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Conducting Effective Project Management Maturity Assessment Interviews

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Abstract

Assessments of a company's project management maturity are dependent upon the ability of the assessors to extract meaningful information from members of the subject company's project management community and intelligently evaluate that information to draw meaningful conclusions. Typically, the assessors will be outside consultants, hired for their reputed expertise and experience, with no intimate connection to the subject company or its employees. While this unbiased contributes to the objectivity of the assessors' observations, it poses challenges in acquiring and validating information.

Interviewing is one of the tools used by assessors to compile the full breadth of information about the subject company that is needed to complete the maturity assessment. Face-to-face interviewing may be the most significant tool in the assessor's toolbox, as it provides a bridge across the relationship-gap between the assessor and the subject company employees. To be effective, interviewing requires more effort to prepare, effort to complete, and effort to evaluate than many of the other tools, but it ultimately provides greater value from the information obtained.

This paper discusses the use of face-to-face interviews to gather information needed to assess a company's level of project management maturity. It will also compare and contrast interviewing to other information gathering methods in the assessor's toolbox to demonstrate the advantages offered by interviewing. The authors will draw from their personal experiences to describe effective methods for "breaking the ice" in an interview, and for arriving at a focused conversation that can be customized to the background and interests of the interview participant and still yield meaningful information about the subject company.

While the primary focus of this paper is on interviews within the context of a maturity assessment, much of the discussion has applicability to other activities of project managers. Gathering information for a normal project update often requires the project manager to interview project team members. The advantages and difficulties of face-to-face interviews, and the recommended interview process described herein can be beneficial in that circumstance as well.

Introduction to Project Management Maturity

General overview

In general terms, management is the process or personnel responsible to plan, obtain, control, guide, direct, train, and oversee the use of resources needed to achieve the goals of a business in a timely manner. Project management is a specific subset of the general process or organization and follows the same basic definition, with the added proviso that project management is bounded in time and scale.

More and more businesses are recognizing the benefits offered by project management to their organizations. By segmenting their work into defined and bounded projects, corporate management can bring a focused and dedicated effort to bear on each task. Success, however, requires that the business not only be broken into projects, but also that each project is well managed.

Simply put, the benefits derived from project management increase in proportion to how well project management processes are used. A well-executed project will be completed on time, within its approved budget. A well-executed project will deliver higher product quality by managing the time to design and test the new product. It will provide great satisfaction to its team, and it will meet (or exceed) the customers' expectations. In today's business environment, it is critical that each project is run in the most efficient manner possible. For a project-oriented business, it is equally imperative that all projects are managed consistently, so that the benefits of well-executed projects extend corporate wide.

Managing projects consistently requires that an organization develop and maintain some standards and methodologies that are shared across the enterprise and used effectively by all of the project teams it employs. Increasing the level of sharing and expanding the commonality of project management methodologies across all projects is the embodiment of organizational maturity.

There are numerous maturity models that have been promulgated throughout the world. Many of these models follow the pattern of the Software Engineering Institute's Capability Maturity Model (CMM), first described in 1987. A common factor of these models is a five-step progression of the level of maturity in organizational processes.

Level 1 is the beginning of the progression, generally characterized by a shared recognition of the organizational process being examined. Moving to Level 2 requires an organization-wide adoption of a common vocabulary and the identification of standardized processes. Each maturity model describes the organizational characteristics necessary to achieve each different level, all ending at Level 5, wherein the organization culture has fully embraced the process, optimized the process in its current state, and seeks to continually improve the process going forward.

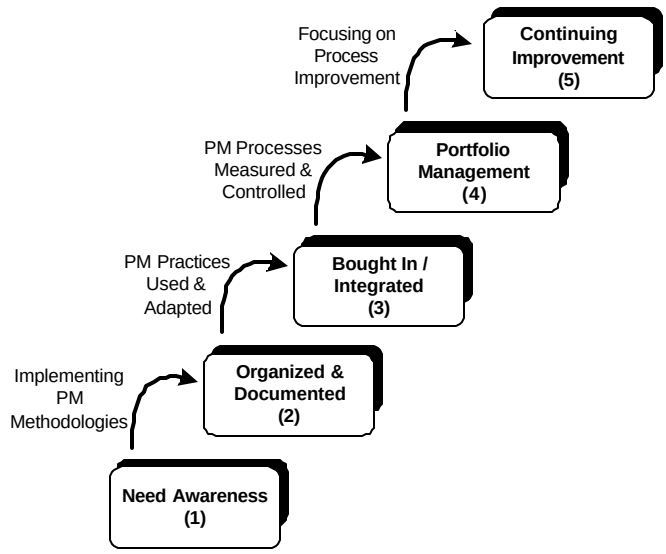
Practitioners in the field have developed many maturity models for project management. Integrated Management Systems Incorporated (IMSI) has examined a number of these candidate models, and from this research, and the collective experiences of its employees, IMSI has developed its own methodology for assessing the status of project management within a client organization.

The IMSI Project Management Assessment Model

IMSI's project management assessment model is a typical, five-step maturity model (see Figure 1), as this form provides a solid foundation from which to build. IMSI does not, however, focus on reaching a maturity rating for a company or organization. Instead, IMSI uses this model to guide an evaluation of the levels of sophistication contained in various processes used by that organization to manage its projects.

The IMSI assessment model is employed to identify incremental steps to improve how a company manages its projects and to increase the likelihood of achieving project success. The IMSI assessment model looks at each of the project management knowledge areas and the enablers, critical elements and processes associated with them. If, as asserted earlier, the benefits derived from project management increase in proportion to how well project management processes are used, the intent of the IMSI project management assessment model is to help organizations better use the project management processes, elements, and enablers. Appendix A contains a tabular summary of IMSI's assessment model, segmented by the key knowledge areas. Each knowledge area is broken into significant sub-elements, and for each sub-element, the model describes touch-points on the continuum of improvement. While the model is characterized as a stair-step process when shown graphically, it should more accurately be portrayed as a series of slopes, up which an organization can travel.

Figure 1
IMSI's Project Management Assessment Model



Project management is, itself, a complex process, which requires more than a cursory sharing of Lessons Learned or simple declaration of Best Practices, to identify and institutionalize improvements that will benefit all future projects. Maturity assessments of organizational development have been created and applied to a number of different companies and industries to help manage the

challenges of technological, economic, and competitive change and to point the way to institutional improvements.

The result of a Project Management Assessment will lead management towards setting goals and prioritizing the areas that require improvement. It will further provide a baseline by which the organization can track the progress made towards its goals. It will ultimately help the organization build a culture of Project Management excellence.

Project Management Maturity Assessment Toolbox

Interviewing is one of the tools used by assessors to compile the full breadth of information about the subject company that is needed to complete the maturity assessment. Face-to-face interviewing may be the most significant tool in the assessor's toolbox, as it provides a bridge across the relationship-gap between the assessor and the subject company employees. As indicated in Figure 2 below, face-to-face interviews are only one of the tools in the assessor's toolbox. All of the assessment tools provide some insight into the host company, but each has limitations. It is recommended that many of the tools be utilized in conjunction with one another to provide a complete and thorough maturity assessment.

Advantages of face-to-face interviews

A people-to-people tool within a people-oriented business

Project management is ultimately a people-oriented business that requires personal interactions by and between all of the project team members. Face-to-face interviewing extends this principle to maturity assessments. Not only does the interview provide an interpersonal connection between the interviewer and the interview participant, it allows the interviewer to begin to assess the "people skills" of the personnel assigned to manage projects at the subject company. Interview participants who display grace and candor during the interview are more likely to carry those traits into their project teams, and are more likely to be open to the recommendations for change or improvement that will flow from the assessment study. Conversely, interview subjects who are less cooperative or more belligerent during the interviews are less likely to readily adopt new suggestions.

Reveals actual, as well as intended behaviors

Conducting face-to-face interviews allows the interviewer/assessor to discover how the project team members at the subject company conduct their project business on a day-to-day basis. It is the only tool in the assessor's toolbox that provides a means to evaluate the validity of several of the other tools, such as a review of policy manuals, or a project document search. Policy statements and procedures manuals provide guidance into how the subject company believes it should or wants to do work. By engaging project team members in open conversations, the interviewer can elicit comments that reveal, "what we really do" vs. "what we think we do" or "what are we supposed to do?" Additionally, by discussing different types of project reports with the people who write them, or use them, the assessor can gain insight into the value placed on each report. A simple document review, while important, can only indicate that a report exists, not that it is a valued tool, used by the project team to help control their projects, or by management to monitor progress.

Provides opportunity to observe the corporate culture of the subject company

Corporate culture creates different patterns of behavior at different companies that can have a significant impact on the outcomes of projects. The degree of openness to hearing and dealing with project issues, demonstrating appreciation for project successes, and the amount of information sharing between functional groups working on a project all contribute to the ultimate success of a project. All companies probably would respond affirmatively to possessing these traits; not all companies truly demonstrate these traits positively. During one-on-one conversations with working-level project team members, the assessor can learn how well the subject company responds to project information, or how often it "shoots the messenger."

Making improvements in project management (which is the natural follow-on to assessing a company's level of maturity) will have a greater chance of success when the recommendations from the assessors address behaviors that need repair.

Figure 2: The Project Management Maturity Assessment Toolbox

Assessment Tool	Assessor's Reason for Using	Advantages of Using	Disadvantages to Using
Review of subject company sponsor's requirements	• Gain insight into activities and results that led to the desire for a maturity assessment.	• Identify allies in the study. • Identify areas of sensitivity to treat gently.	• Study can be biased to prejudices of the sponsor or host company.
Review of policy / process / procedure manuals	• Understand the directions given by the company relative to project management.	• Policies and processes are the governing principles describing how the business and its projects are supposed to be managed.	• Documentation may not reflect "real practices" of project teams. • Existence of documents does not guarantee their use.
Review typical project documents	• Understand the types of documents used, their purpose, depth and migration across the organization.	• Provide a checkpoint of what is actually used by project teams to deliver the projects. • Sample documents provide evidence of a start point from which change can be recommended.	• Documents provided may showcase superior examples and not be typical. • Existence of documents does not guarantee their use.
Observe project management meetings / practices	• Observe corporate culture as it relates to project management meetings / practices.	• Gain a sense of respect for project management and project managers.	• Meeting(s) attended may showcase strongest teams and not be typical.
Conduct face-to-face interviews	• Speak directly to a spectrum of employees engaged in project management on a day-to-day basis.	• A people-to-people tool within a people-oriented business. • Reveals actual, as well as intended behaviors. • Provides opportunity to observe the corporate culture. • Provides opportunity to connect with subject company business and personnel	• Need to establish credibility of assessors. • Need to secure cooperation of participants. • Need to prepare thoroughly. • Information provided is subjective. • Information is not readily quantifiable. • Information gathered is not easily shared and synthesized.
Conduct written survey of participants	• Gain an impartial, anonymous assessment of specific Project Management topics from a broad spectrum of employees.	• Able to reach a broad pool of participants. • All participants rate the company on the same characteristics. • Responses are quantifiable data points.	• Impersonal • Loses the "shades of gray" in answers. • Participants may give answers that they perceive to be "right" rather than what they know to be "true."
Observe corporate culture	• Observe communications, morale and interactions between employees.	• Able to gage the organizations potential to accept change.	• Interaction with company personnel is limited in duration, so image of culture may be incomplete.

Provides opportunity to connect with subject company business and personnel

Typically, the assessor will be an outside consultant, hired for their reputed expertise and experience, with no intimate connection to the subject company or its employees. While this detached position contributes to the objectivity of the assessor's observations, it poses challenges in acquiring and validating information. The use of

face-to-face interviews opens a doorway for the assessor to see into the subject company. Even something as simple as acquiring a list of products manufactured by the subject company, which can be initiated with a search of the company's web site or customer literature, can be enhanced by the personal contact inherent in the interview. Letting the company's personnel describe their products will reveal areas of corporate and individual pride and satisfaction, as well as provide significant indicators of which projects are viewed as successful (or not) at the subject company.

Difficulties associated with face-to-face interviews

Need to establish credibility of assessors

As an outsider, the assessment team will often encounter a "Who-are-you-and-why-should-I-give-you-any-of-my-time?" reluctance to participate amongst the project management community at the subject company. This attitude can stem from two general sources: a general distrust of consultants and management's motives for hiring them; or insufficient information about the assessors' credentials. Neither of these difficulties is insurmountable, but neither can be ignored. And both can be addressed initially by a carefully worded introduction from the assessment's sponsor within the host company.

The sponsor for the assessment necessarily must possess sufficient status within his/her own organization to approve, or be able to solicit approval for the funding needed to conduct the assessment study. This status can be leveraged to convey the credentials of the assessment team to the host organization. The assessors must be introduced to the project management community in terms that readily establish the expertise and experience of the assessment team with this type of work. This also implies that the assessment team must be comprised of, or, at the least, be led by experienced, senior project managers, whose personal credentials will inspire confidence in the interview participants.

Need to secure cooperation of interview participants.

The assessor also needs to recognize that many people within the host company's project management organization(s) will not view the assessment in an entirely positive light. Although the study is intended to be a continuous-improvement effort, it may still be perceived to stem from something being wrong, or judged to be not good enough. The outside assessor could be viewed as Management's vigilante enforcer, coming in to identify and punish the under-achievers in project management. The assessor must defuse this impression, a task that can best be done if the assessor knows where the host company's "sore spots" exist and why the host company has elected to conduct the assessment.

Here again, the status of the assessment sponsor can be of great help in overcoming the reluctance of the interview participants. The sponsor's introduction of the assessment team can be used to share the rationale for the study and remove much of the apprehension that could surround it.

Need to prepare thoroughly.

During each interview, it will be beneficial to allow conversation to flow in a freewheeling manner, rather than following a rigid, checklist Q&A. For this to work, the assessor/interviewer must be adequately prepared to conduct the interview. The assessor must know the assessment model in great detail, and be able to detect different levels of maturity for each knowledge area, regardless of whether or not the interview respondent uses catch phrases and key words from the model in his/her comments. It is the assessor's responsibility to be able to take appropriate notes during the interview without disrupting the flow of the interview by having to shuffle papers or stumble from one topic to the next.

The assessment team can help prepare for the interviews by constructing an easy-to-use interview form that guides them through the different areas, and offers reminders of key phrases to listen for. By creating the form, the team members will increase their familiarity with it, and find it more beneficial as a guide. Additionally, by constructing their own form, the assessment team members will afford themselves the opportunity to reacquaint themselves with the details of the assessment model. Appendix B contains a sample set of interview forms developed by the authors based upon their interviewing experiences.

Information provided by interview participant is subjective.

Each interview participant will possess their own biases, colored by their most recent successes (or failures) on projects to which they've been assigned. These biases will create an individual calibration of the spectrum from "Good Performance" to "Bad Performance" for each interview participant. Even if the assessor uses questions with a built-in grading scale ("… on a scale from one to five…") the optimism or pessimism of the interview participant will cause different participants to grade the same experience differently. The assessor will be the common factor across multiple interviews, and must draw enough information from each participant to adequately place each one on a common scale.

Information is not readily quantifiable.

Unlike a written (or electronic) survey, where they assessing team can count and graph the responses from the participants, the information gathered during an interview is not readily quantifiable. Not every interview will be the same as all the others. The discussion, if it is free-flowing and catered to the interests and background of the participants, will range to different areas and focus on different topics. The assessor has the responsibility to ensure that each discussion reaches enough, but not necessarily all of the project management knowledge areas to yield a reasonable spectrum that can be linked to the answers from other interviews.

Extracting and analyzing the data from a number of interviews is carried out largely within the brain of the assessor, without the guidance of any fixed or fully defined algorithm. The assessor will rely, to a large degree, upon "feel," which demands that the assessor have a broad foundation upon which to build. Years of experience in project management situations similar to those faced by the interview participants at the host company, coupled with an in-depth familiarity of the individual elements of the maturity model is essential to permit the assessor to make an honest assessment.

Information gathered by multiple assessors is not easily shared and synthesized.

The difficulties of collecting and analyzing data that will be presented subjectively and anecdotally, are compounded when a team of assessors is involved. If each interviewer has his/her own scale of judgment, and his/her own sense of "feel," then the assessment team must work very hard to develop a common synthesis before presenting their findings. This can be accomplished by sharing interviews and comparing individual judgments to reach a common understanding of each other's opinions. It also requires a great deal of discussion amongst the team members after a group of interviews have been completed.

How to conduct effective interviews

Pre-Interview requirements

Selection of interview participants

A diverse sample of the host company's employees is required in order to address the breadth of the organizational structure and the full range of roles and responsibilities of participants. Input to the list of interview participants should be secured from the company sponsor, but it is the assessor's function to challenge the sample to ensure it meets the needs of a balanced assessment. The assessor should recognize a tendency of most sponsors to provide participants who already are highly rated and can demonstrate high performance. The participant pool needs to include these participants, but not be limited to them.

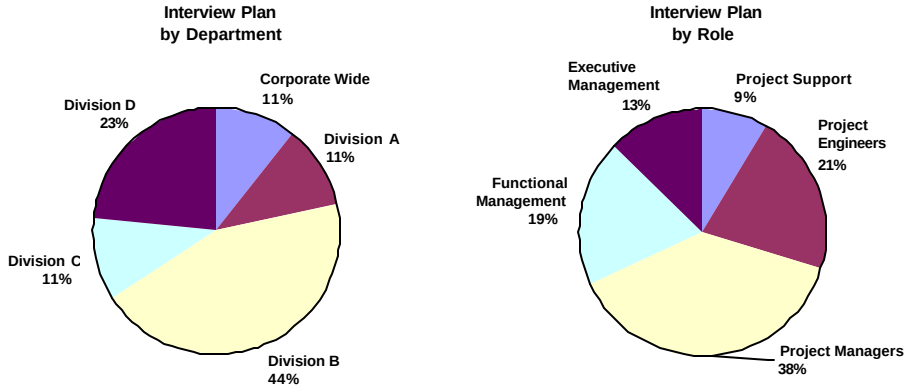
All divisions of the corporate structure should be represented, including functional and supporting departments. In selecting the interview sample, the assessor should consider the population density of the host company's divisions, revenue generated by the divisions, project count or cost, or several other attributes.

The total number of interviews to be conducted must be limited to a number that is appropriate for the size of the host company; it's organizational structure and the time period in which the study is required. These factors also drive the composition and size of the assessment team.

A sample demographic breakdown of a planned mix of interview participants is shown in Figure 3, based upon two different selection criteria.

Figure 3
Sample Demographic Breakdown of Interview Candidates

	Total	Division A	Division B	Division C	Division D	Corporate Departments
Active Projects (#)	292	9	109	14	160	
Active Projects (%)	100%	3%	37%	5%	55%	
Intereviews Planned (%)	100%	11%	44%	11%	23%	11%



Preparations required before interview

Interview preparations fall into three main categories: logistical, social and intellectual. The logistical requirements are largely administrative, but are critical to the success of an interview. It is vital that the physical elements of the meeting are established and confirmed:

- the meeting location, date and time,
- the establishment of the meeting media (face-to face or audio)
- a confirmation that the meeting will take place as scheduled.

The social aspects of the interview relate more to the communication of the meeting, it's purpose, flow and desired outcome. It is important that the host company sponsor play a role in communicating the study initiative to the interview participants and his or her expectations of them. In particular, the company sponsor must clearly state that the interview will be private and confidential between the assessors and the participant, that the participant should feel free to be honest and provide an objective input to the assessors, and that the purpose of the study is to lead to areas where the corporation can improve.

The assessor also has a role to play in the social aspect of the pre-interview phase. The assessor who will conduct the interview should contact the participant prior to the meeting to confirm the logistics of the interview. If there will be more than one assessor conducting the interview, they must determine and agree upon the roles each will take. Lastly, the assessor needs to know as much about the person that they are to talk with as possible, including, at a minimum, their organization and role within it.

The intellectual requirements prior to the interview require the assessor be adequately informed about topics specific to the host company, that they have completed a review of the organization's policies, processes and procedure manuals, and typical project documents, and that they have begun to understand the corporate culture. If the interview participant submitted a survey response, the assessors should be familiar with its contents.

The Interview

Opening the interview

The opening of the interview is the most easily over-looked, and yet most important element in improving the likelihood of a successful interview. It is the time of first impressions and should be handled in a calm, friendly and re-assuring manner. It is important to address the tangibles of the interview, ensuring that the participant understands the reason for the interview, how it will be conducted, what will be done with the information gathered

and the roles of both themselves and the assessor. The credentials of the assessor and the assessor's role in the initiative need to be established. The interviewer should express his or her respect for the participant and their professional standing to devote their time to the initiative.

Asking the interview participant to describe his/her own job can be an effective icebreaker. Most people will be less ill at ease when describing something with which they are very familiar. This question will not only make the participant feel more at ease, it will also be beneficial to indicate the preferred, free-flowing nature of the interview. Having the interview participant describe their project will help the assessor to find a personal link with the participant (i.e. a similar project from the assessor's past) that will help the participant feel comfortable to share their viewpoint.

It is necessary to allow the interview to be influenced by the personality of the assessor and adjusted based on the body language and perceived reception by the participant.

Focusing the conversation
With the first impressions created, and the stage set, the data-gathering phase of the interview can be opened with a general question such as "What do you think that your company does well, or poorly, in the field of project management?" It is unlikely that this question will provide any quantifiable feedback, but it will allow the participant a few minutes to articulate a response, without feeling interrogated. A transition into more specifics should be achieved by delving a little deeper on one specific element raised by the participant. The assessor needs to be prepared to extract information from the passive participant and cut-off dialogue from the verbose.

Any personal insight to the participant's function, department, and project or from their responses to the written survey can be used as an indicator of a knowledge area to be focused on.

It is important to remember that there is no need to address everything with each participant. If the demographics and quantity of the interview pool have been established correctly, the sample size will allow complete coverage of all topics. Individual interviews can be focused on specific areas of interest, and, as a result, held in a shorter time period.

Closing the interview
With five minutes until the planned completion of the interview, it is recommended that the assessor inform the participant that the interview is nearing completion. If the participant expresses a willingness to continue, and the assessor can accommodate more time within his or her schedule, and deems it to be a value-added to continue, the interview can be extended. If not, then the assessor should thank the participant for supporting the interview and providing valuable insights that will be used in recommending ways to improve project management practices and methodologies to help achieve corporate goals.

To close out each interview, one or two simple questions, used commonly for all interviews, should be asked. These questions need not be too specific, and answers should be encouraged on a general scale. The answers provide data points for further analysis, and often suggest potential areas to be more fully investigated in later phases of the assessment.

Examples of interview-closing questions are:
"Which 3 knowledge areas do you feel most need to be improved?"
"On a scale of 1 to 5, how would you rate your organization's project management performance?"

Post-Interview requirements

It is essential to document the outcomes of the interviews as close to their termination as possible. As the skill of the assessor improves, it will be possible to use a well-designed interview form during the interview to capture the key responses of the participants. Initially however, time must be allocated during the interview phase for interview form completion.

Compiling and evaluating the data from each interview
Although largely subjective, trends can be observed if data is extracted from each interview form and assembled into a pre-constructed data table for further statistical analysis. This data will include the confidential elements of the interview, including the participant's name, functional details and any quotes, but this information should be used to assist in addressing next steps only, and should not be shared by the assessment team with any members of the host company.

The assessor should validate completeness and accuracy of the data from his or her interviews after entry to the data table. Conflicting input from two assessors in the same interview is acceptable, but should be discussed by the assessors, particularly in cases of extreme separation.

Data should be compiled in a manner that will allow analysis in specific areas including by organization or knowledge area.

Compiling, synthesizing, and evaluating the information from all interviews
Specific data from individual interviews can be compiled if a set of common questions, with a short range of possible answers, is used for all interviews. In this circumstance, it is recommended that a set of standard analytical measures are identified prior to the interview phase, but it should not be assumed that these standard measures will adequately address the entire information content collected.

The synthesis of the information is a process that requires the individual assessors to subjectively analyze the comments they heard and recorded during the interviews and identify common themes and touch-points along the maturity continuum. The assessors must then collaborate to yield consistent interpretation of the interview and confirm that the data gathered is appropriate for further evaluation.

The assessors must collectively review the compiled data, interrogate it for trends and errors, and determine whether trends identified warrant further analysis.

Conclusions

The use of face-to-face interviews in Project Management Maturity Assessments has proven to contribute most and convey the project management actualities within any host organization. If executed correctly, the face-to-face interview will yield most insight into the host organization's current maturity and point to pockets of excellence as well as areas requiring correction. Although it is not recommended that an assessment be conducted using only face-to-face interviews, it is strongly recommended that a face-to-face interview always be included in an assessment.

Special acknowledgements

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Appendix A:
IMSI Project Management Assessment Model

Definition	1 NEEDS AWARENESS Ad Hoc, No Formal PM Process	2 ORGANIZED & DOCUMENTED Implementing a PM Methodology	3 BOUGHT IN / INTEGRATED PM Practices used and adapted	4 PORTFOLIO PM Processes measured and controlled	5 IMPROVEMENT Focusing on Process Improvement
Scope Ensure that the project includes all the work required, and only the work required, to complete the project successfully.	General statement of business requirements. Little/no scope management or documentation. Management aware of key milestones only.	Basic scope management process in place. Scope management techniques regularly applied on larger, more visible projects.	Full project management process documented and utilized by most projects. Stakeholders actively participating in scope decisions.	Project management processes used on all projects. Projects managed and evaluated in light of other projects.	Effectiveness and efficiency metrics drive project scope decisions by appropriate levels of management. Focus on high utilization of value.
Scope Definition	· Statement only (ad-hoc)	· Charter mandated by organizational management	· Assumptions and constraints documented	· Inter project dependencies included and monitored	· Process improvements
Requirements Definition (Business & Technical)	· General statement of business requirements · Technical requirements are documented	· Business requirements are developed following consultation with prime stakeholders · Technical requirements are quantified	· Business requirements are enhanced and/or developed with cross functional team participation · Technical requirements are gathered and quantified using standard forms · Standard processes are used for defining all requirements	· All requirements are fully documented by project team. · Cross functional and portfolio implications are reviewed and understood.	· All requirements are tracked · Full change control is used to capture the impact of requirement changes · Requirement changes are evaluated for applicability to other programs and are captured as lessons learned
Deliverables Identification	· Major deliverables for each project are documented	· The documentation of major deliverables includes management / customer involvement · All cross-functional (internal) deliverables are documented · A classification system is used to capture deliverables, in-line with project WBS	· All deliverables are enhanced and/or developed with cross functional team participation	· A corporate wide classification system is used to capture deliverables, in-line with corporate WBS	· Deviation from the corporate wide classification system for any deliverable is captured and evaluated for inclusion in the corporate system
WBS	· A local WBS is used at the discretion of the Project Manager · A WBS may be generated by a network processing package	· A project specific WBS is used on high visibility projects · The WBS is consistent for summary activities · Deliverables are associated with the WBS	· A standard WBS is used by common business entities for all projects · The WBS is consistent for all activities · Deliverables are identified using the WBS	· A corporate wide classification system is used to capture deliverables, in-line with corporate WBS · The WBS is used as the reference system for change control · The WBS is used as a reference, integrating the other project management knowledge areas	· Process improvement and lessons learned.
Scope Change Control	· Change control may be used by the Project Manager but would only be applied in crisis situations	· A change control process is identified and used on high visibility projects	· A change control process is implemented on all projects · Performance measurement techniques are standardized and applied	· Change control is integrated across knowledge areas	· Process improvement and lessons learned.

Definition	1 NEEDS AWARENESS Ad Hoc, No Formal PM Process	2 ORGANIZED & DOCUMENTED Implementing a PM Methodology	3 BOUGHT IN / INTEGRATED PM Practices used and adapted	4 PORTFOLIO PM Processes measured and controlled	5 IMPROVEMENT Focusing on Process Improvement
Time Develop the project schedule, manage to that schedule, and ensure the project completes within the approved timeframe.	No established planning or scheduling standards. Lack of documentation makes it difficult to achieve repeatable project success.	Basic processes exist but not required for planning and scheduling. Standard scheduling approaches utilized for large, visible projects.	Time management processes documented and utilized by most projects. Organization wide integration includes inter-project dependencies.	Time management utilizes historical data to forecast future performance. Management decisions based on efficiency and effectiveness metrics.	Improvement procedures utilized for time management processes. Lessons learned are examined and used to improve documented processes.
Schedule Development (including activity definition and sequencing)	· Most projects follow a process template for high level tasks or milestones only · No dependancies are established · Not all projects have documented schedules	· High visibility projects have schedules developed · Major dependencies between functional departments i.e. Engineering to Manufacturing · Schedules are baselined · A standard software package (e.g. MS Project) is recommended and made available by the corporation	· WBS used as basis for detailed schedule · All projects have a schedule · Templates developed · Dependancies include all functional departments	· Regularly monitored and used for management decisions · Aligned with strategic company objectives	· Improvement procedures utilized for time management processes · Lessons learned are examined and used to improve documented processes
Schedule Control	· Project Manager revises schedule as required · Baselining not utilized	· Baselining is used early in process; original vs. actual task status is updated on a predetermined frequency, no less than bi-weekly.	· Trend charts are created for plannned vs. actual performance of major tasks such as designs completed and designs released, etc.	· Trend charts include additional data such as earned value	· Improvement procedures utilized for time management processes · Lessons learned are examined and used to improve documented processes.
Schedule Integration	· Only Engineeering tasks are included	· Engineeering and Manufacturing tasks are included · Resource entries for manpower and cost are not included	· Schedules are reviewed and approved by all members of the project team, suppliers,and customers · Integrated and include manpower and cost.	· Management Portfolio and Business Unit strategic decisions are based on efficiency and effectiveness metrics.	· Improvement procedures utilized for time management processes· Lessons learned are examined and used to improve documented processes.

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Cost Determine the total costs of the project, manage to those costs, and ensure the project completes within the approved budget.	No established practices or standards. Cost process documentation is ad hoc and individual project teams follow informal practices	Processes exist for cost estimating, reporting, and performance measurement. Cost management processes are used for large, visible projects.	Cost processes are organizational standard and utilized by most projects. Costs are fully integrated into project office resource library.	Cost planning and tracking integrated with Project Office, financial, and human resources systems. Standards tied to corporate processes	Lessons learned improve documented processes. Management actively uses efficiency and effectiveness metrics for decision-making.
Project Cost Definition (Estimating & Budgeting)	· Cost estimates rely upon "rules-of-thumb" or ad-hoc material take-offs. · Accuracy of cost estimates dependent upon experience of local "expert". · Project costs aggregated for individual project elements. Project budget equals total amount.	· Cost estimates rely upon historical data, accumulated by individuals or local business unit. · Accuracy of cost estimates dependent upon feedback from prior projects. · Project costs distributed into time-phased project budget.	· Cost estimates rely upon historical data, accumulated for entire enterprise. · Documented process exists for updating cost estimating database with project actuals. · Project budget time-phased in accordance with project schedule. · Project budget is base-lined.	· Cost estimates reflect prior project performance, actual amount vs. estimate. · Cost estimates reflect prior project performance, actual timeline vs. baseline. · Project budget adjusted (buffered) in accordance with risk mitigation plan.	· Process improvement and lessons learned.
Resource Planning	· Resource teams formed on an ad-hoc basis. · Resources assignments try to find best possible match between needs and available resources. · Project schedule revised to match available resources.	· Resource planning process documented to match project requirements to skill sets. · Resource planning process documented to match project requirements to schedule. · Resource leveling accomplished within bounds of the project team.	· Resource planning process fully implemented in local business unit. · Resource assignments tied to training and prior experience. · Resource leveling across projects accomplished within local business unit.	· Resource planning process fully implemented for entire enterprise. · Resource training tied to project assignments. · Resource leveling / prioritization accomplished across entire enterprise.	· Process improvement and lessons learned.
Performance Measurement	· Project commitments tracked in aggregate. · Project expenditures tracked in aggregate. · Individual reports compiled and presented as needed.	· Project commitments and expenditures compared to project budget. · Documented process / system used to track commitments and expenditures for all projects. · Common report formats and frequency defined.	· Project commitments & expenditures tracked against progress plan, using earned value measurements or similar metrics. · Performance to baseline used for forecasts of future periods.	· Performance to baseline used for forecasts of future projects.	· Process improvement and lessons learned.
Cost Control	· Individual reports compiled and presented as needed.	· Cost control process developed. Basic cost metrics used. · Baselines established inline with project schedule. · Project commitments and expenditures compared to project budget.	· Formal project change control process utilized. · Scope, Cost & Schedule reports integrated. · Forecasts adjusted to reflect project actuals.	· Fully integrated system. · Project budget adjusted (buffered) in accordance with risk mitigation plan. · Project team rewarded for positive cost control performance.	· Process improvement and lessons learned.

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Quality Ensure the project satisfies all the needs for which it was undertaken, and includes a focus on quality management from the perspective of product, processes, and the people needed to make quality an effective and efficient aspect of successful project completion.	No established project quality practices or standards. Management is considering how they should define "quality."	Basic organizational project quality policy has been adopted. Management encourages quality policy application on large, visible projects.	Quality process is well documented and an organizational standard. Management involved in quality oversight for most projects.	All projects required to use quality planning standard processes. The Project Office coordinates quality standards and assurance.	The quality process includes guidelines for feeding improvements back into the process. Metrics are key to product quality decisions.
Quality Planning	· No corporate standard established	· QA processes established and recognized by most of the organization	· Formal Quality Plan with templates used · Resources identified with specific Quality responsibilities	· Quality Office established and involved on all projects	· Process improvement and lessons learned
Quality Assurance	· No corporate standard established · Some team standards established as needed	· Basic approach established · Teams develop their own procedures and checklists as needed	· Proactive approach taken using the standard tools and techniques	· Used on all projects	· Process improvement and lessons learned
Quality Control	· No standard process in place · Driven by team members without procedures	· Deliverable Templates and guidelines available for product testing	· Performance standards identified and measured.	· Standards in place and used	· QC results examined throughout process · Process improvement and lessons learned

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Risk Identify, analyze, respond, and control risk factors throughout the life of a project.	No established practices or standards in place. Documentation is minimal and results are not shared. Risk response is reactive.	Processes are documented and utilized for large projects. Management consistently involved with risks on large, visible projects.	Risk management processes are utilized for most projects. Metrics are used to support risk decisions at the project and the program levels.	Management is actively engaged in organization-wide risk management. Risk systems are fully integrated with time, cost, and resource systems.	Improvement processes are utilized to ensure projects are continually measured and managed against value-based performance metrics.
Risk Identification and Quantification	· No established practices or standards in place · Risk response is reactive or sporatic based on crisis	· Processes are documented and utilized for large projects · Management consistently involved with risks on large, visible projects · Low Medium High ratings used	· Risk management processes are utilized for most projects · Metrics are used to support risk decisions at the project and the program levels · More complex rating systems are used i.e. Probability factors	· Cross project risks fully integrated with Cost, Time, Finance, Accounting and strategic objectives	· Improvement processes are utilized to ensure projects are continually measured and managed against value-based performance metrics
Risk Response Development and Documentation	· No strategy or planning for future risk events · Documentation is minimal and results are not shared	· Risk documentation is not centralized	· Contingency plans and mitigation strategies are develope for each risk item · Risk documentation is centralized and accessable to the organization	· Historical database expanded to include cross program risks	· Systemic Risk items are identified, documented and cateloged with lessons learned

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HR Identify the requisite skill sets required for specific project activities, to identify individuals who have those skill sets, and to assign roles and responsibilities for the project, managing and ensuring high productivity of those resources, and forecasting future resource needs.	No repeatable process applied to planning and staffing projects. Project teams are ad hoc. Human resource time and cost is not measured.	Repeatable process in place that defines how to plan and manage the human resources. Resource tracking for highly visible projects only.	Most projects follow established resource management process. Professional development program establishes project management career path.	Resource forecasts used for project planning and prioritization. Project team performance measured and integrated with career development.	Process engages teams to document project lessons learned. Improvements are incorporated into human resources management process.
Organizational Planning	· Ad-hoc means to assign personnel and assignments to projects · Project schedule revised to match available resources.	· Project Manager defines skill requirements and creates responsibility matrix and org charts · Organizational planning process documented to match project requirements to skill sets. · Organizational planning process documented to match project requirements to schedule.	· Resource availability and competence analyzed. · Roles and Responsibilities defined for all project personnel · Organizational planning process fully implemented in local business unit.	· Organizational planning process fully implemented for entire enterprise. · Resource leveling/prioritization accomplished across entire enterprise.	· Process improvement and lessons learned. · Performance metrics used for HR
Staff Acquisition	· Ad-hoc, driven by department management · Staff selections try to find best possible match between needs and available resources.	· Planning of required staffing. Team members identified and reserved ahead of time · Resource leveling accomplished within bounds of the project team.	· Resource pool management and prioritization · Resources selected based on training and prior experience. · Resource leveling across projects accomplished within local business unit.	· Skills database used. · Resource training tied to project assignments.	· Enterprise resource forecasting. · Lessons learned
Team Development	· Project teams formed on an ad-hoc basis. · Teamwork dependent on willingness and personalities of team members. · Team meetings occasionally.	· Team engaged in scope and planning development. · Team meetings held frequently and effectively. · Teamwork actively encouraged and supported with company-sanctioned team building exercises.. · Project Manager inputs to team member performance evaluations	· Team co-located. · Team trained in conflict management techniques.	· Technical training needs identified and proactively met.	· Organization values its people and does all it can to ensure project success.
Professional Development	· Project Managers assigned based on likelihood of success. · No Project Management career path.	· Project Manager viewed as and rewarded for being a leader.	· Project related careers and training requirements recognized.	· Individuals placed in Project Management roles only when there is a match between skills and requirements.	· Projects tied to organization success. · Financial rewards tied to project success.

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Communications Manage the project data process from collection to categorization to dissemination to utilization and decision making.	There is an ad hoc communications process in place whereby projects are expected to provide informal status to management.	Basic process is established. Large, highly visible projects follow the process and provide progress reporting for triple constraints.	Active involvement by management for project performance reviews. Most projects are executing a formal project communications plan.	Communications management plan is required for all projects. Communications plans are integrated into corporate communications structure.	An improvement process is in place to continuously improve project communications management. Lessons learned are captured and incorporated.
Planning	· No corporate standards developed and broadcast. · Individual reports compiled and presented as needed. · Project Manager expected to be able to report status when required.	· Key project stakeholders identified. · Common format identified for certain standard-topic reports. · Periodic summary reports required on high visibility projects, per Communications Plan.	· Documented Communications Plan prepared for all projects.	· Communications Plan updated and refined throughout project.	· Communication planning linked to organizational planning. · Process improvement and lessons learned.
Information Distribution	· Project teams formed on an ad-hoc basis. · Information distribution dependent upon sender-developed list.	· Basic information retrieval and distribution process in place. · Common report formats and frequency defined. · Hard copy or electronic files shared.	· Formal information retrieval and distribution via a central system or repository.	· Information retrieval and distribution available via an automated query driven database.	· Stakeholders educated and able to mine data related to projects. · Process improvement and lessons learned.
Performance Reporting	· Informal process, only via Project Manager. · Individual reports compiled and presented as needed.	· Status, Progress and Phase Completion Reports in place. · Common report formats and frequency defined. · Customer acceptance achieved.	· Trending and Variance reporting added. · Project performance reviews conducted on a regular basis. · Project Lessons Learned compiled and shared within business unit.	· Performance reporting expected for all projects. · Project Lessons Learned compiled and shared across entire enterprise.	· Process improvement and lessons learned.
Issue Tracking and Management	· Ad-hoc issues lists created when needed. · Issues lists discussed in team meetings.	· Issues Management process documented and used. · Issues descriptions and resolution plans discussed in team meetings. · Issues resolution plans reviewed with business unit management.	· Issues consistently addressed in regular full team meetings. · Issues Management process integrated with Scope Change Control process.	· Cross project issue implications managed.	· Process improvement and lessons learned.

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Procurement Acquire goods and services in support of the project. It also includes activities in managing the contract throughout the period of performance and closing the contract upon completion.	No project procurement process in place. Methods are ad hoc. Contracts managed at a final delivery level.	Basic process documented for procurement of goods and services. Procurement process mostly utilized by large or highly visible projects.	Process an organizational standard and used by most projects. Project team and purchasing department integrated in the procurement process.	Make/buy decisions are made with an organizational perspective. Vendor is integrated into the organization's project management mechanisms.	Procurement process reviewed periodically. On-going process improvements focus on procurement efficiency and effective metrics.
Procurement Planning	· Pockets of planning may occur but are not formalized	· Use of statement of work for make or buy decisions · Procurement management plan developed	· Formal analysis and recommendation reports used	· Make / Buy decisions based on organizational requirements and made by cross functional team	· Continuous improvement, Lessons learned · Make / Buy decisions include historical data · Just in time procuement introduced
Requisition	· No unique process for projects	· Procurement department takes lead on requisitioning items per organizational evaluation criteria	· Preferred vendors list used · Different contract types used	· Fully integrated into organizational system	· Continuous improvement, preferred vendors leveraged
Solicitation / Source Control	· No process for vendor contact, evaluation, negotiation	· Quality and timing specified to vendor · Vendor submits plans	· Vendors to comply with project management processes and structure including detailed plans using WBS	· Fully integrated into organizational system	· Vendors evaluated and feedback to preferred vendor list
Contract Management / Closure	· Vendors / contractors managed to end dates only	· Status plans and change control implemented	· Periodic reporting set · Vendor takes lead on communications	· Weekly status reports integrated into performance reports by Project Manager	· Strategic alliances with preferred vendors consideed

Appendix B:
Sample Interview Notes Forms

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

SCOPE MANAGEMENT

Ensure that the project includes all the work required, and only the work required, to complete the project successfully.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating
Scope Definition	
? What systems/tools do you currently use to manage your project scope? ? How is scope of a project developed and is formal customer approval obtained? ? Are proposal scope and cost documents available to team members?	
Requirements Definition	
? How is scope of a project determined? ? Direction from Management? ? Direction from Customers? ? Developed from functional targets? ? Does the organization have a standard way to gather and document business requirements? ? Does the organization have a standard way to gather and document technical requirements?	
Deliverables Identification	
? What kind of documents do you provide to your customers for project scope management? ? How is the scope document used?	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

SCOPE MANAGEMENT

Ensure that the project includes all the work required, and only the work required, to complete the project successfully.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating
Work Breakdown Structure	
? Does a product-oriented WBS exist and is it used?	
Scope Change Control	
? How is scope changed? ? Direction from Management? ? Direction from Customers? ? Change notice from Project Office? ? Meeting minutes? ? Word of mouth? ? What process is used for scope change control? ? Is there a defined process for project close out?	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

TIME MANAGEMENT

Develop the project schedule, manage to that schedule, and ensure the project completes within the approved timeframe.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

Schedule Development	Rating
? What type of documents do you use for time management? ? milestone plans / project plans / system plans / component plans / project overviews / one page summaries / Gantt charts / key events lists / 30-60-90 days ? What type of tools (software / systems) do you use for time management? ? MS Project / Excel / List of tasks etc ? At what level of detail is a typical project planned? ? Component / Subsystem / System / Phase of project (i.e. design / test / production) ? How large are your typical project schedules? ? i. < 50 tasks ii. < 100 tasks iii. < 500 tasks iv. > 500 tasks ? Do templates exist for each discipline to use for new projects? (Typical design times for components / systems. Typical tooling times for components /systems Lessons learned etc) ? Are they used? ? Are there internal Standards for project schedules? ? Is there a process of schedule buy-in / sign-off that involves the key stakeholders? ? Who ultimately approves the project schedules? ? How closely do the project schedules reflect the product development process? ? Do the project schedules clearly identify the deliverables? ? from your company to the customer from the customer to you	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

TIME MANAGEMENT

Develop the project schedule, manage to that schedule, and ensure the project completes within the approved timeframe.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

Schedule Control	Rating
? Are baseline schedules maintained for each project?	
? Is project status reported against the baseline schedule?	
? Are schedules published and accessible to all team members via common web-portals or e-rooms easily ?	
? What is a typical update cycle?	
? No predetermined update cycle 1-2 Weeks 2-4 Weeks > 4 weeks at Gate reviews only	
? Are project meetings held to review and status project schedules?	
? How often are they held?	
? Who attends the meetings?	
? Are items on the critical path elevated to risk management spreadsheets?	
? How do you document schedule changes and updates?	
? i. Change log ii. Meeting minutes iii. Other	
? How do you document recovery plans or workaround plans?	
? i. Program schedule revisions ii. Ad hoc schedule for recovery iii. No schedule documentation	
? Are schedules ever revised based upon risk assessment?	

Schedule Integration	
? Do you integrate your timing plans across functional departments / organization	
? Do you require schedules from your suppliers?	

COST MANAGEMENT

Determine the total costs of the project, manage to those costs, and ensure the project completes within the approved budget.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating
Project Cost Definition	
? What types of budgets are prepared and at what level? ? What is included in the project budgets? ? Engineering hours/cost Manufacturing hours/cost Warranty cost After market / maintenance cost other ? What systems / tools do you currently use to manage your project Cost? ? How are costs assigned? ? By project By tasks By time By department Cost codes WBS ? Are budgets time phased and is an expenditure plan established? ? How are scope changes documented and cost estimates approved by customers and management? ? Who prepares proposal cost estimates, are the assumptions for project cost documented? ? Do budgets tie to WBS or to separate Cost Accounts? ? Are all purchased items and subcontract costs coded to budget "buckets" and tracked?	
Resource Planning	
? Are all hours spent on projects tracked to budgets using timecards?	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

COST MANAGEMENT

Determine the total costs of the project, manage to those costs, and ensure the project completes within the approved budget.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

Performance Measurement	Rating
? How are costs tracked? ? By project By tasks By time By department Cost codes WBS ? What is used to track costs? ? Central database Project manager maintains a spread sheet Project engineers spread sheet ? How often are budgets re-forecasted and re-baselined? ? Is project cost tracked against the baseline on regular update cycle?	

Cost Control	
? What kind of documents do you provide to your customers for project cost control? ? How is cost over runs managed? ? Allowable tolerance on every project Cost buffer assigned to project Formal change request	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

QUALITY MANAGEMENT

Ensure the project satisfies all the needs for which it was undertaken, and includes a focus on quality management from the perspective of product, processes, and the people needed to make quality an effective and efficient aspect of successful project completion.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating
Quality Planning	
? What systems / tools do you currently use to manage your project Quality? ? Are quality goals methods and systems established for each project? ? Is there a document in place to baseline the project quality requirements? ? Are quality metrics mapped to quality goals? ? How are quality improvement goals communicated? ? What kind of documents do you provide to your customers for project quality management? ? How are key deliverables identified? ? Formal list Your boss	
Quality Assurance	
? Are quality goals methods and systems established for each project? ? Are your customer requirements compatible with one another? ? Do you use customer satisfaction metrics?	
Quality Control	
? What systems / reports you have in place to track progress against the elements of APQP? ? How does project quality track to product quality? ? Do your customer requirements parallel your internal control requirements?	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

RISK MANAGEMENT

Identify, analyze, respond, and control risk factors throughout the life of a project.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating	
Identification and Quantification		
? Are areas of risk identified for each project along with risk avoidance and mitigation plans? (time risk / cost risk etc) ? Is there a defined process in place to measure deliverable risk (i.e. a red yellow green rating system)?		
Response Development and Documentation		
? What systems / tools do you currently use to manage your project Risk? ? Are any risk metrics used to monitor trends? ? What kind of documents do you provide to your customers for project risk management? ? Is there a process in place that can measure the through put on a project (earned value)?		

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

HUMAN RESOURCES MANAGEMENT

Identify the requisite skill sets required for specific project activities, to identify individuals who have those skill sets, and to assign roles and responsibilities for the project, managing and ensuring high productivity of those resources, and forecasting future resource needs.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating
Organizational Planning	
? Are your Project management practices and process consistent across divisions and functional groups? ? Do you have top management support for PM? ? Are PM training courses identified and training provided? ? Are training courses specific to processes used or generic? ? Is there a PMO organization in place to provide oversight of all projects and centralized expertise? ? Does your PMO Office provide expertise to the organization and to all Project Managers? ? Is there a written PM Procedures Manual to foster a standardized PM Approach? ? What documented support for Project Management exists within the organization? ? How do you at the executive level view the success of current project management practices? What do you want changed? In what timeframe? ? Who is considered the project management champion in the organization (position)?	
Staff Acquisition	
? Are roles of Project Managers, Planners, Budget Analysts, Team Members clearly defined? ? Are skill levels defined for PM roles? ? Where do project Managers come from? ? Direct hire as a Project manager 1. Success rate in finding required skills & expertise 2. What are the required skills and Expertise 3. What do you allow a new project manager to learn on the job ? Internal grooming to be a Project Manager 1. From Engineering / Technical departments 2. From Sales & Marketing department 3. Other 4. What is your success rate in developing required skills & expertise 5. What are the required skills & expertise	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

HUMAN RESOURCES MANAGEMENT

Identify the requisite skill sets required for specific project activities, to identify individuals who have those skill sets, and to assign roles and responsibilities for the project, managing and ensuring high productivity of those resources, and forecasting future resource needs.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating	
Team development		
? Are there trained staff assigned to projects in the area of project schedule management project cost management / cost estimation / cost tracking. Scope management		
Professional Development		
? Does the training provided lead to professional certification?		

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

COMMUNICATIONS MANAGEMENT

Manage the project data process from collection to categorization to dissemination to utilization and decision making.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating
Communications Planning	
? Do you have a communication plan for your projects? ? What is the form of communications plan? ? Detailed and documented (What, When, how often, to whom) Meeting minuets sent after each meeting to attendees and others "key individuals" Team contact list ? Do you use responsibility matrix on your projects? ? Do you prepare and use team rosters for project communication?	
Information Distribution	
? Is your software capable of exchanging data across multiple projects and producing multi-project summaries? ? Does IT provide support to customize reports and formats to standardize across divisions, departments?	
Performance Reporting	
? Is there a common management-reporting requirement defined by your company? ? Is there a corporate Gate review scheduled in place and is it available to all Projects / team members?	
Issue Tracking & Mgmt	
? Do your project Managers have a process in place to share lessons learned? ? Is there a corporate issues management system that all projects use?	

Project Management Maturity Assessment "As Is" Interview Sheet

Knowledge Area Data

PROCUREMENT MANAGEMENT

Acquire goods and services in support of the project. It also includes activities in managing the contract throughout the period of performance and closing the contract upon completion.

1: Needs Awareness. 2: Organized and Documented. 3: Bought In / Integrated. 4: Portfolio. 5: Improvement

	Rating	
Procurement Planning		
? Is there a written scope of work for each procurement along with selection criteria?		
Requisition		
Solicitation / Source Control		
? Are contracting approaches, vendor lists developed for projects? ? Are schedules and cost targets available during the purchasing process?		
Contract Mgmt / Closure		