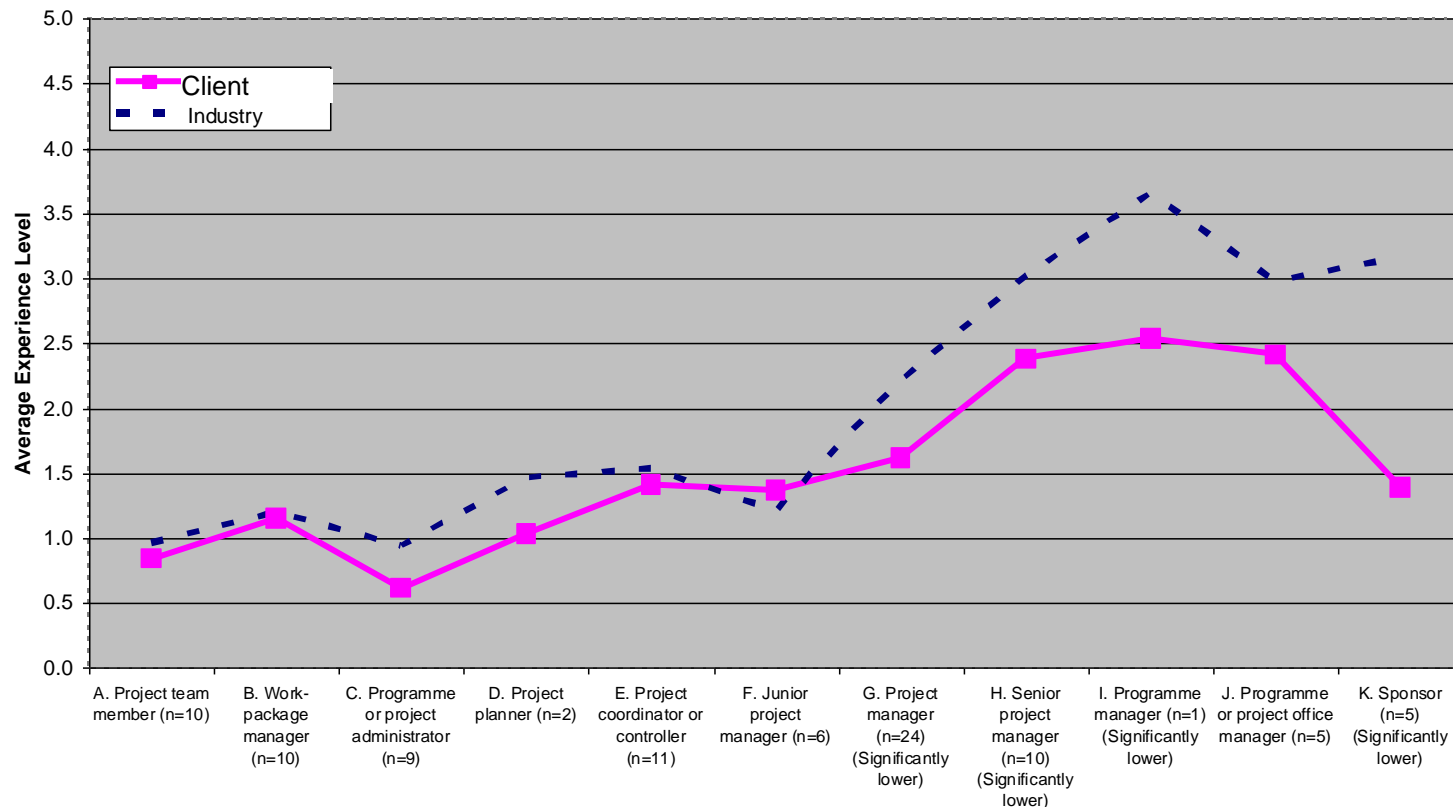
Detailed knowledge: All topic areas are much higher on average than the industry norm except for commercial

Knowledge by Topic (Grand Total n=30)



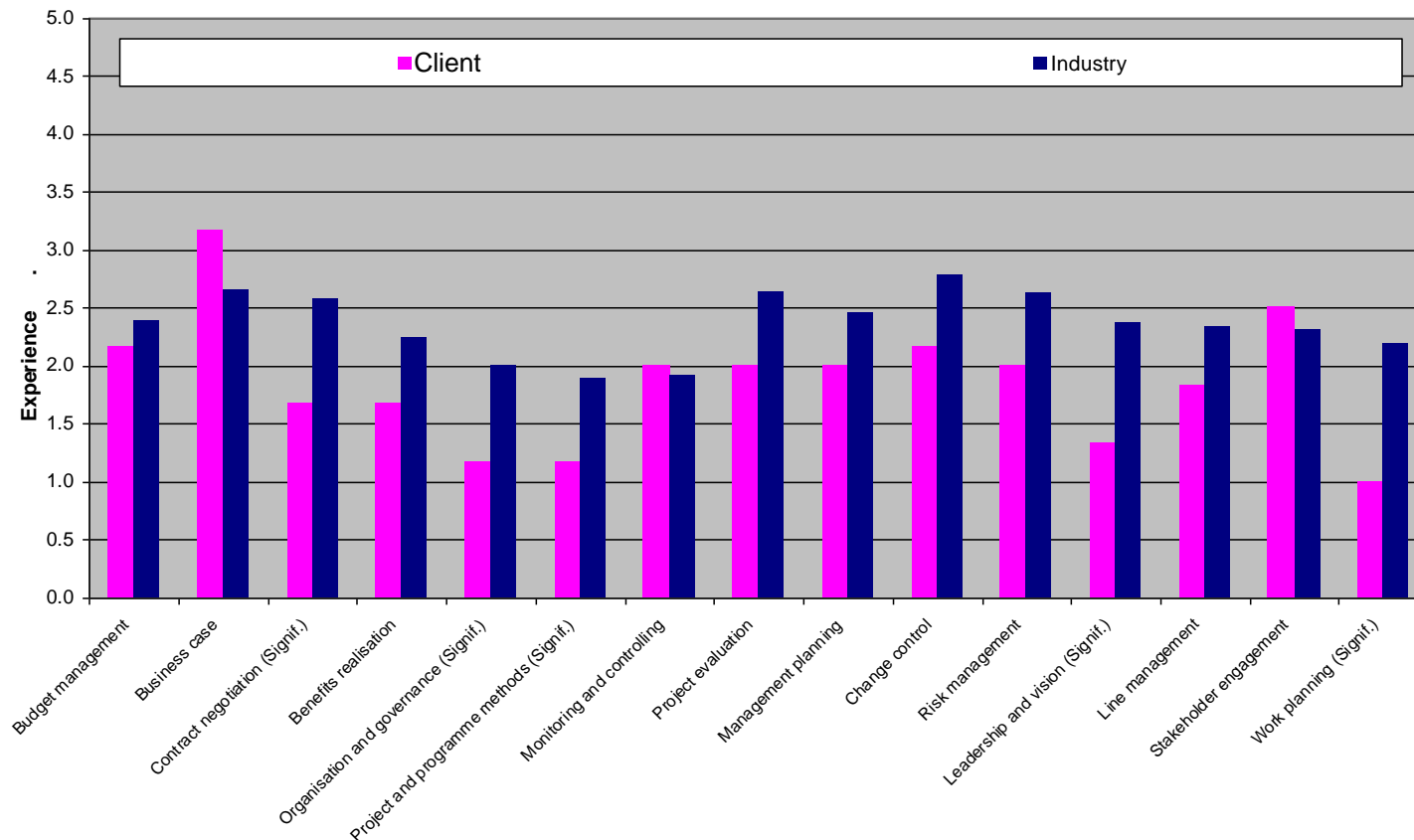
Looking at average levels of experience for the eleven project roles shows that again only the F. junior project managers taken as a group are above the industry average but three of the support roles are very close to the average. Four of the management roles are significantly lower than the industry average.

Experience by Project and Programme Role (Grand Total n=93)



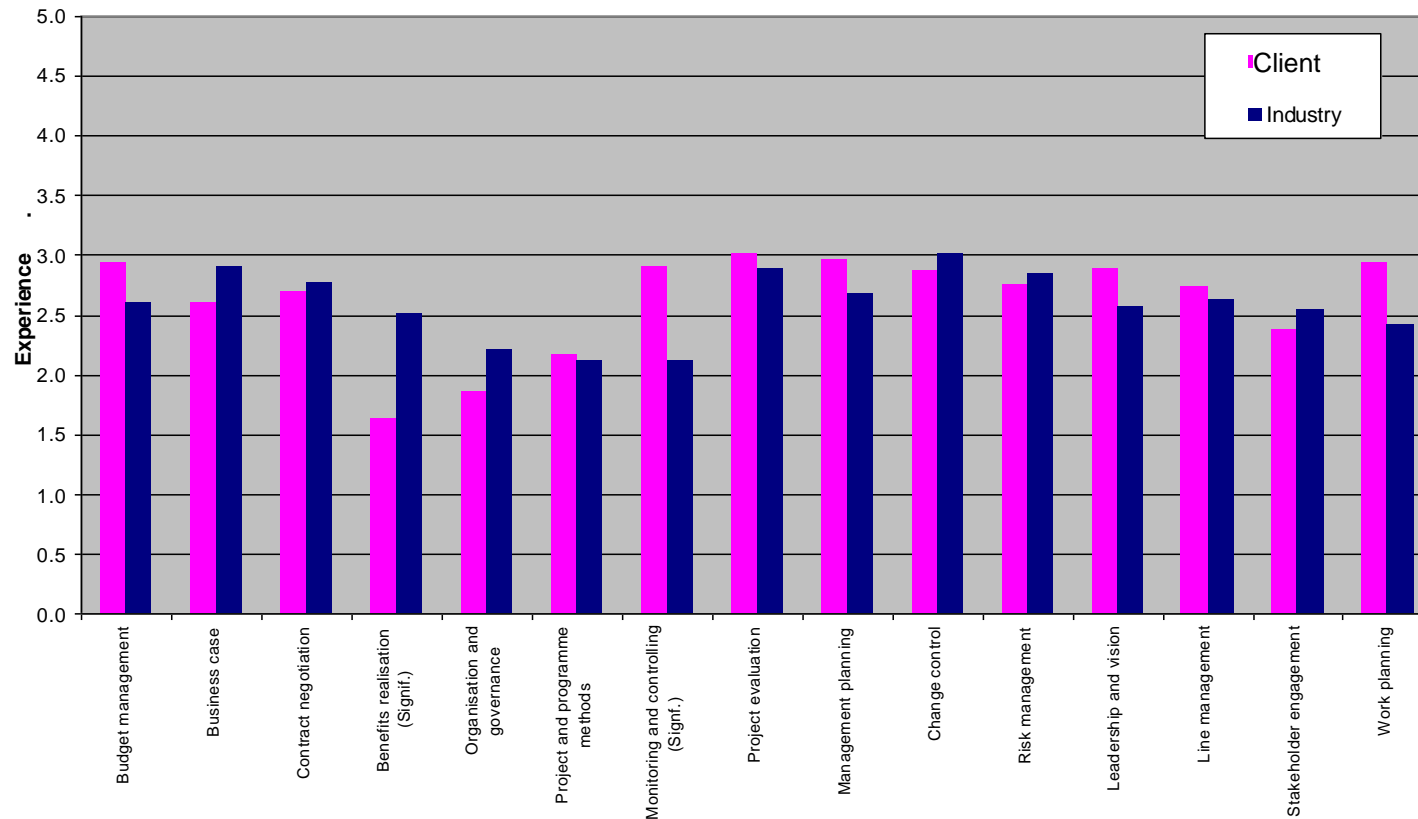
Detailed experience for six people in project management roles shows that all but two topics (project management planning and stakeholder management) are the same the industry average with five being significantly higher. The greatest difference below the industry is seen in business case.

Experience by Area for Project and Programme Management Roles (Grand Total n=6)



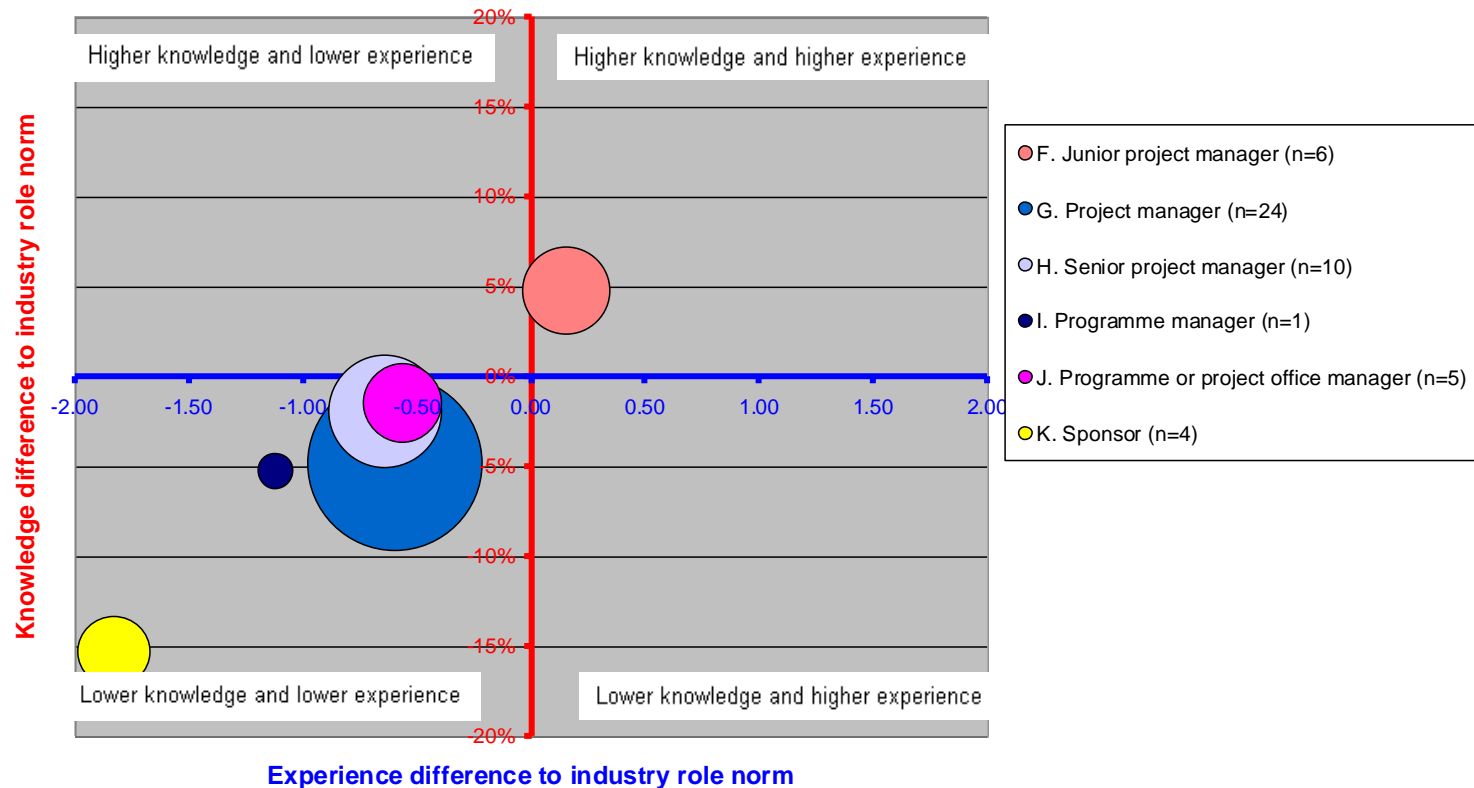
The detailed breakdown of average experience for the project management roles is significant lower in business case and significantly higher in stakeholder engagement.

Experience by Area for Management Roles (Grand Total n=63)



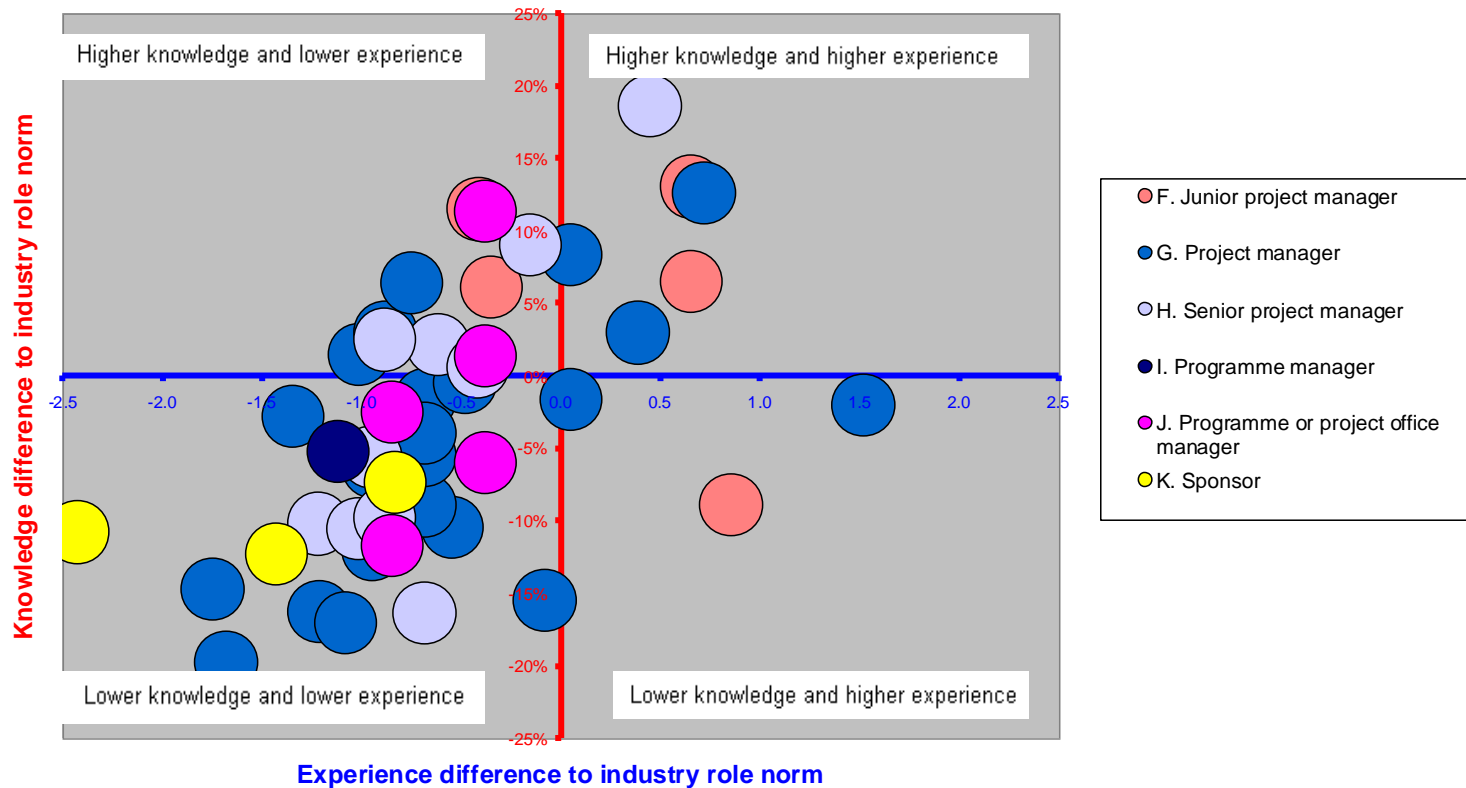
A summary of the average levels of knowledge and experience for the six management roles shows a clear correlation between knowledge and experience which for the six roles are either both below the average or both above the average for industry.

Relative Experience and Knowledge by Project and Programme Management Roles Compared to Industry Averages



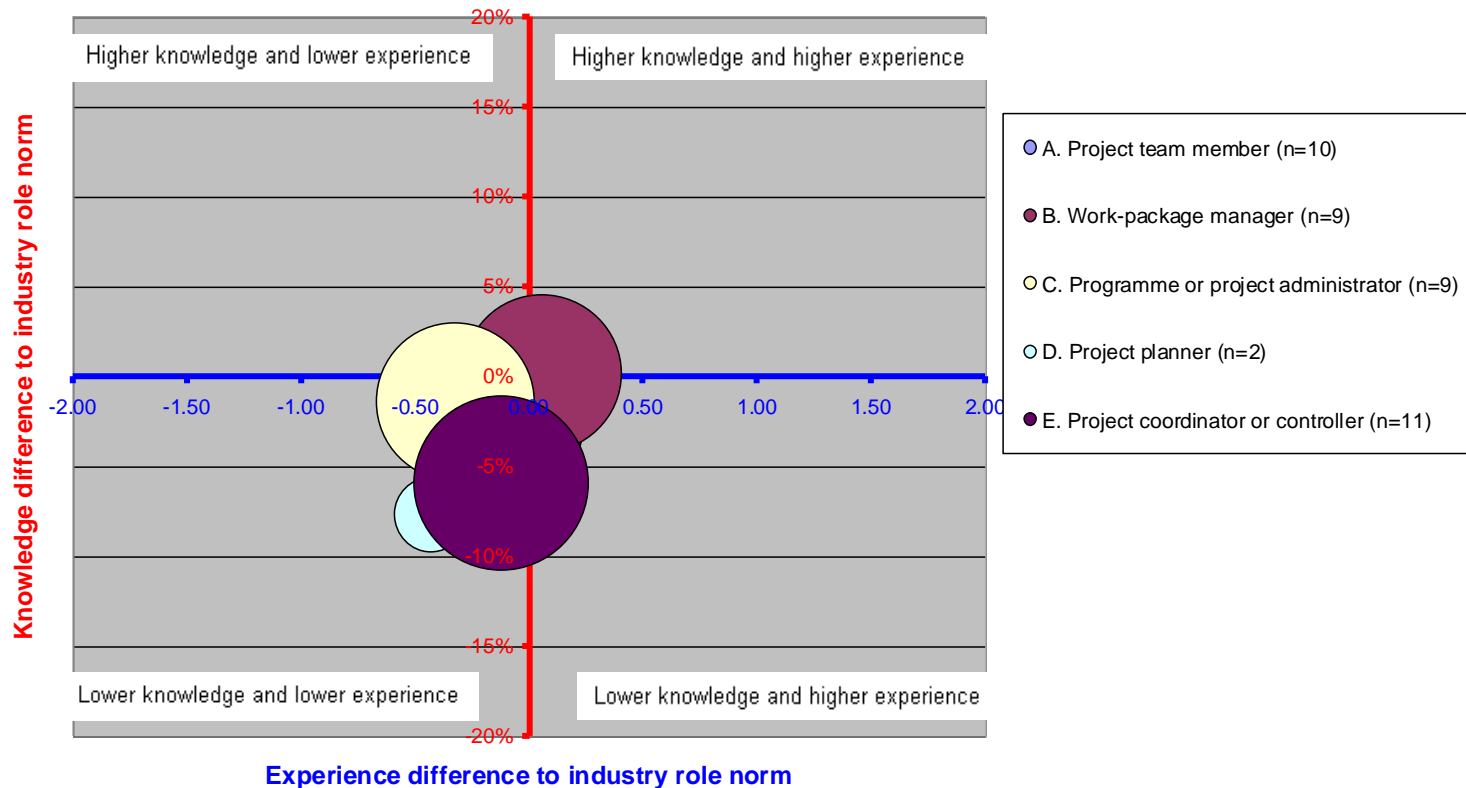
This shows the individual results for each of the six management roles. It shows that six managers (two junior, three project managers and one senior) are above the industry average for both knowledge and experience.

Detail of Relative Experience and Knowledge by Project and Programme Management Roles Compared to Industry Averages



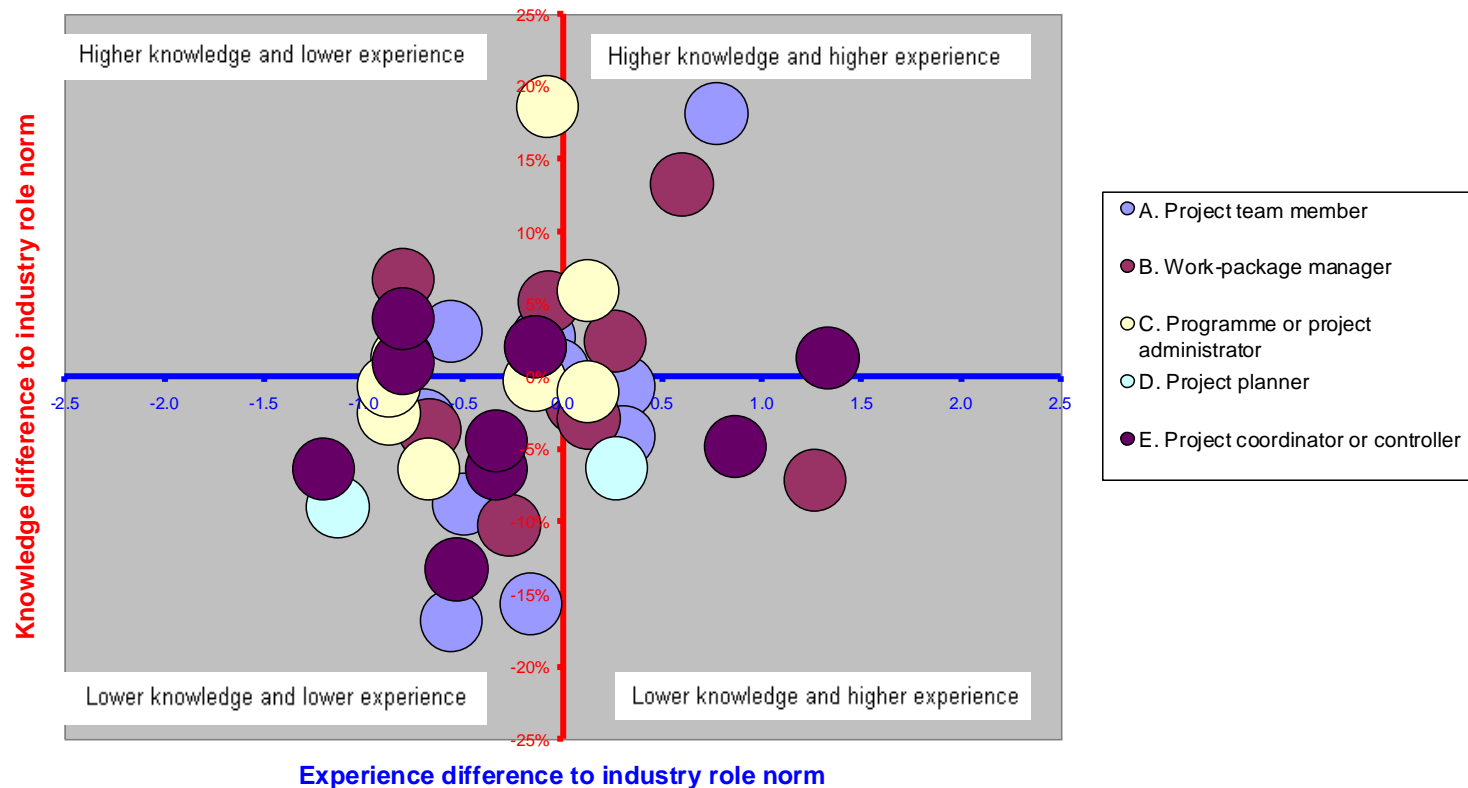
This shows the average levels of knowledge and experience of the five support roles relative to their industry averages. The B. work-package managers are in line with the industry average for both experience and knowledge.

Relative Experience and Knowledge by Project Support Roles Compared to Industry Averages



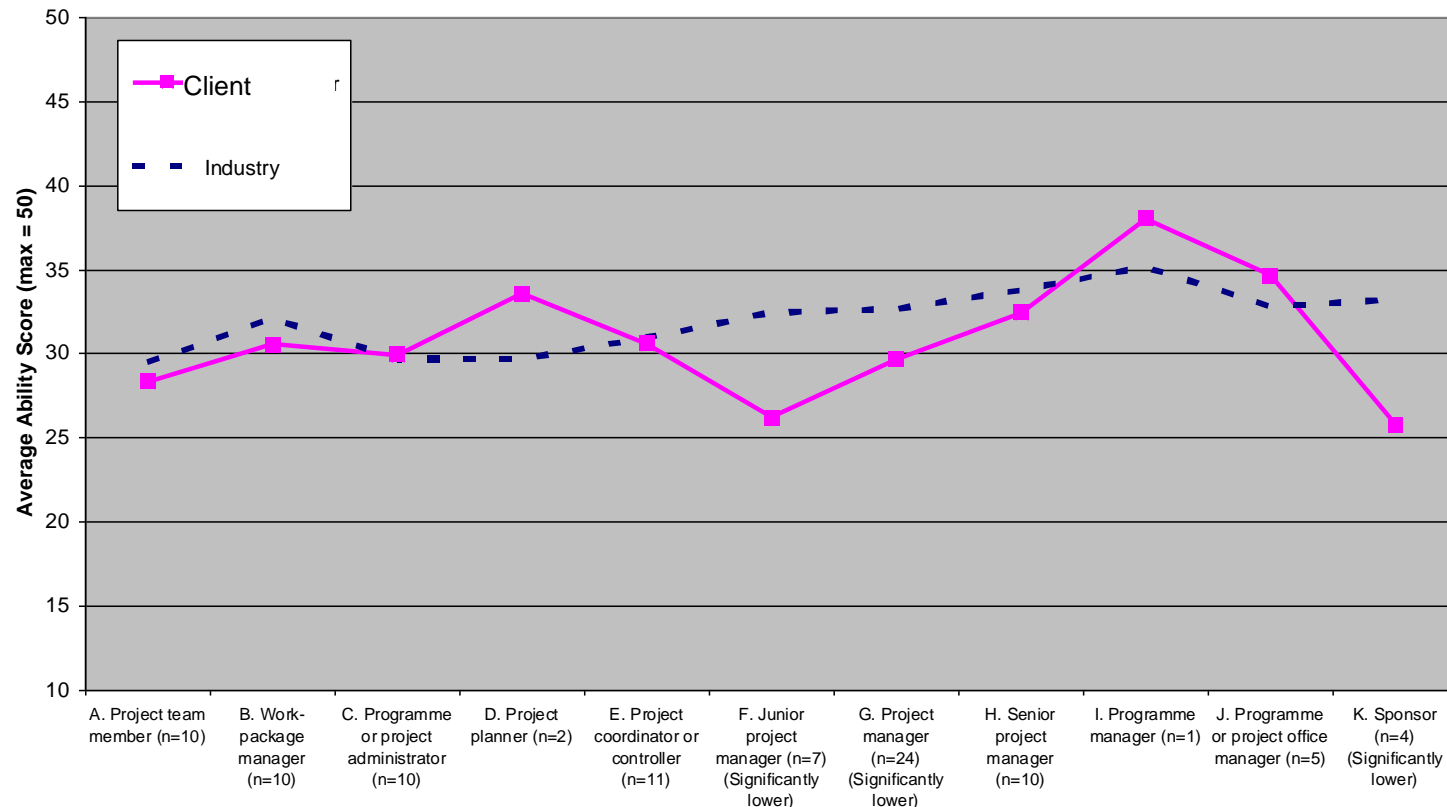
Each individual result for the five support roles is shown relative to the corresponding industry average. One project team member, three work-package managers, and one administrator are above for both knowledge and experience.

Detail of Relative Experience and Knowledge by Project Support Roles Compared to Industry Averages



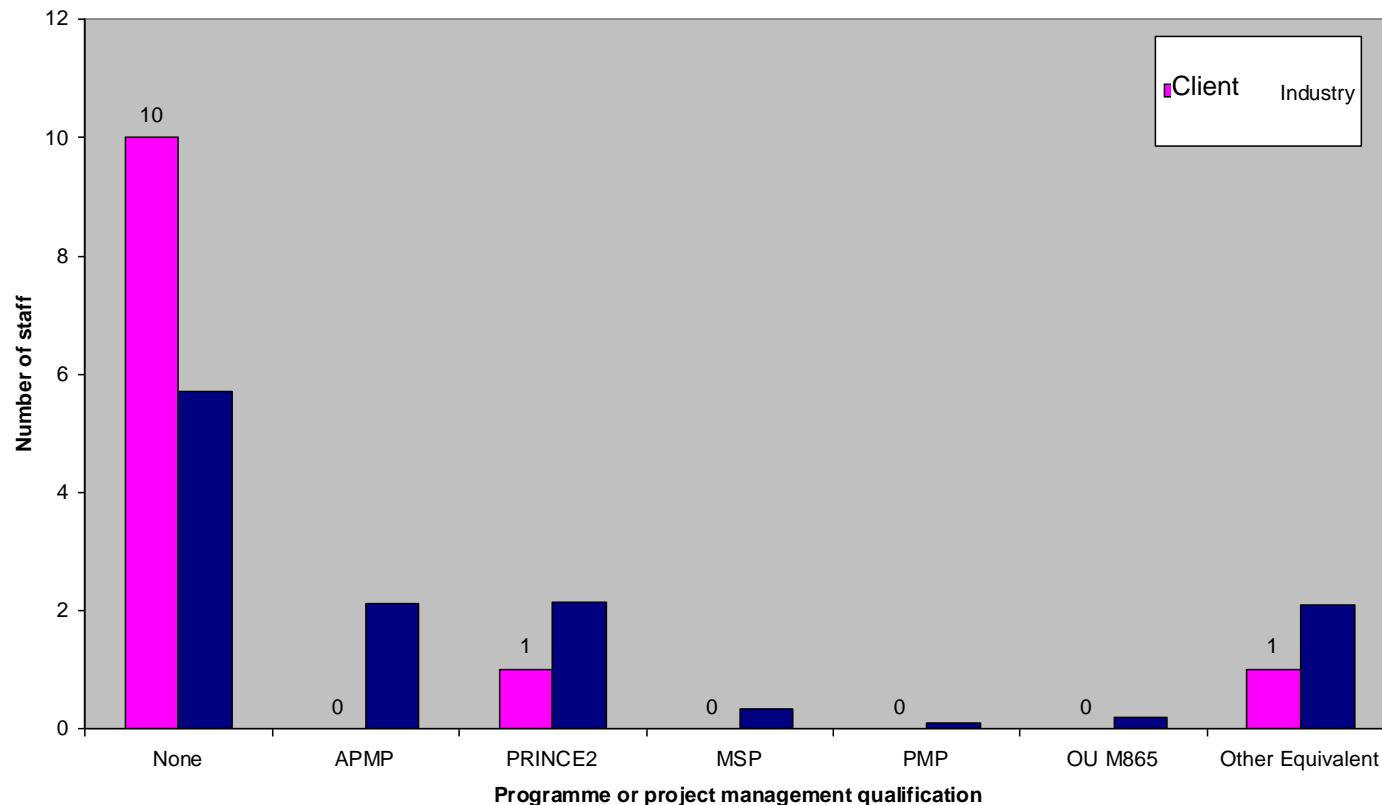
Situation decision making was tested through five questions. Although two roles comprising only three people are above the industry average, the key project management roles and sponsor roles are mostly significantly below industry.

Situational Decision Ability by Project and Programme Role (Grand Total n=94)

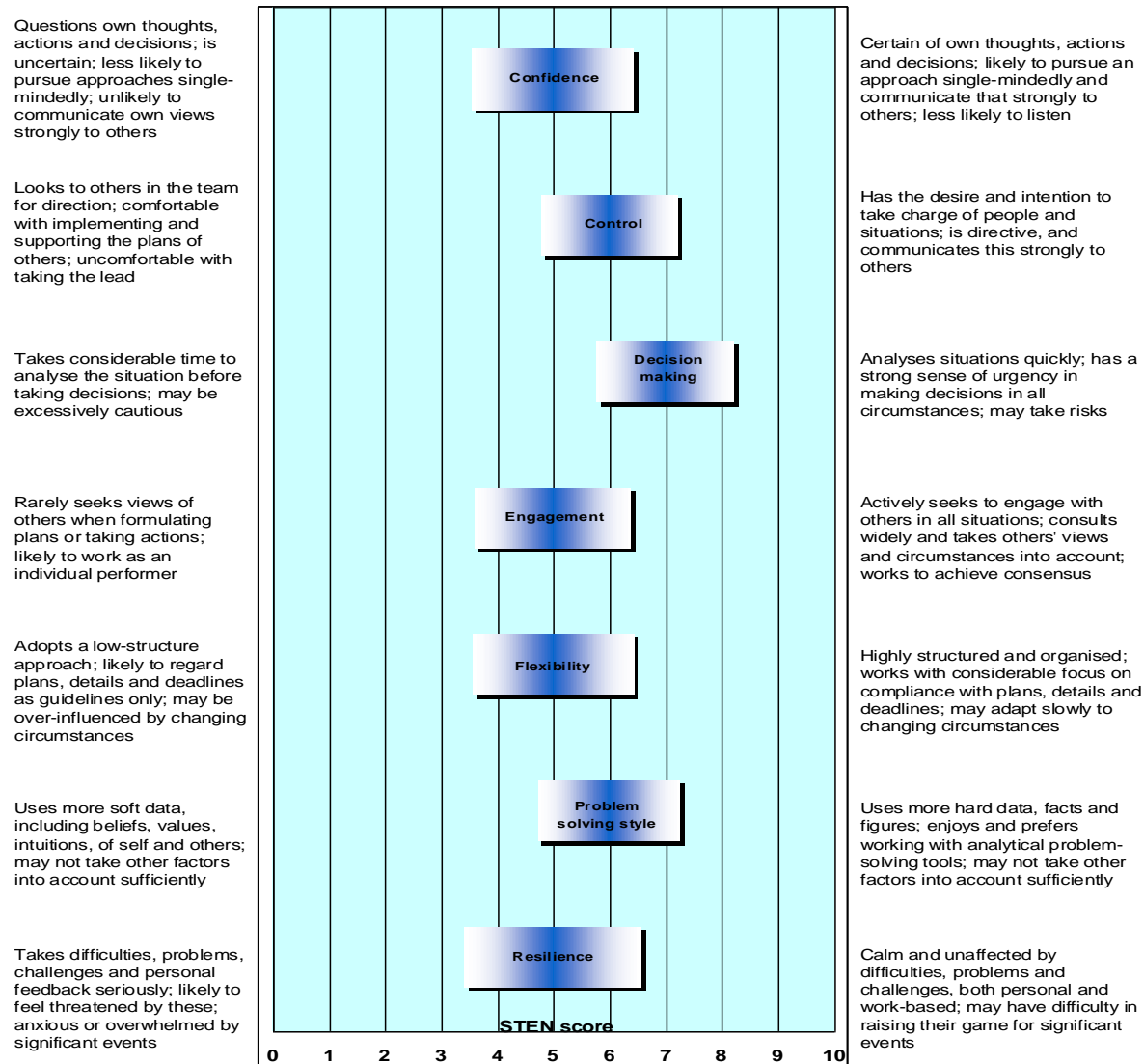


In comparison to a similar weighted sample of project roles drawn from our database, fewer project management qualifications are held by the project staff.

Distribution of Project Management Qualifications (n=12) Compared to Industry Averages



The other project roles showed on average a tendency to make quicker decisions than the industry norm



While most senior project managers are fitted for APMP based on their individual PMA5 knowledge, experience and decision making scores, the majority of G. project managers are not.

For those who completed questions about a recent project they had managed, it is possible to estimate roughly its level of complexity and to compare that with an average score based on the PMA5 results. The table below shows the count for each combination of complexity of project and overall PMA5 score using the IPMA scale extended from A to E. Overall there is a reasonable fit between complexity of project and rating of person.

Project_IPMA	A	A/B	B/C	C	C/D	D	Grand Total	
C	Managing a lower rated project than the person's rating		Managing an appropriated rated project for the person			1	1	
D						6	7	
E	Managing a lower rated project than the person's rating						3	3
Grand Total				1			10	11

- Managing a lower rated project than the person's rating
- Managing an appropriated rated project for the person
- Managing a slightly higher rated project than the person's rating
- Managing a higher rated project than the person's rating