



**Project Management Assessment  
Corporate Report for  
The AM Company**

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## EXECUTIVE SUMMARY

This PMA5 Management Report presents a detailed analysis of project management experience, knowledge, ability and personality indicators for the 127 AM Company project staff who completed the assessment during April to September 2008.

The key findings from the PMA5 assessment for the overall group are as follows:

- Experience
  - i. The breakdown by participant business area shows that in general overall experience levels increase with project roles for each business area.
  - ii. Taken together all the AM Company staff on average displayed higher levels of experience than the industry norms, the most notable differences can be seen with the project team member, work package manager and Programme of project office manager roles.
  - iii. The levels of experience of the programme and project management roles across all The AM Company staff are significantly higher in the areas of Commercial and Leadership.
  
- Knowledge
  - i. When reviewing the overall knowledge levels of each project role, The AM Company staff are generally higher than the industry norms
  - ii. It is worth noting that in general across the project manager roles overall knowledge levels steadily increase with project role, the exceptions are B. work package manager, I. programme manager & J. programme or project office manager.
  - iii. The distribution of knowledge for The AM Company staff is generally equal to or above the industry norm. With the following areas displaying significantly higher knowledge: team working, risks issues and context and management planning
  
- Situational decision making ability scores are in line with industry
  - i. The decision making ability scores of The AM Company staff are generally significantly higher than industry. However, Project co-ordinator or controllers ability levels are slightly below the industry norms.
  
- Personality indicators
  - i. The AM Company project staff are more certain of their own thoughts, actions and decisions; and are likely to pursue an approach single-mindedly and communicate that strongly to others. They are also more analytical, using hard data and facts, than industry project staff and respond seriously to challenges

**SCOPE OF ASSESSMENT**

Provek conducted an on-line assessment of project staff from The AM Company in the period from 11-Apr-08 to 01-Sept-08. The assessment comprised four blocks of multiple choice questions covering personal information, self-assessed levels of experience in different project management areas, knowledge across the Association for Project Management’s APMP syllabus of the Body of Knowledge, ability questions based on different project management situations and personality style questions.

Each participant is asked to select the project role from the options given below which best describes their project experience. The breakdown by project role of the project staff assessed is given in Table 1.

**Table 1.**

A. Project team member	2
B. Work-package manager	1
C. Programme or project administrator	1
D. Project planner	
E. Project coordinator or controller	7
F. Junior project manager	8
G. Project manager	50
H. Senior project manager	25
I. Programme manager	19
J. Programme or project office manager	8
K. Sponsor	6
Grand Total	127

Role Title	Role Purpose
A. Project team member	Works in a project team undertaking the technical work
B. Work-package manager	Leads a section working on a defined part of a project
C. Programme or project administrator	Provides a range of general administrative support and assistance to a programme or a project
D. Project planner	Establishes and maintains detailed and comprehensive project work plans for a large complex project
E. Project coordinator or controller	Assists a project manager in managing a large project by undertaking planning, communications, reporting and controlling activities
F. Junior project manager	Manages non-complex projects with few external interfaces and leads many of the project team members directly
G. Project manager	Manages projects involving external suppliers and other organizational divisions through other managers and project team members
H. Senior project manager	Delivers through other managers large or complex projects end to end involving several organizations and multiple disciplines, interfaces and suppliers
I. Programme manager	Manages a strategically important programme through a number of interrelated large projects and has responsibility for planning the benefits realization
J. Programme or project office manager	Leads a support office team providing a range of planning and reporting services and implementing consistent best practice across large projects or strategic programmes
K. Sponsor	Owns the success of the programme or project, provides leadership and ensures that it delivers value

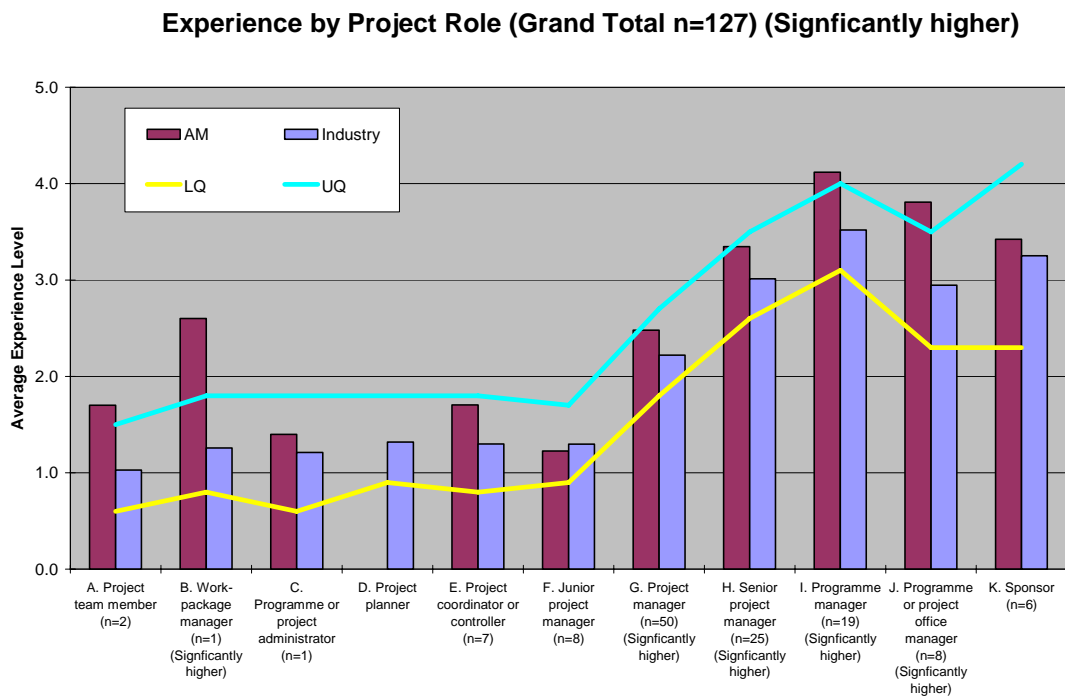
**RESULTS BY ROLE TYPE**

**Self-assessed Experience**

The level of experience across fifteen areas of project management is self assessed by candidates on a five point scale. These are derived from Provek’s competence matrix and include areas such as risk management, management planning, leadership, benefits management and business case. Broadly, a Level 5 means that the candidate has led the particular project area (i.e. risk management) for a major strategic programme, whereas a Level 3 indicates that they have led the project area for significant projects, and Level 1 means they have only supported the project area.

The average scores from industry across all fifteen areas for the eleven different project roles is shown in Figure 1.

**Figure 1.**



Conclusion 1: The AM Company staff results show a higher level of experience than the industry which taken overall is significant; the most notable differences can be seen with the Project team member, Work package manager and Programme of project office manager roles. However, junior project manager roles are lower than industry norms.

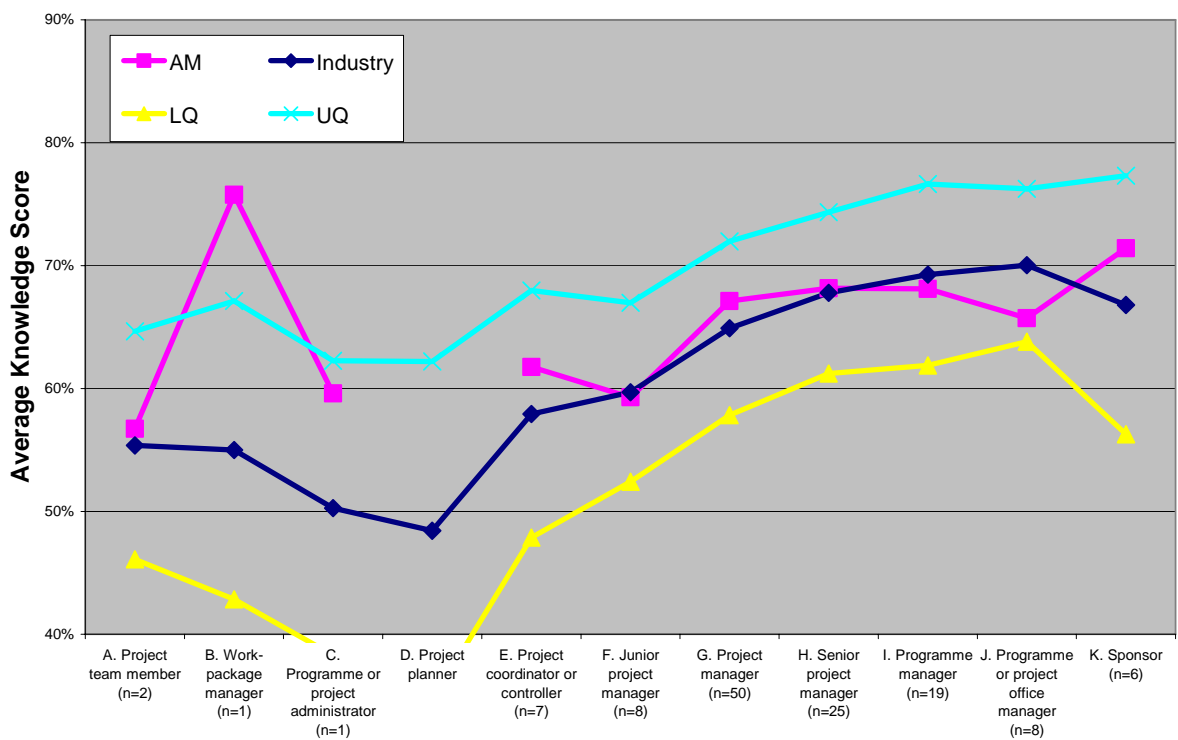
### Knowledge Scores

The knowledge of project staff is tested through 50 multiple-choice questions. An average knowledge score is calculated for each participant and these results can be grouped and averaged again by project role type.

Figure 2 below shows a presentation of the average knowledge scores for The AM Company staff and those for all participants previously assessed. A trend is seen in the industry norm results of steadily increasing knowledge with increasing project management role from project coordinator to programme manager.

Figure 2.

Knowledge by Project Role (Grand Total n=127) (Significantly higher)



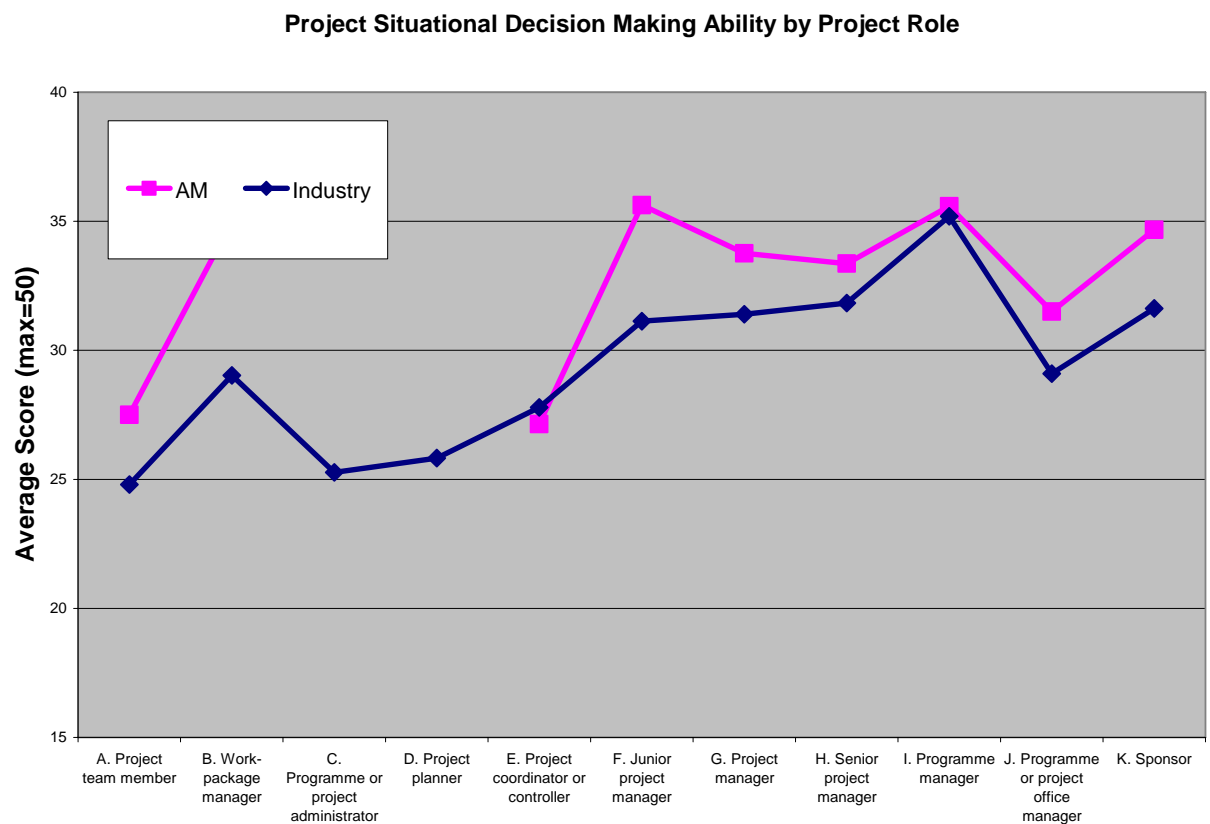
Conclusion 2. The average knowledge of each project role grouping of The AM Company staff is generally higher than the industry, with just two exceptions; Programme manager and Programme or project office manager (which are lower than the industry norm).

### Ability Scores

A similar presentation and comparison of results can be undertaken for the tested ability of project staff. This was done through five multiple response situational questions for which a maximum score of 50 points was possible. The data given in Figure 3 below indicates a slightly increasing ability score for the project manager role types for industry norm data.

The AM Company results are also shown in Figure 3 again highlighting the comparisons and similarities with the industry norm scores.

Figure 3.

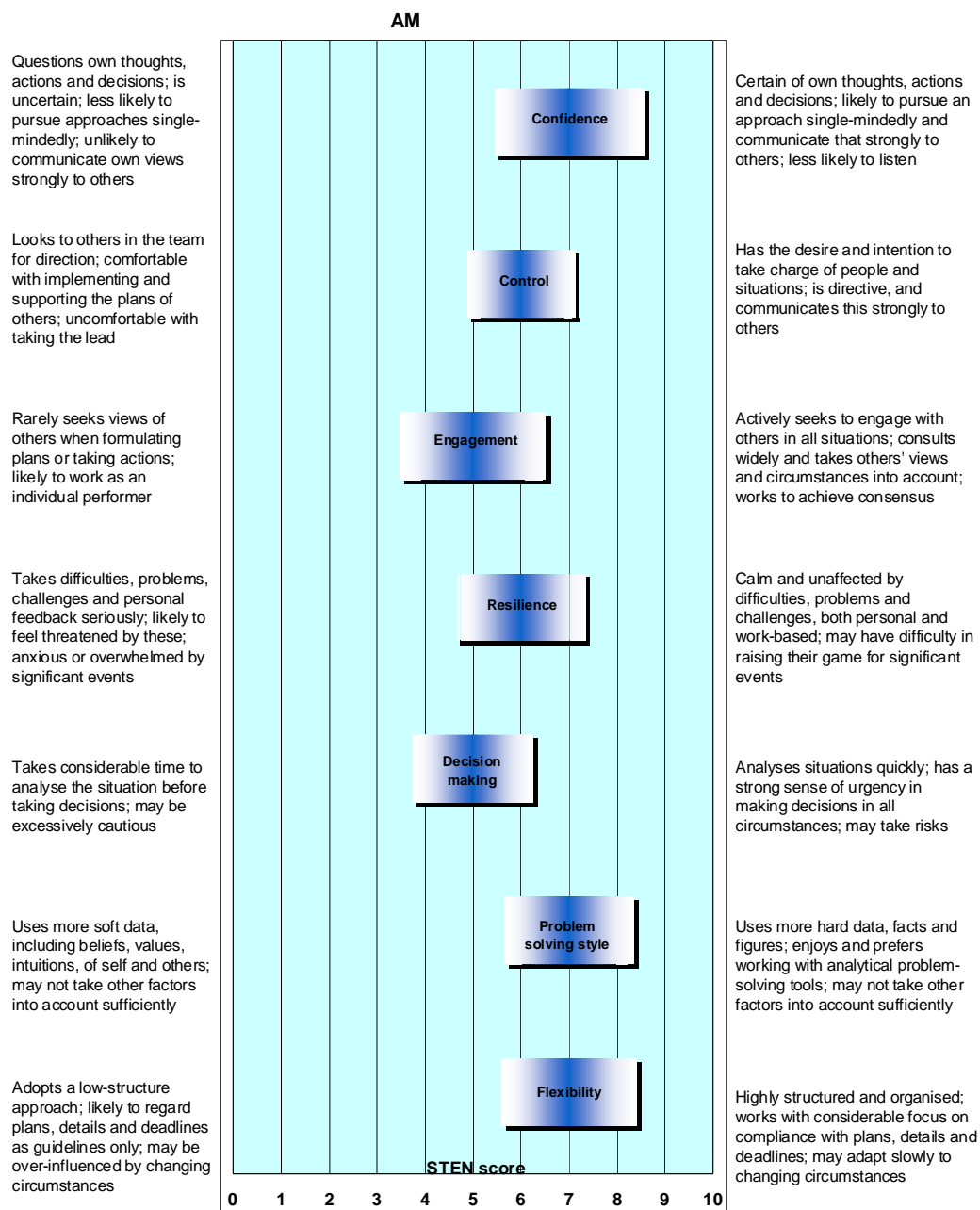


Conclusion 3. The decision making ability scores of The AM Company staff are generally significantly higher than industry. However, Project co-ordinator or controllers ability levels are slightly below the industry norms.

## Personality Results

The graph below (Figure 4) shows the group's scores on seven personality indicators chosen to reflect those aspects important in project managers. The score has been normalised which means that a score of 5.0 is average. Each unit represents 10% of the population. The length of the bar represents the spread of results of all the participants. The descriptions on the left and the right hand side of the graph explain the meaning of very low (towards 1.0) and very high (towards 9.0) scores. These do not mean good or bad but indicate the extent to which a particular aspect of personality is displayed relative to the population.

Figure 4.



Conclusion 4: The AM Company project staff are more certain of their own thoughts, actions and decisions; and are likely to pursue an approach single-mindedly and communicate that strongly to others. They are also more analytical, using hard data and facts, than industry project staff and respond seriously to challenges.

**DETAILED RESULTS FOR MANAGERS**

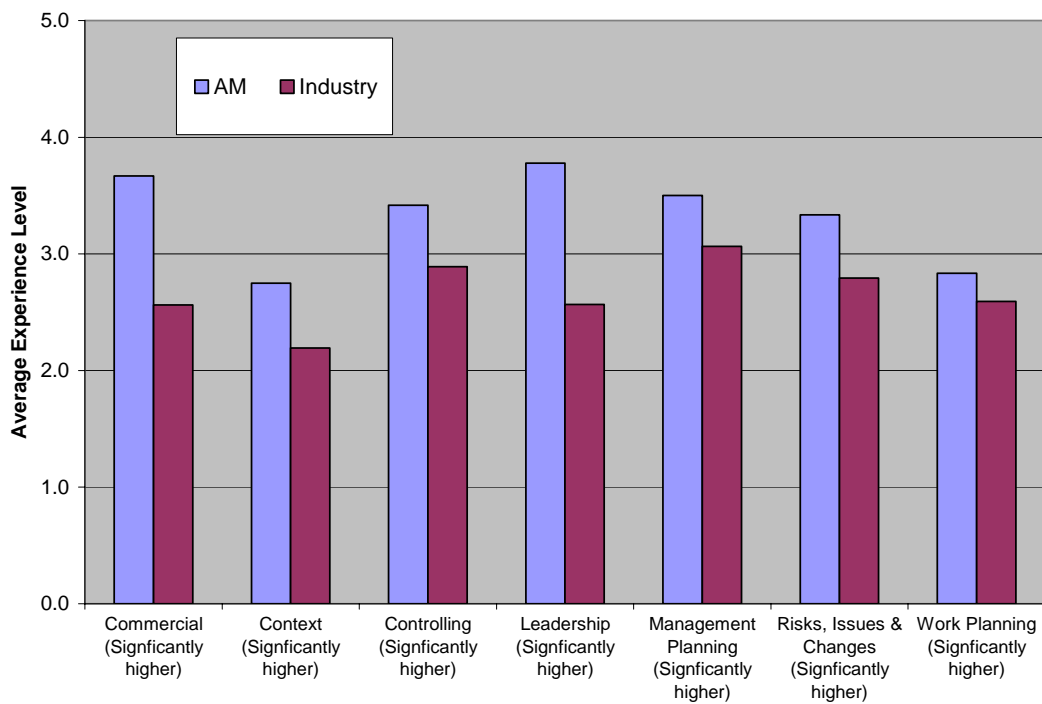
The results for the six programme and project management roles (i.e. junior project manager, project manager, senior project manager, programme manager, PPO manager and sponsor) can be compared to the industry norms in more detail by analysing them against seven areas of experience and knowledge.

**Self-assessed Experience**

The analysis of managers' experience scores by area for The AM Company is given in Figure 5 together with the weighted industry norms for all managers.

**Figure 5.**

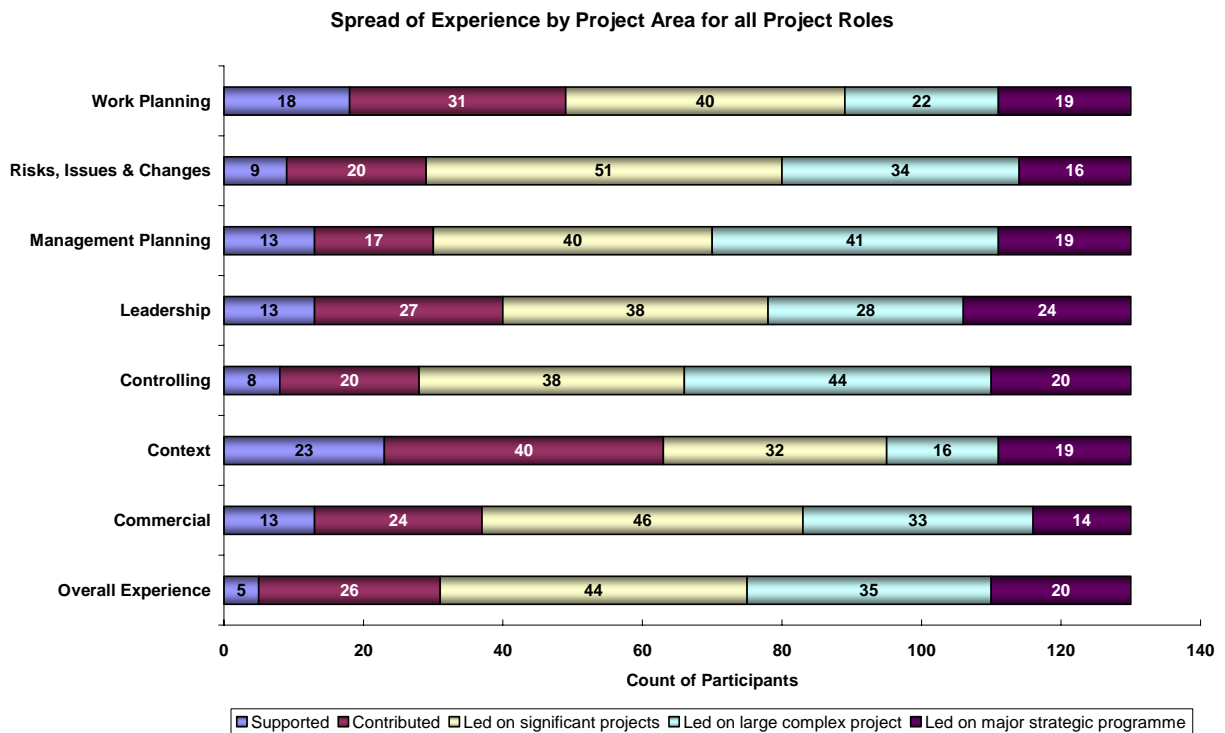
**Experience by Area for Management Roles (Grand Total n=117)  
 (Significantly higher)**



Conclusion 5. The levels of experience of all the management roles is significantly higher for The AM Company staff, in particular in the areas of Commercial and Leadership.

The distribution or spread of the experience broken down by project areas for all project roles (not just management roles) in the assessment is shown in Figure 6 below.

Figure 6.



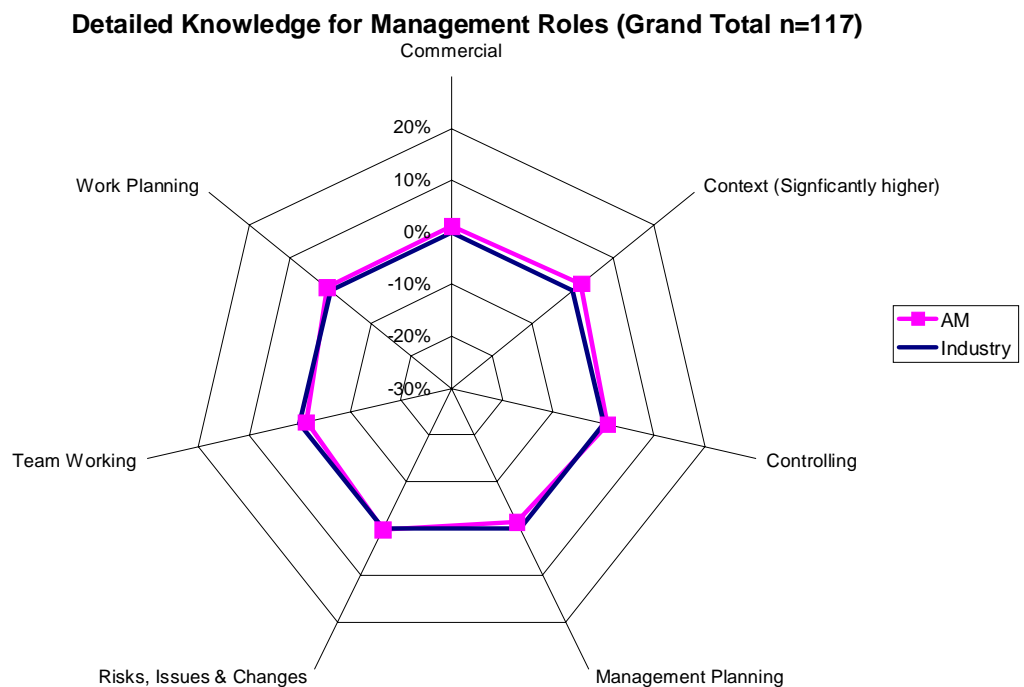
Conclusion 6. There is considerable breadth of experience within the staff assessment. The experience is spread across all project roles. It can be noted that in all project areas except project context the greatest level of experience is show for people who have led on significant projects.

**Knowledge Scores**

Each question is classified into the seven areas of project management used above namely, Commercial, Context, Controlling, Management Planning, Team Working, Risks, Issues and Changes, and Work Planning.

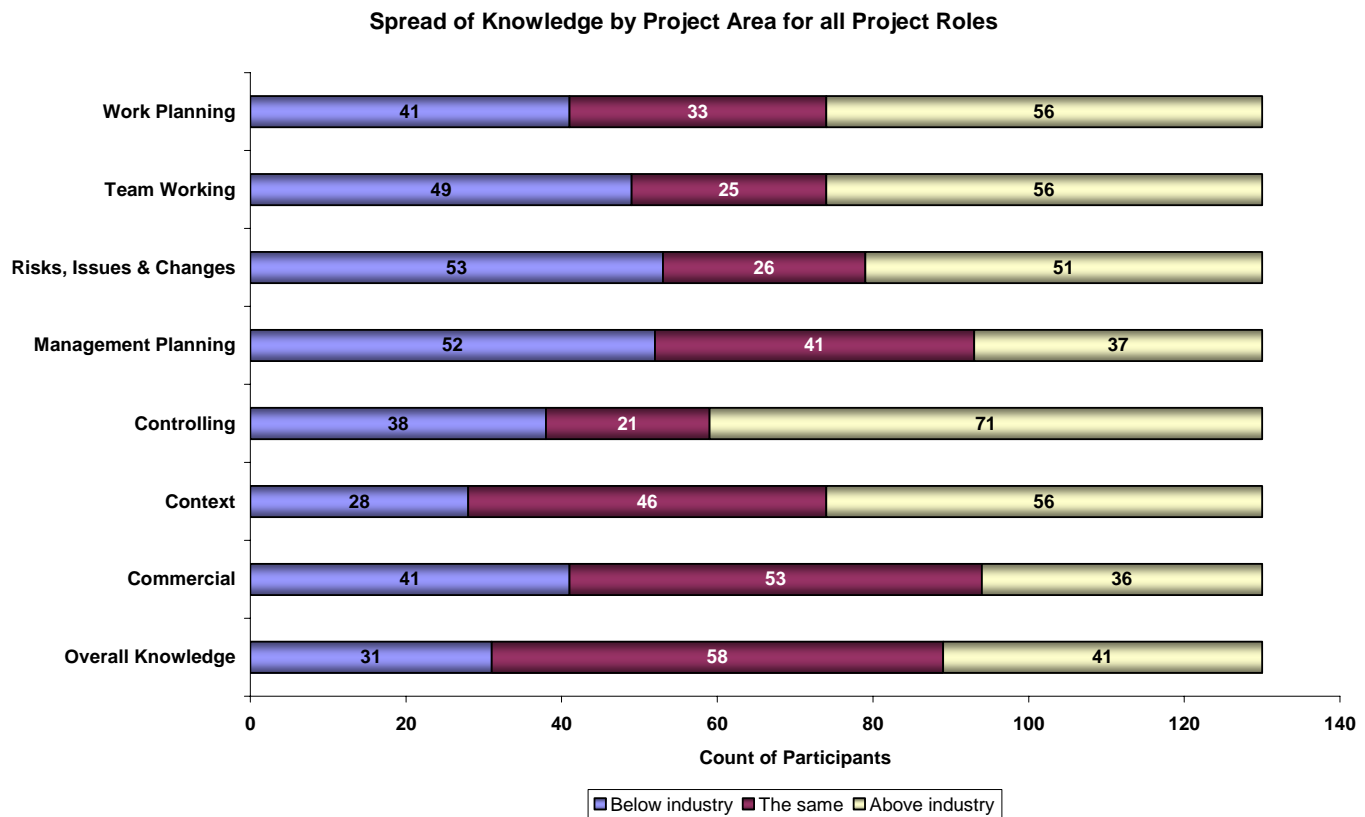
The analysis of managers' knowledge scores by area for The AM Company is given in Figure 7 together with the weighted industry norms for all project managers.

**Figure 7.**



**Conclusion 7.** The level of knowledge in the management roles is equal to that in industry in almost all areas. It can be noted that in the area of project context The AM Company management staff were significantly higher.

The relative spread of this knowledge for all roles (not just management) is shown in Figure 8 below.



Conclusion 8. The distribution of knowledge for The AM Company staff is equal to or above the industry norm. It is worth noting that over half of staff's knowledge of project context is significantly above the industry norms.

## Strengths and Weaknesses

Taking all the knowledge results for the managers and averaging their scores by the Association for Project Management’s Body of Knowledge topics identifies the overall strengths and weaknesses. Table 2 below shows the topics which are significantly higher than industry (shaded green at the top of the table) and those which are significantly lower than industry (shaded orange at the bottom of the table).

**Table 2.**

2.7 Health, Safety and Environmental Management
7.4 Conflict Management
4.7 Configuration Management
3.4 Budgeting and Cost Management
3.1 Scope Management
3.3 Resource Management
1.5 Project Sponsorship
3.6 Earned Value Management
1.6 Project Office
6.1 Project Life Cycles
6.8 Organisational Roles
4.1 Requirements
3.2 Scheduling
2.4 Project Management Plan
7.2 Teamwork
6.5 Handover and Closeout
2.5 Project Risk Management
1.4 Project Context
3.5 Change Control
3.8 Issue Management
7.5 Negotiation
5.4 Procurement
1.1 Project Management
6.9 Methods and Procedures
4.3 Estimating
2.2 Stakeholder Management
6.6 Project Reviews
6.7 Organisation Structure
1.2 Programme Management
2.1 Project Success and Benefits Management
5.1 Business Case
7.3 Leadership
2.6 Project Quality Management
7.1 Communication

Conclusion 9. The specific topics in need of development include: project quality management, programme management, organisation structure, project success and benefits management, business case, leadership and communication.

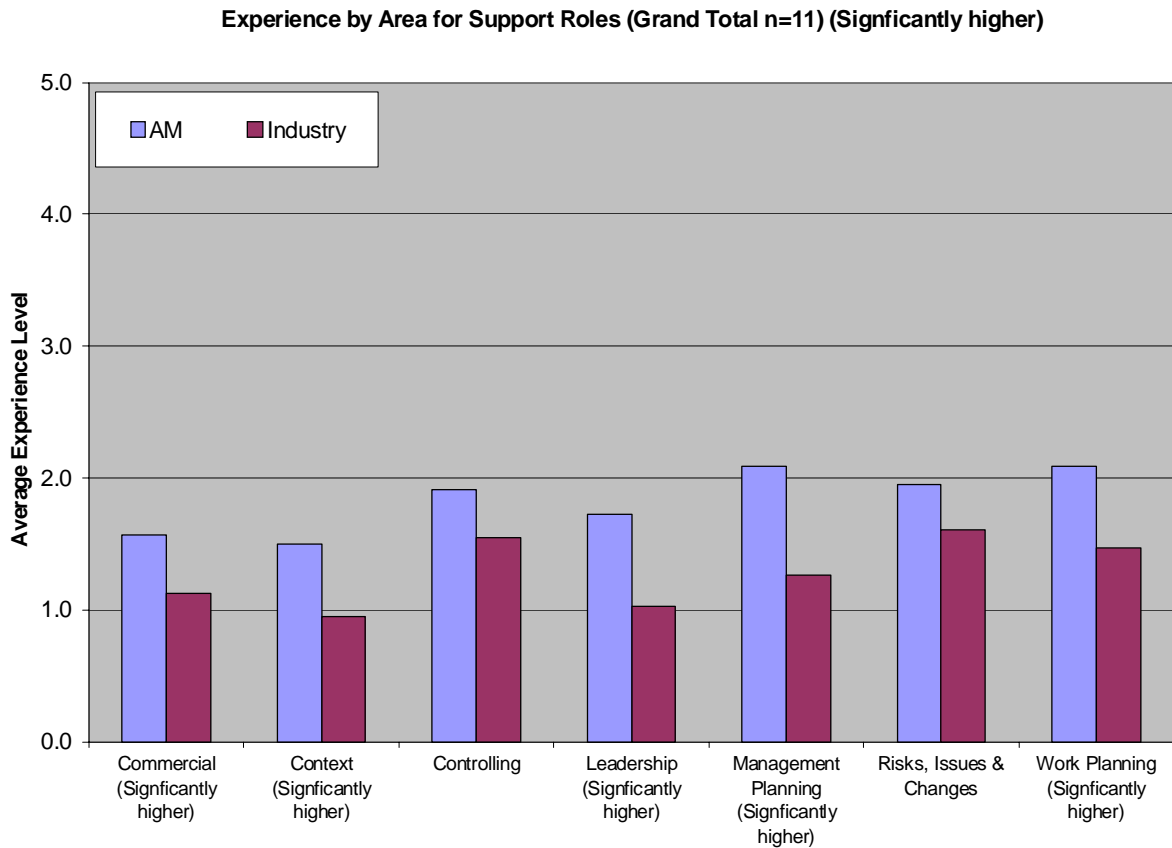
**DETAILED RESULTS FOR PROJECT SUPPORT STAFF**

The results for the five programme and project support roles (i.e. project team member, work-package manager, administrator, project planner and project coordinator) can be compared to the industry norms in more detail by analysing them against the seven areas of experience and knowledge.

**Self-assessed Experience**

The analysis of project support staff experience scores by area for The AM Company is given in Figure 9 together with the industry norms for all project managers

**Figure 9.**

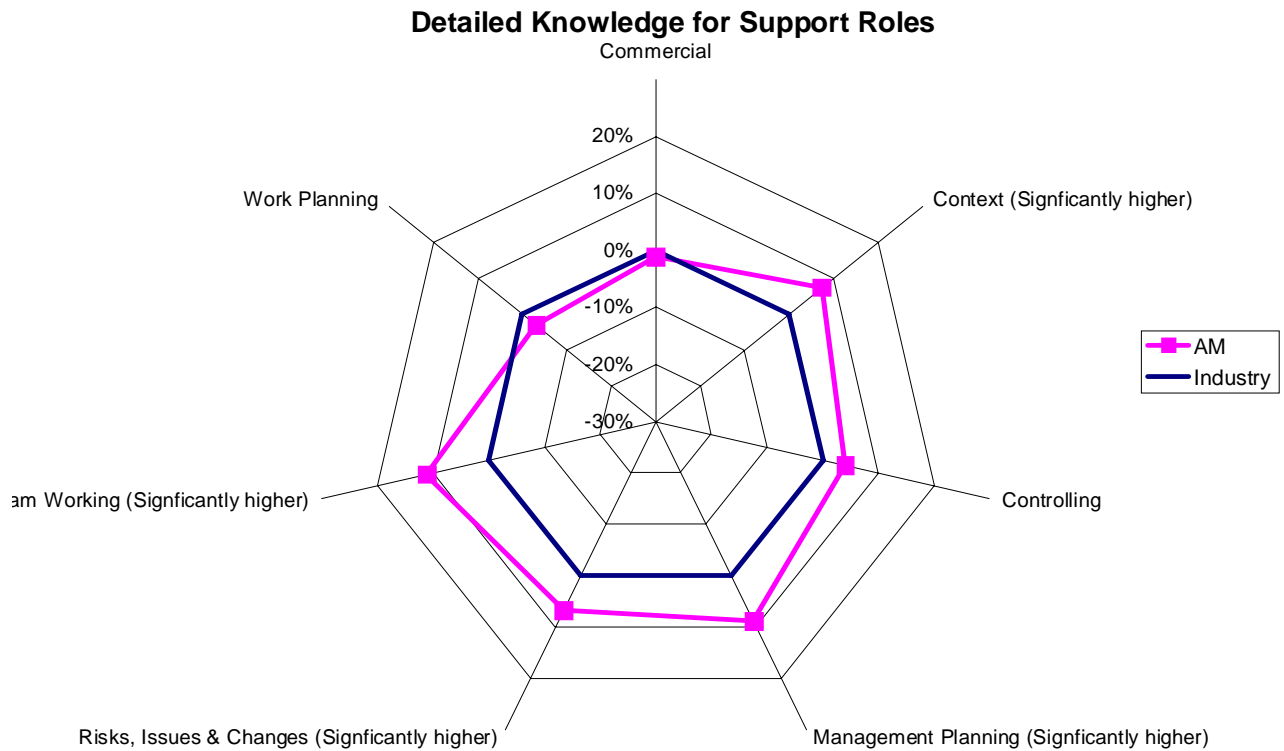


Conclusion 10. The levels of experience of the support roles of The AM Company staff is above industry norms in all areas, most notably in management planning and work planning.

**Knowledge Scores**

The analysis of The AM Company project support staff knowledge scores by area for is given in Figure 10 together with the industry norms for all project support staff.

**Figure 10.**



Conclusion 11. The level of knowledge is significantly higher in the support roles taken as a group in the areas of team working, risks issues and context and management planning.

## Strengths and Weaknesses

Taking all the knowledge results for the project support roles and averaging their scores by question identifies the overall strengths and weaknesses by topic. Table 4 below shows the top 15 knowledge topics for project support staff.

**Table 4.**

2.7 Health, Safety and Environmental Management
7.4 Conflict Management
4.7 Configuration Management
6.9 Methods and Procedures
6.5 Handover and Closeout
3.1 Scope Management
1.6 Project Office
3.2 Scheduling
2.4 Project Management Plan
7.5 Negotiation
1.5 Project Sponsorship
3.4 Budgeting and Cost Management
3.8 Issue Management
1.4 Project Context
1.1 Project Management
7.2 Teamwork
7.3 Leadership
1.2 Programme Management
6.1 Project Life Cycles
4.1 Requirements
3.6 Earned Value Management
2.5 Project Risk Management
6.8 Organisational Roles
6.6 Project Reviews
4.3 Estimating
3.3 Resource Management
6.7 Organisation Structure
2.1 Project Success and Benefits Management
2.2 Stakeholder Management
5.4 Procurement
2.6 Project Quality Management
5.1 Business Case
3.5 Change Control
7.1 Communication

Conclusion 12. The specific topics in need of development include: Organisational Roles, Project Reviews, Estimating, Resource Management, Organisation Structure, Project Success and Benefits Management, Stakeholder Management, Procurement, Project Quality Management, Business Case, Change Control and Communication.

**APPENDIX A LIST OF PARTICIPANTS AND HISTOGRAMS OF SCORES**

Result_ID	Participant	When_Started	Name	Job	New Role
1418815464	The AM Company	1-Sep-08	A. Example	Project Manager	G. Project manager
1856681026	The AM Company	1-Sep-08	B. Example	Project Manager/Controller	E. Project coordinator or controller
1223876497	The AM Company	31-Aug-08	C. Example	Project Manager	F. Junior project manager
933903831	The AM Company	28-Aug-08	D. Example	Programme Office Manager	J. Programme or project office manager
1325251281	The AM Company	27-Aug-08	E. Example	Project Manager	G. Project manager
1599187838	The AM Company	26-Aug-08	F. Example	Dispatch Manager	F. Junior project manager
53353882	The AM Company	26-Aug-08	G. Example	Project / Programme Manager	G. Project manager
55198067	The AM Company	25-Aug-08	H. Example	Project Manager	G. Project manager
1828024948	The AM Company	21-Aug-08	I. Example	Programme Manager	I. Programme manager
291831430	The AM Company	20-Aug-08	J. Example	Change Control Manager	E. Project coordinator or controller
1622745814	The AM Company	20-Aug-08	K. Example	Project Manager	H. Senior project manager
1094348094	The AM Company	19-Aug-08	L. Example	Director	H. Senior project manager
1448644125	The AM Company	14-Aug-08	M. Example	Programme/Project Manager	H. Senior project manager
743910221	The AM Company	12-Aug-08	N. Example	call centre supervisor	F. Junior project manager
404402844	The AM Company	12-Aug-08	O. Example	PMO Manager	J. Programme or project office manager
1535336634	The AM Company	12-Aug-08	P. Example	Area Projects Manager	H. Senior project manager
1475446365	The AM Company	7-Aug-08	Q. Example	Director	G. Project manager
1016982207	The AM Company	6-Aug-08	R. Example	Project Manager	G. Project manager
440258055	The AM Company	6-Aug-08	S. Example	Technical Project Manager	H. Senior project manager
675446849	The AM Company	5-Aug-08	T. Example	Engineering Manager	G. Project manager
1337196086	The AM Company	5-Aug-08	U. Example	Senior Project Manager	H. Senior project manager
1630626876	The AM Company	5-Aug-08	V. Example	Senior Project Manager	H. Senior project manager
2073770494	The AM Company	1-Aug-08	W. Example	QA Manager	J. Programme or project office manager
1825352293	The AM Company	1-Aug-08	X. Example	Senior Consultant	I. Programme manager
1694387810	The AM	31-Jul-08	Y. Example	Principal Consultant	H. Senior project

158238860	Company The AM Company	29-Jul-08	Z. Example	Independent Business Advisor	manager G. Project manager
1382084377	The AM Company	28-Jul-08	A. Example	Project Co-Ordinator	E. Project coordinator or controller
500858262	The AM Company	25-Jul-08	B. Example	Project Engineer	G. Project manager
353756993	The AM Company	25-Jul-08	C. Example	Programme Support Analyst	C. Programme or project administrator
311350666	The AM Company	24-Jul-08	D. Example	Programme Office Manager	J. Programme or project office manager
154800774	The AM Company	23-Jul-08	E. Example	Project Coordinator	E. Project coordinator or controller
567607486	The AM Company	23-Jul-08	F. Example	Project Manager	I. Programme manager
51132372	The AM Company	22-Jul-08	G. Example	Project Manager	G. Project manager
1356081505	The AM Company	22-Jul-08	H. Example	Senior Project Manager	G. Project manager
824941128	The AM Company	19-Jul-08	I. Example	Project Manager	G. Project manager
1744931518	The AM Company	15-Jul-08	J. Example	Head of Engineering,	K. Sponsor
1907538513	The AM Company	15-Jul-08	A. Example	project manager	G. Project manager
424577465	The AM Company	14-Jul-08	B. Example	Project Manager	G. Project manager
1348282264	The AM Company	14-Jul-08	C. Example	Project Manager	H. Senior project manager
1125959574	The AM Company	13-Jul-08	D. Example	Project Manager	H. Senior project manager
126066881	The AM Company	12-Jul-08	E. Example	Business Systems Analyst.	F. Junior project manager
2049892323	The AM Company	10-Jul-08	F. Example	Project Manager	H. Senior project manager
238515856	The AM Company	10-Jul-08	G. Example		G. Project manager
266304704	The AM Company	8-Jul-08	H. Example	Technical Software Project Leader	E. Project coordinator or controller
954967517	The AM Company	8-Jul-08	I. Example	Project Manager	I. Programme manager
175093323	The AM Company	8-Jul-08	J. Example	Project Manager	G. Project manager
1445824641	The AM Company	8-Jul-08	A. Example	Project Manager	F. Junior project manager
1272016221	The AM Company	7-Jul-08	B. Example	Project Manager	H. Senior project manager