



From 192 to 8!

Assessment & selection of project managers for development

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&

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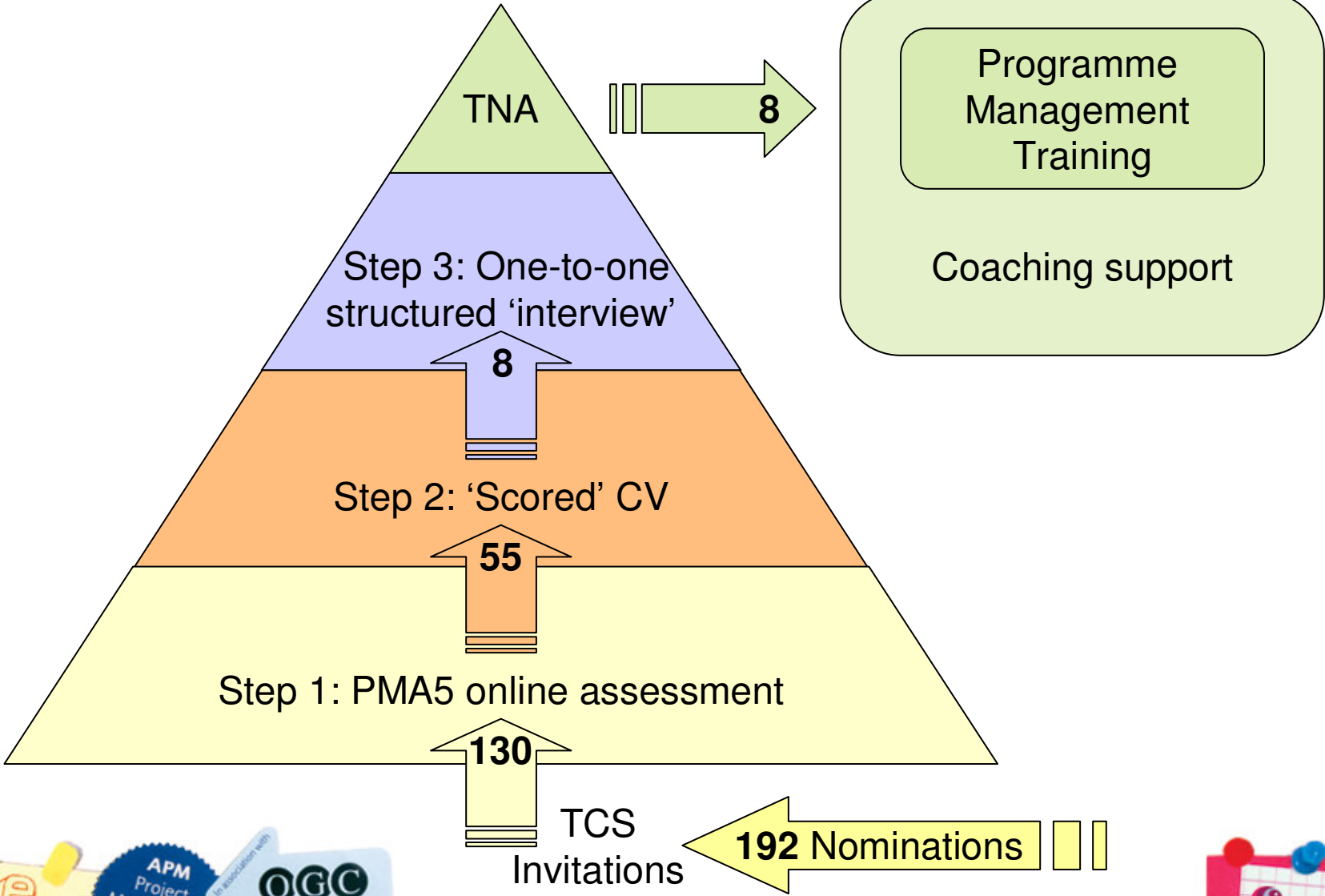


Client need

- Identify and grow future potential programme management capabilities from within TCS to run large client programmes
- Grow managers to cope with TCS' rapidly expanding business
- Share knowledge and align programme management practices across levels
- Plan and deliver a programme to develop the programme management competence

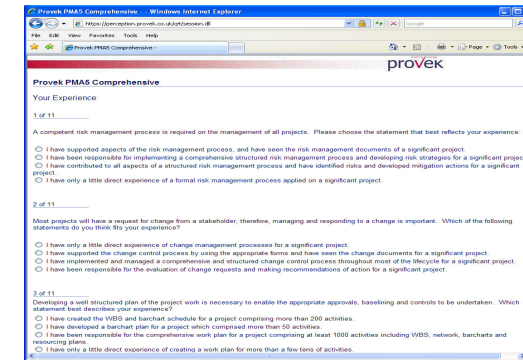


Assessment approach

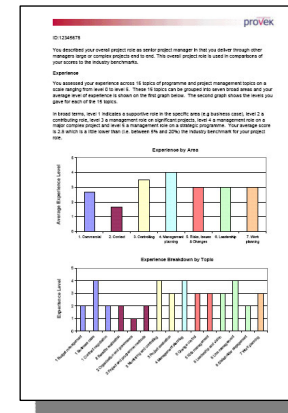


Step 1: PMA5 online assessment – for 130

- Provek's leading PPM online assessment, with benchmarked data from over 5,000 PPM staff – competence based experience, knowledge, decision making ability and personality assessed
- Approved by APM for assessment of PQ candidates
- Benchmarked to industry norms and APM levels
- Accessible anytime via a web browser with personal ID login
- ~60 minutes to complete
- Personalised 5-page report sent to each participant
- Comprehensive management reports identify training needs



Online questions



Personalised participant report



Management reports



PPM = Programme and Project Management



Step 1: PMA5 – Results 130 to 55

Name	Experience	Knowledge	Ability	Personality Gap	Total Score	Decision
John Smith	3.5	87%	39	11	4.0	Yes
Joe Bloggs	3.2	75%	47	15	4.0	Yes
Susan Jones	3.3	63%	40	12	3.5	Yes
Deepak Singh	2.9	56%	39	8	3.0	Yes
Colin Jarvis	1.9	70%	45	10	3.0	Yes
Sudha Gopal	2.8	63%	28	12	2.5	No (Mgt?)
James Deacon	1.6	72%	31	18	2.0	No

- Total score - summation of experience, knowledge, ability and personality gap
- TCS target personality profile agreed from which to base personality gap
- All scores of 3.0 or above, taken to next step of assessment
- All scores of 2.5 or below, not taken forward, unless justified by TCS Management



Step 2: 'Scored' CV – Results 55 to 8

Name	Moderated Overall Rating	PMA5 Total Score	Recommendation
John Smith	A	4.0	Yes
Joe Bloggs	B	4.0	Yes
Susan Jones	A	3.5	Yes
Rajib Gupta	B	3.5	Yes
Jordan Jenkins	B	3.5	Yes
Deepak Singh	B	3.0	Yes
Colin Jarvis	C	3.0	No (Mgt?)
Sudha Gopal	C	2.5	No
Janice Watts	D	3.0	No

- Scored CV overall rating combined with PMA5 Total Score to make final recommendation
- Management review decided on borderline candidates



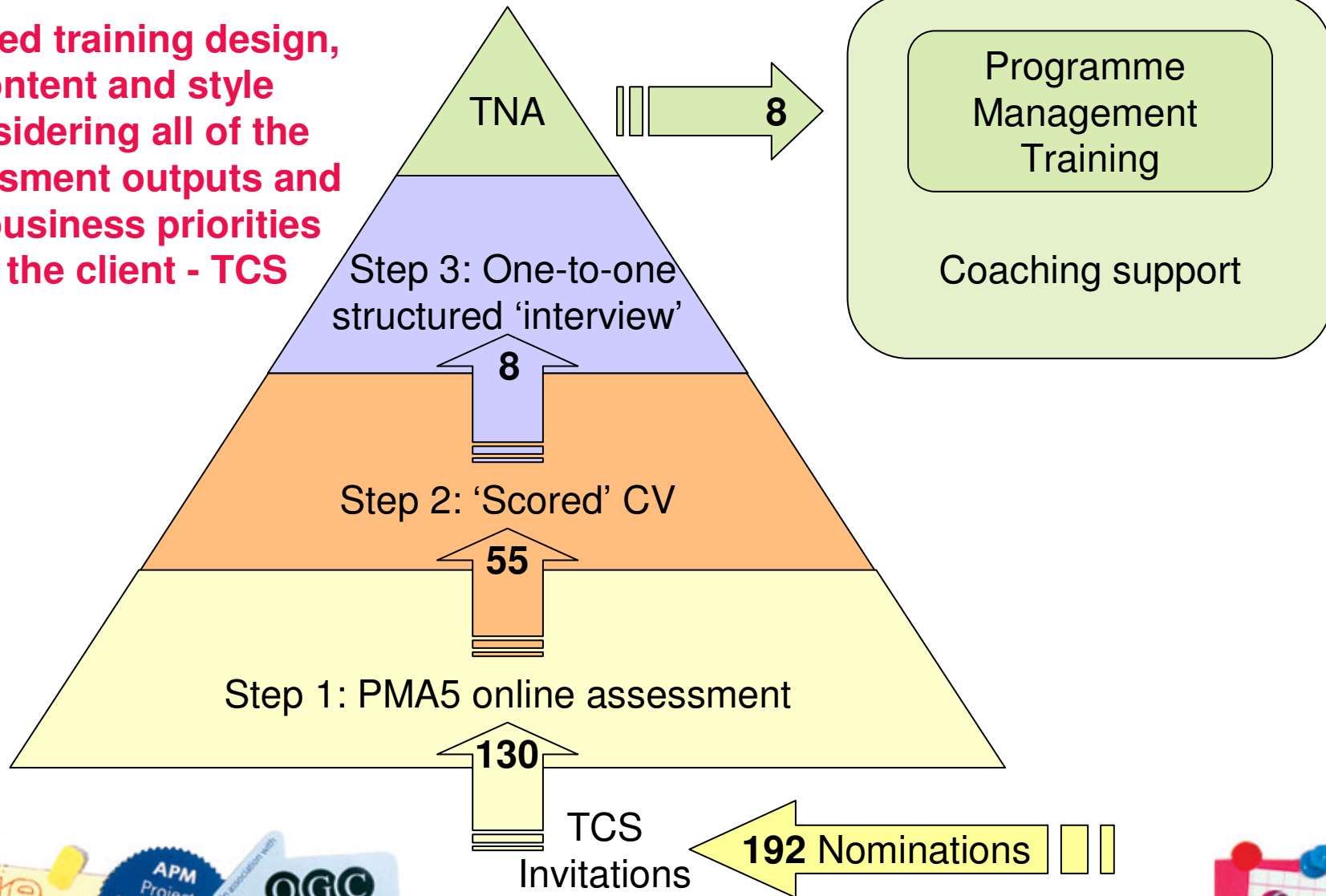
Step 3: One-to-one 'interview' – for 8

- Aim is to explore 'beyond the CV' in terms of level of project experience, prior relevant training, strengths and areas for development – 30 minutes duration
- Review of normal CV prior to 'interview'
- Consistent framework of questions used – with variations according to level of knowledge and experience of individual
- Areas of relative 'weakness' from earlier PMA5 or Scored CV probed further
- Example questions:
 - What do you believe your project and programme management strengths are – and why?
 - Thinking about recent projects or programmes, what areas of project or programme management do you feel you need to strengthen – and why?



Assessment approach

Tailored training design, content and style considering all of the assessment outputs and the business priorities for the client - TCS



Summary - from 192 to 8!

- Credible, robust and multi-layered assessment
- Combined online tools with face-to-face
- Management review point at every stage
- All 130 participants in the selection process benefited – through objective individual feedback regarding own PPM strengths and development needs
- Training and development programme was informed and tailored using the outputs from the assessment process



....so what would we do differently next time?

.....and finally, what was the overall view of TCS?



Question 1:

- Do you believe you are a 'better than average' project manager?



Question 2

- Have you objectively compared yourself against other project managers outside your own organisation?

