

PMA5 Assessment Report

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Name: Andrew Smith

andrew.smith@provek.co.uk

Job Title: Project Manager

PMA5 TNA v3-0.xls

Overall summary

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 scores to the industry benchmarks.

Your experience overall is a little higher than (i.e. between 5% and 20%) the industry benchmark and has strong experience in the areas of budget management, management planning, monitoring and controlling, 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; managed the preparation and contributed to many aspects of a significant project management plan (e.g. PMP or PID) for significant projects; managed all aspects of the monitoring and control processes and implemented corrective actions for significant projects; and, led all aspects of a formal risk management process, including the continual use of risk management tools and documents, throughout significant projects.

Your decision making ability score of 76% is a little higher than (i.e. between 5% and 20%) the industry benchmark. The highest ability scores are in areas of start-up, and change control.

Overall, your knowledge score is 69% which is a little higher than (i.e. between 5% and 20%) the industry benchmark. You have relatively good knowledge compared to the industry benchmarks in the areas of controlling, risks, issues and changes, team working, and work planning.

In terms of personality indicators, you are likely to consult widely with others; may not take all soft data into account sufficiently in decision making; and, are calm but may find it more of a challenge raising own game for significant events. You are less likely to pursue approaches single-mindedly; and, are likely to regard plans as guidelines only.

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.



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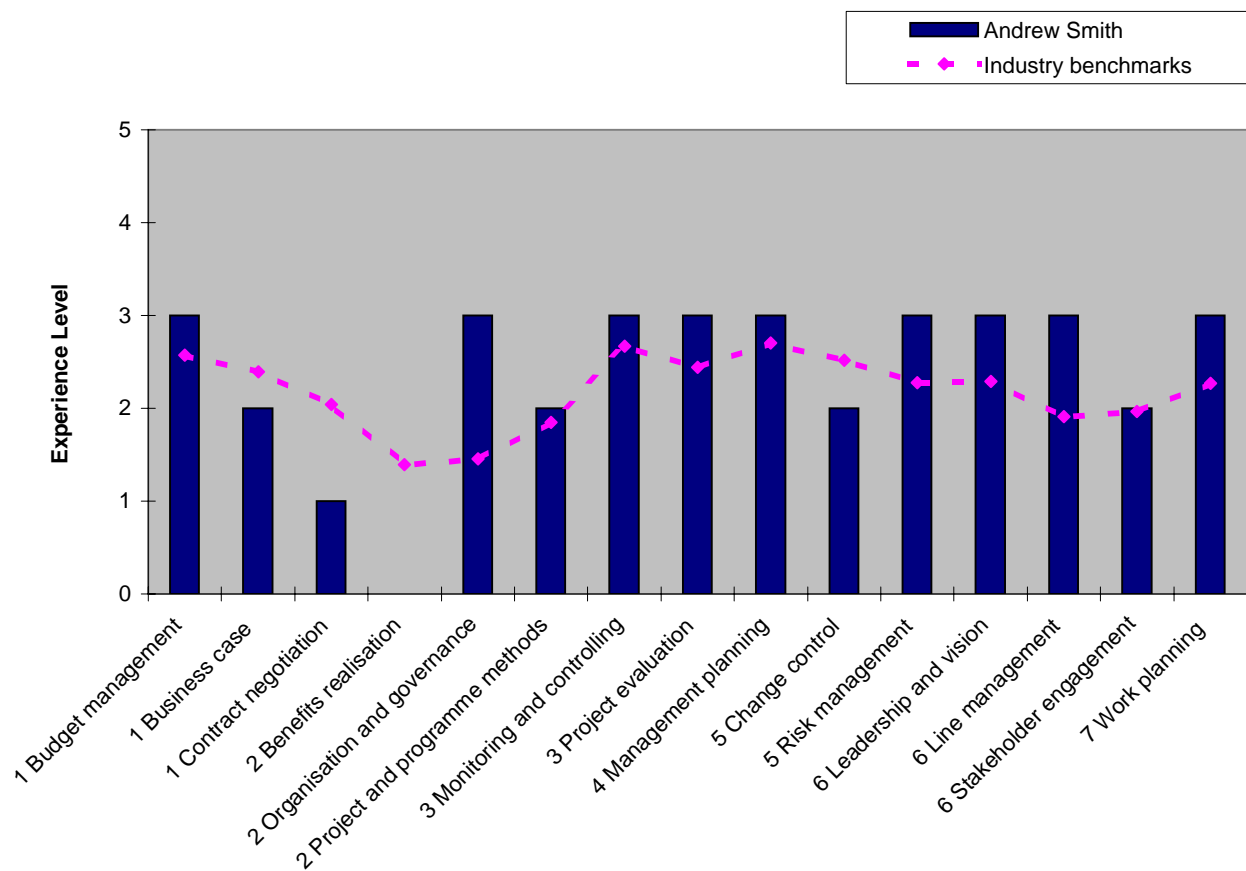
You described your overall project role as project manager in that you manage projects through other managers and project team members. This overall project role is used in comparisons of your experience, knowledge and decision making ability scores to the industry benchmarks.

Experience

You assessed your experience across 15 topics 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 topics together with the industry benchmarks for your role of project manager.

Your average score is 2.4 which is a little higher than (i.e. between 5% and 20%) the industry benchmark for your project role.

Competence Based Experience



In broad terms, level 1 indicates a supportive role in the specific area (e.g business case), level 2 a contributing role, level 3 a management role on significant projects, level 4 a management role on a major complex project and level 5, a management role on a strategic programme.

Qualifications and recent project management training

You stated that your highest educational qualification is University Bachelor degree.

You also indicated that you have passed the following qualifications: PRINCE2 Practitioner.

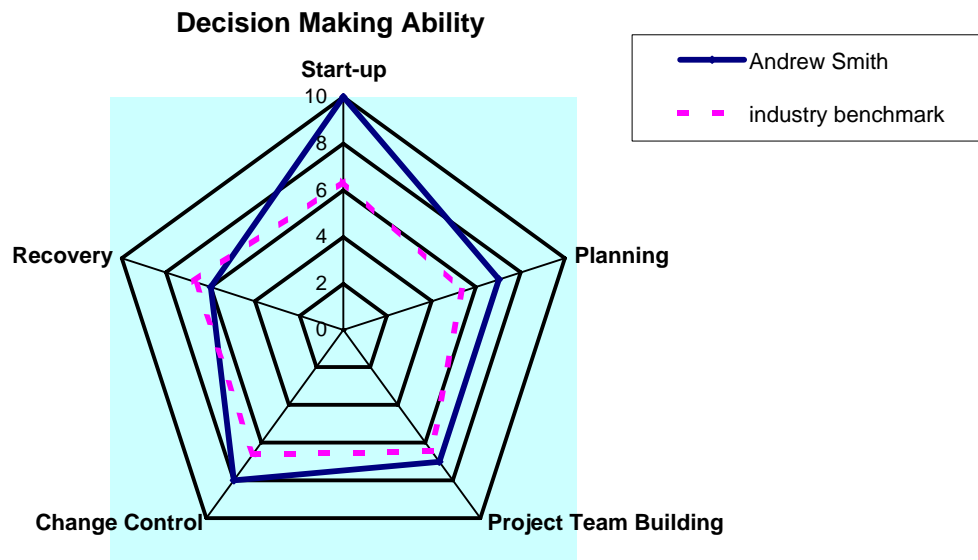
In the past three years, you have had 22-28 hours of project management training.

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Situation decision making ability

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 benchmark for your selected overall project role.

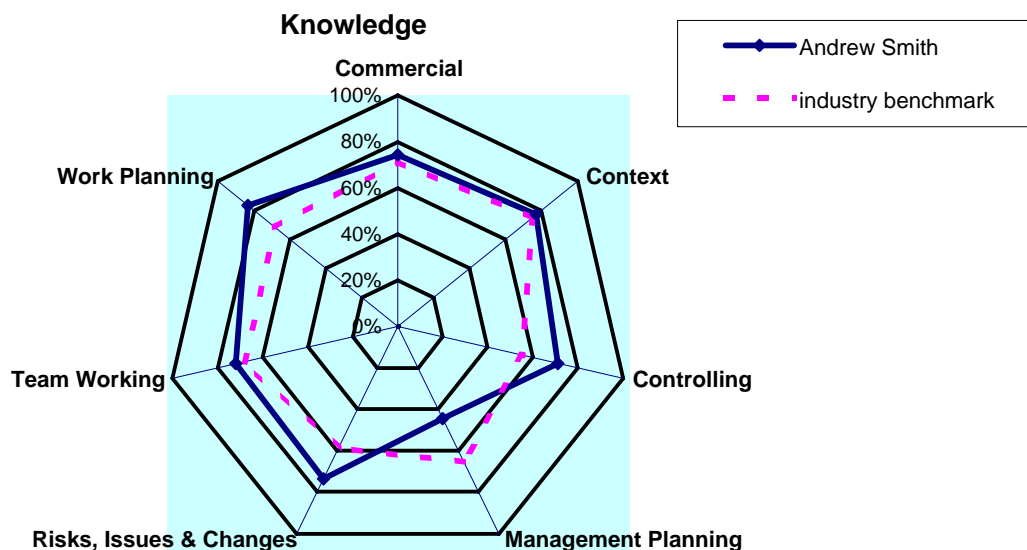
Your total decision making ability score based on the situational questions was 38 points out of a possible 50 points (i.e. 76%) This is a little higher than (i.e. between 5% and 20%) the industry benchmarks for your project role. A breakdown of the scores by topic is shown on the graph below.



Knowledge

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 categorised into one of seven broad areas (e.g. commercial, context 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 69% which is a little higher than (i.e. between 5% and 20%) 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.



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The specific question topics which you did well on are given for each of the seven areas in the column headed Topic Strengths in the table below. Question topics in which you need development are shown in the adjacent column. Some of these may refer to single questions and so it is important to look holistically for overall combinations of strengths or development topics and not focus too much on a single item.

Area	Topic Strengths	Topics for Development
Commercial	Budget Definition, Investment Appraisal, Negotiation Stages, Procurement Strategy, Supplier Selection.	Discounted Cash Flow.
Context	Lifecycle Characteristics, Methods and Procedures, Project Aim, Project Context, Sponsor Role.	Effective Lifecycle.
Controlling	Closure Report, Earned Value Attributes, Post Project Review, Project Closure, Project Completion, WBS Definition.	Cost Performance Index, Project Records.
Management Planning	Matrix Organisation, PMP Ownership, Project Board Role, Success Definition.	Cost of Quality, Health & Safety, Project Launch, Project Success, Quality Assurance.
Risks, Issues & Changes	Change Register, Configuration Management, Risk Impacts, Risk Quantification.	Issue Definition.
Team Working	Feedback, Project Organisation, Stakeholder Definition.	
Work Planning	Estimating Quality, Estimating Techniques, Schedule Levelling, Task Definition, Task Precedence.	Parametric Estimating.

APM Qualification - Recommendation

Based on your chosen project role, your recent training and qualifications, and Provek's experience of the required PMA5 scores ahead of taking 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.

	APM Intro Cert 2 days	APMP 5 days	Practitioner 3 days	Certificated Project Manager
Project role:				
Prior training/ qualifications:				
PMA5 experience guide:				
PMA5 knowledge guide:				
PMA5 decision ability guide:				

Key	Requirement
	Not met
	Almost met
	Met

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Personality indicators

The graph below shows your scores on seven personality indicators chosen to reflect those aspects important in project managers. Your score has 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. These do not mean good or bad but indicate the extent to which a particular aspect of personality is displayed relative to the population.

Questions own thoughts, actions and decisions; is uncertain; less likely to pursue approaches single-mindedly; unlikely to communicate own views strongly to others

Looks to others in the team for direction; comfortable with implementing and supporting the plans of others; uncomfortable with taking the lead

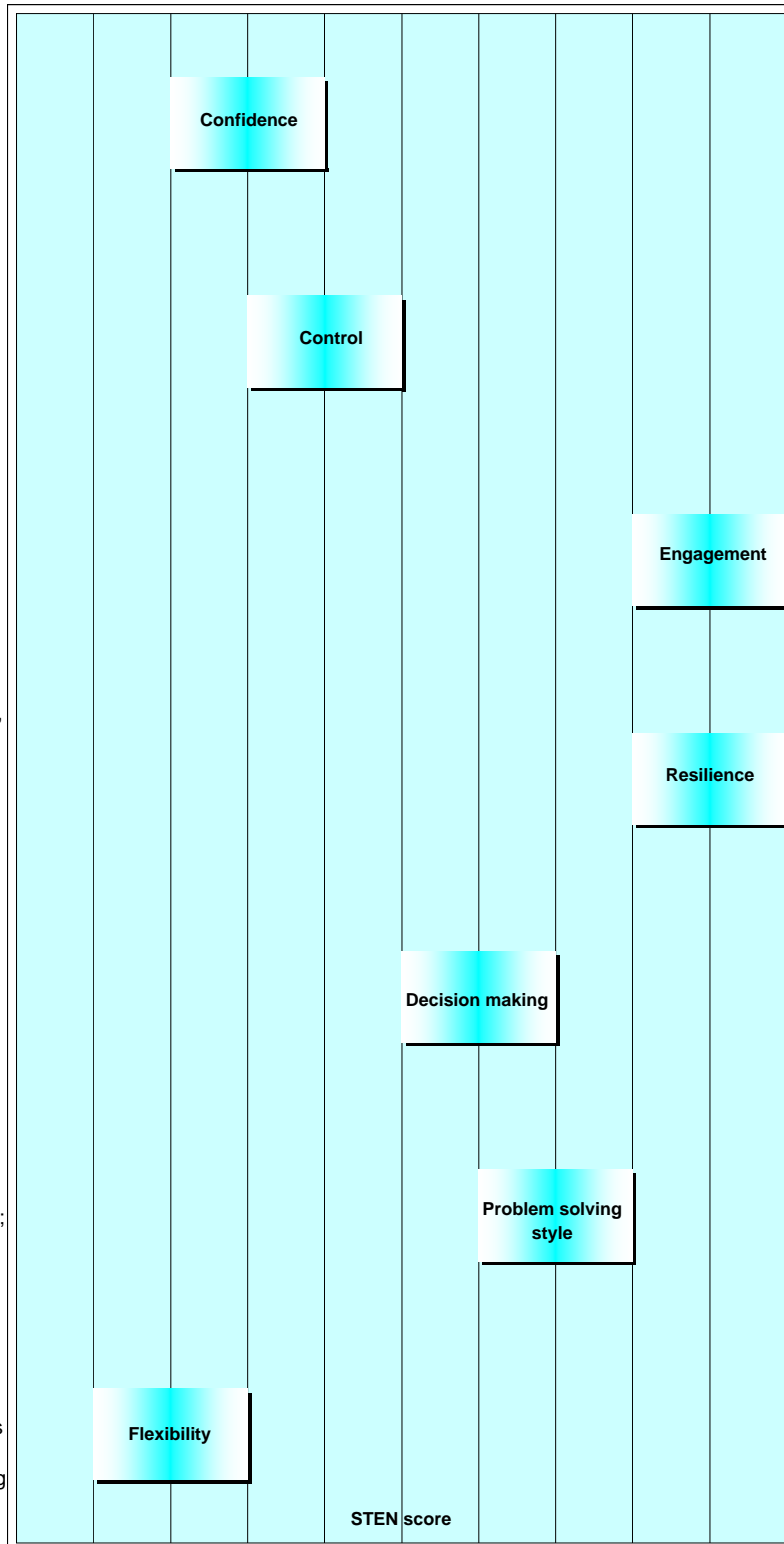
Rarely seeks views of others when formulating plans or taking actions; likely to work as an individual performer

Takes difficulties, problems, challenges and personal feedback seriously; likely to feel threatened by these; anxious or overwhelmed by significant events

Takes considerable time to analyse the situation before taking decisions; may be excessively cautious

Uses more soft data, including beliefs, values, intuitions, of self and others; may not take other factors into account sufficiently

Adopts a low-structure approach; likely to regard plans, details and deadlines as guidelines only; may be over-influenced by changing circumstances



Certain of own thoughts, actions and decisions; likely to pursue an approach single-mindedly and communicate that strongly to others; less likely to listen

Has the desire and intention to take charge of people and situations; is directive, and communicates this strongly to others

Actively seeks to engage with others in all situations; consults widely and takes others' views and circumstances into account; works to achieve consensus

Calm and unaffected by difficulties, problems and challenges, both personal and work-based; may have difficulty in raising their game for significant events

Analyses situations quickly; has a strong sense of urgency in making decisions in all circumstances; may take risks

Uses more hard data, facts and figures; enjoys and prefers working with analytical problem-solving tools; may not take other factors into account sufficiently

Highly structured and organised; works with considerable focus on compliance with plans, details and deadlines; may adapt slowly to changing circumstances