



MMGP
MATURITY EVALUATION QUESTIONNAIRE

Extracted from

"Gerenciamento de Programas e Projetos nas Organizações"

(Program and Project Management in Organizations)

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Author: Darci Prado

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MATURITY EVALUATION QUESTIONNAIRE SECTION A – SECTORIAL MATURITY

The following test is designed to evaluate the maturity level of a sector within an organization, and is presented in multiple choice questions.

After examining and answering the questions on the following pages, write down the final score using the formula below:

$$\text{Final assessment} = (100 + \text{total points}) / 100$$

Then, fill out the graphic part of the “Matching Profile”. See comments on chapter 10 of the book mentioned at the beginning of this text (item 10.3)

STD.	SCORE	MATCHING PROFILE									
		10	20	30	40	50	60	70	80	90	100
2											
3											
4											
5											

Example:

STD.	SCORE	MATCHING PROFILE									
		10	20	30	40	50	60	70	80	90	100
2	40										
3	20										
4	20										
5	0										

Scores:

2nd Level: 40

3rd Level: 20

4th Level: 20

5th Level: 00

Total Score: 80

Final Evaluation = $(100 + 80) / 100 = 1,8$

How to add up the answers

Use the following table to evaluate your answers:

ANSWER	SCORE
A	10
B	6
C	2
D	0

2nd LEVEL – KNOWN (Common language)

1. Regarding the acceptance of the sector's top-level managers (i.e., the top authorities who have some influence on the sector projects) on the Project Management subject, choose the answer which best describes the actual scenario:

- A) The subject is widely known and accepted as a good management practice for, at least, one year. Top-level managers encourage the utilization of such knowledge.
- B) The subject is fairly known and there is some effort in promoting the utilization of such knowledge.
- C) The subject is only known. There is no formal effort to encourage the utilization of such knowledge
- D) The top-level managers seem to ignore the subject.

2. Regarding the Project Management subject acceptance among the sector's Project Managers, choose the answer which best describes the actual scenario:

- A) The subject is widely known and accepted as a good management practice for, at least, one year. Project managers feel stimulated to use this knowledge.
- B) The subject is fairly known and there is some effort of the organization to promote the utilization of such knowledge.
- C) The subject is only known. There is no formal effort to promote the utilization of such knowledge.
- A) Managers don't know the subject or feel apprehensive about the utilization of such knowledge.

3. Regarding the **“Project Management” subject acceptance** among the project customers (i.e., the internal or external sectors that receive the service or product created by the project), choose the answer which best describes the actual scenario:

- A) The subject is widely known and is being accepted as a good management practice for, at least, one year. Customers like the subject and promote its utilization.
- B) The subject is fairly known and is being accepted as a good management practice by some costumers.
- C) The subject is only known.
- D) Clients are not aware of the subject or feel apprehensive about the utilization of such knowledge.

4. Regarding the level of technical knowledge (or business sector knowledge) of each project's management team, choose the answer which best describes the actual scenario:

- A) The team have enough technical knowledge or business sector knowledge
- B) The knowledge is not enough, but there is training available (be it on-the-job or classroom training), and it is being used.
- C) The knowledge is not enough, but training may be made available.
- D) The knowledge level is inadequate and there is no perspective of improvement.

5. Regarding **in-company training** (i.e., training provided within the organization) related to the Project Management subject, choose the answer which best describes the actual scenario:

- A) The subject is very important to the organization and internal training covering methodology and *software* topics happens often.
- B) The subject is very important to the organization, which is starting to implement training actions.
- C) The subject is somewhat important to the organization, but there are no practical initiatives.
- D) The subject is not important to the organization and, during the last year, no internal training on the subject happened.

6. Regarding **training which happened outside the organization** (such as improvement training, Master's Degree, MBAs, certification training, etc.) to sector staff involved in Project Management, within the last twelve months, choose the answer which best describes the actual scenario:

- A) The organization promotes such initiatives by offering career advantages to the involved personnel, as long as they are justified.
- B) The organization promotes such initiatives and may offer career advantages to the involved personnel.
- C) The organization accepts such initiatives but won't acknowledge career advantages to the involved personnel.
- D) The organization does not know or does not encourage such initiatives.

7. Regarding the **training type and content** that was given to the Project Managers, choose the answer which best describes the actual scenario:

- A) The training covered all 9 areas according to PMBOK (or only those identified as sector needs), at an adequate level to the project managers. Nearly all project managers were trained.
- B) The training covered all 9 areas according to PMBOK (or only those identified as sector needs), at an adequate level to the project managers, but not enough of them were trained.

- C) The training covered few management topics (when compared to those identified as sector needs)
- D) The Project Managers did not receive training

8. Regarding the **training type and content** that was given to the sector's top-level managers (i.e., the top authorities who have some influence on the sector projects), choose the answer which best describes the actual scenario:

- A) The training covered all relevant areas according to PMBOK that were adequate to the sector, at an adequate level to the top-level managers. Nearly all top-level managers which needed training received it.
- B) The training covered all relevant areas according to PMBOK that were adequate to the sector, at an adequate level to the top-level managers, but not enough of them were trained.
- C) The training covered few management topics (when compared to those identified as sector needs)
- D) The top-level managers did not receive training

9. Regarding the **understanding of the importance of organizational aspects** (such as PMO, Committee, Matrix Structure, Sponsorship, etc.) to ensure good project execution, it is possible to say that:

- A) The sector leaders and company's top-level managers are aware of the subject and its importance to make projects successful, and they encourage implementation and improvement of such things.
- B) The sector leaders are aware of the subject but are not entirely confident about its importance to make projects successful. Nevertheless, they intend to experiment on the subject with practical trials.
- C) The sector leaders are aware of the subject but are not entirely confident about its importance to make projects successful. There are no initiatives planned on this matter in the short term.
- D) The sector's Project Management leaders and company's top-level managers are not aware of the subject.

10. Regarding **training on time management software** (task sequencing, scheduling, etc.), choose the answer which best describes the actual scenario:

- A) Professionals that need this type of software were trained. They have been using time management software for more than a year.

- B) Professionals that need this type of software were trained. The use of time management software is beginning now.
- C) Time-management software is available but seldom used by some professionals who know them and learned how to use them on their own.
- D) There is no time-management software available on the organization sector.

3rd LEVEL – STANDARDIZED

1. Regarding Project Management **methodology utilization** by sector personnel involved with projects, choose the answer which best describes the actual scenario:

- A) There is a methodology which has been implemented, tested and routinely used by all personnel dealing with projects for, at least, one year. It covers the five process groups described on PMBOK (initiating, planning, executing, monitoring and closing)
- B) There is a methodology which has been implemented, tested and routinely used by a small number of project managers for, at least, one year. It is a trial.
- C) There is a methodology which has been recently implemented and is at its early stages of utilization.
- D) There is no implemented methodology.

2. Regarding **methodology informatization**, choose the answer which best describes the actual scenario:

- A) There is a computer system, adequate to the sector project types, which is available and used by all main staff involved for, at least, one year.
- B) There is a computer system, adequate to the sector project types, available for, at least, one year. This system is used only by a small number of managers.
- C) Methodology informatization is in progress.
- D) Methodology informatization is not implemented.

3. Regarding the **documentation of the methodology and computer system** which were implemented, it is possible to say that:

- A) There is full documentation (mapping and standardization) of the complete product (or service) development cycle, including the project and computer system life cycle. Quality of documentation is very good and it is available for more than one year.

- B) There is incomplete documentation (mapping and standardization) of the complete product (or service) development cycle. The only quality documentation is related to the computer system, related to the project life cycle, which is available for more than one year.
- C) There is incomplete documentation (mapping and standardization) of the complete product (or service) development cycle. The computer system documentation is in its final stages and has good quality.
- D) There is poor or no computer system documentation.

4. Regarding the planning of each new project and the consequent production of the Project Plan, it is possible to say that:

- A) This is done according to pre-established standards which imply several meetings with the main staff involved. The model discriminates small, medium and large projects and is well accepted within the organization for more than one year.
- B) This is done according to pre-established standards which imply several meetings with the main staff involved. The model does not discriminate small, medium or large projects and is somewhat accepted within the organization.
- C) There is a planning model being developed or implemented
- D) There is no planning model being developed and no Project Plans.

5. Regarding the implemented **organizational structure** (projectized, strong/balanced/weak matrix), according to the relationship between the Project Manager and other areas of the organization (also called “internal suppliers”), it is possible to say that:

- A) The most appropriate and feasible organizational structure was evaluated and agreed with the “internal suppliers”. This structure is working for more than one year.
- B) The most appropriate and feasible organizational structure was evaluated and agreed with the “internal suppliers”. This structure is being implemented.
- C) There was no evaluation, nor formalization of any structure. Work is being done with an informal structure which resembles a weak matrix.
- D) There is no established structure, neither formal nor informal. The importance of this issue is unknown.

6. Regarding **the sector’s Project Management Office (PMO)**, choose the answer which best describes the actual scenario:

- A) The PMO was implemented, is efficient and is fully operational for more than one year. It is strongly involved with planning and follow-up of all projects within the sector.

- B) The PMO is implemented for more than one year but has little involvement with projects, acting more like a practice, training and knowledge diffusion center.
- C) The PMO was recently implanted
- D) There is no PMO

7. Regarding the use of **committees** on the follow-up phases, choose the answer which best describes the actual scenario:

- A) They were implemented, are efficient and are fully operational for more than one year. They gather periodically and have a strong influence on the development of the sector projects.
- B) They are implemented for more than one year but are not efficient.
- C) They've been recently implemented.
- D) There are no committees.

8. Regarding the **assessment and follow-up meetings**, carried out by the project manager and his team, choose the answer which best describes the actual scenario:

- A) They are organized according to a pre-established method which includes schedule, place, agenda, attendees, reports, etc. Those meetings provide a project development status for the whole team.
- B) There is no pre-established method and the meetings seldom occur.
- C) There are no meetings. It seems that only the Project Manager knows the status of the project.
- D) There are no meetings. It seems that the projects just "drift away".

9. Regarding the **project execution follow-up**, choose the answer which best describes the actual scenario:

- A) The right data is collected periodically and compared with the baseline planning. If there's a deviation from the goal, countermeasures are identified, designated and followed-up. This model works efficiently for more than one year.
- B) The process described in option "A" is carried on but the countermeasures defined are not always effective.
- C) There is no pre-established method for this. The follow-up is done in an informal way by the Project Manager when he is in touch with the involved personnel.
- D) Nothing is done. It seems that the projects just "drift away".

10. Regarding the technical planning of the product or service under development (i.e. the technical documentation) used by the Technical Leader and the Project Manager, it is possible to say that:

- A) Documentation has very good quality and the sector has been using it thoroughly for more than one year.
- B) Document has regular quality and the sector has been using it for more than one year. There is a work in progress to improve this documentation.
- C) Document has regular quality and the sector has been using it for more than one year. There is no work in progress to improve this documentation.
- D) Documentation is very poor and the technical management depends on the skills of each Technical Leader.

4th LEVEL – MANAGED

1. Regarding the **finished projects history**, considering (if applicable): investment return, quality of created product/service, management quality and registration of learned lessons, it is possible to say that:

- A) A database (or similar) has been created to gather this data, it is considerably loaded, and it is being used for more than two years to help planning new projects and to avoid previous mistakes.
- B) A database (or similar) has been created to gather this data and it is considerably loaded. Soon this data will be used to help planning new projects and to avoid previous mistakes.
- C) A database (or similar) has been created to gather this data. Such gathering is starting now.
- D) There is some scattered data and there is no computerized central archive. The use of this data is not a usual practice.

2. Regarding the **management of the portfolio and programs which were identified during the sector's Strategic Planning**, choose the answer which best describes the actual scenario:

- A) Portfolios and programs receive a special treatment, having a designed manager besides the individual project managers. Management of the portfolios and programs is in sync with the responsible for the strategic goals of the organization.

- B) Portfolios and programs don't have a designed manager. The Project Managers related with the portfolios and programs try to keep in sync with the responsible for the strategic goals of the organization.
- C) There is an effort in progress to prioritize portfolios and programs which were identified during Strategic Planning.
- D) The importance of this issue is unknown.

3. Regarding continuous improvement on the current Project Management model used in the sector, practiced by the control and measurement of the methodology and computer systems, choose the answer which best describes the actual scenario:

- A) The used model is evaluated permanently (control and utilization measurement) and the inadequate or fragile aspects of it are discussed and improved. The model is evolving to fulfill the needs of the main involved personnel.
- B) There is a continuous improvement program which is not quite understood by the involved personnel and/or does not work and/or is not properly used.
- C) A continuous improvement program is being implemented.
- D) The subject has not been engaged yet.

4. Regarding ongoing or finished task deviations (big delays and overruns, expenses beyond budgeted, etc.), choose the answer which best describes the actual scenario:

- A) There is a system active for more than two years to collect information about the deviation causes and, afterwards, there is an analysis to identify the main offending and repeating factors (Pareto analysis)
- B) There is a system just like described in option "A" which was recently implemented and a culture of utilization of this system is being created.
- C) A system just like described in option "A" is being implemented
- D) The issue was not covered.

5. Regarding the failure causes of finished projects (delays, expenses beyond budgeted, scope violations, underachieved quality standards) originated in the sector or from external sectors, choose the answer which best describes the actual scenario:

- A) All major failure causes have been identified. Countermeasures were defined and implemented to avoid those causes to happen again. This job is being successfully carried on for more than two years.

- B) All major failure causes have been identified. Countermeasures were defined and implemented to avoid those causes to happen again. This job is being implemented.
- C) All major failure causes have been identified. There are no countermeasures defined to eliminate those causes.
- D) Nothing is being done on this issue yet.

6. Regarding the actual organizational structure, it is possible to say that the previously structure, implemented to take care of the **relationship between the project managers and the “internal suppliers”** (see question 5, level 3):

- A) Has evolved, more than 2 years ago, to a straight and necessary structure, built considering the demands of those relationships. Project managers possess and enforce the necessary and adequate authority for their jobs.
- B) Has evolved to a seemingly more adequate structure, considering the complexity of the relationships, but it is at its early stages and it can't be proclaimed as a success.
- C) Studies for the evolution of the structure were concluded and the implementation of the new structure is in progress.
- D) Nothing was done. The issue is not properly known.

7. Regarding Project Managers **work monitoring** and the incentives to promote goal achievement, choose the answer which best describes the actual scenario:

- A) An evaluation system is available, for at least two years, to help the Project Managers establish their goals for the next period, and its performance on the previous period is evaluated. The project manager can eventually receive a bonus.
- B) An evaluation system was recently implemented (less than one year) and is now available to help the Project Managers establish their goals for the next period.
- C) There is no evaluation system which fits the description given in the previous alternatives, but the manages are largely motivated to reach their goals.
- D) There is no initiative on this issue.

8. Regarding the improvement of the Project Managers abilities, emphasizing **human relationship** (leadership, negotiation, conflict management, motivation, etc.), choose the answer which best describes the actual scenario:

- A) A formal structured training plan is in effect. Nearly all project managers have been trained.
- B) A formal structured training plan is in effect. A fairly good amount of project managers have been trained.

- C) The company had some training initiatives been put in effect, but they are in its early stages.
- D) There is no initiative on this issue.

9. Regarding the incentives given to the sector's Project Managers to obtain **certifications**, choose the answer which best describes the actual scenario:

- A) A plan to stimulate the Project Managers to get a PMP, IPMA or similar certification is in progress. The plan indicates that the necessary and appropriate amount of project managers should get certified within the next years.
- B) A plan to stimulate the Project Managers to get a PMP, IPMA or similar certification is in progress. Nevertheless, only a small fraction of all Project Managers should get certified.
- C) This subject is considered as a serious matter and there is an intention to put a plan together to make this happen.
- D) There is no initiative towards this.

10. Regarding the **alignment of the sector projects with the organization business** (or with Strategic Planning), choose the answer which best describes the actual scenario:

- A) Guidelines were created, at least two years ago, to ensure that the new projects adhere to the organization business in order to be approved. Those guidelines are being followed and all new projects are aligned with the organization's business.
- B) Guidelines were created to ensure that the new projects adhere to the organization business in order to be approved. This process is in its early stages and those guidelines are being followed.
- C) Guidelines were created to ensure that the new projects adhere to the organization business in order to be approved but they are not always followed. Thus, not all projects are aligned with the organization's business.
- D) There are no guidelines to ensure adherence of the approved projects to the organization business. This is done by intuition.

5TH LEVEL – OPTIMIZED

1. Regarding the **finished projects history**, considering (if applicable): investment return, management quality, technical quality, performance of created product/service, choose the answer which best describes the actual scenario:

- A) There is an ample and excellent database (or similar), and it is being routinely used by the project managers for, at least, two years.
- D) There is a database (or similar) which cannot be considered ample and excellent, or that is not routinely used by the project managers.

2. Regarding the **finished projects history**, considering the registration of learned lessons, choose the answer which best describes the actual scenario:

- A) There is an ample and excellent database (or similar), and it is being routinely used by the project managers for, at least, two years.
- D) There is a database (or similar) which cannot be considered ample and excellent, or that is not routinely used by the project managers.

3. Regarding the **evaluation of the implemented organizational structure** (committees, Project Management Office, Project Managers, Sponsors, projectized structure, matrix structure), choose the answer which best describes the actual scenario:

- A) The implemented structure is perfectly adequate to the sector and has been working in a totally convincing way for, at least, two years.
- D) The scenario described above has not been achieved yet.

4. Regarding **visibility of our organization** among the enterprise community, choose the answer which best describes the actual scenario:

- A) Our organization has been perceived and mentioned as a benchmark in project management for, at least, two years. Frequently we have visitors from other organizations which come to know our project management systems.
- D) We are far from being recognized as a benchmark.

5. Regarding the project managers **human relationship** skills (negotiation, leadership, conflict management, motivation, etc.) choose the answer which best describes the actual scenario:

- A) Nearly all of our project managers have been highly skilled in this area for, at least, two years.
- D) We are far from reaching the level described above.

6. Regarding the **sector attitude** towards Project Management, choose the answer which best describes the actual scenario:

- A) The Project Management subject is being perceived as “something natural” on the sector for, at least, two years. Projects are planned quickly and efficiently, and execution takes place in a low-stress, low-noise, high success rate environment.
- D) We haven’t reached the above scenario.

7. Regarding the **PMP, IPMA or similar certification program** for the sector’s Project Managers, choose the answer which best describes the actual scenario:

- A) We have reached the adequate and needed amount of certificated managers
- D) We haven’t reached the adequate and needed amount of certificated managers.

8. Regarding projects **failure causes** (delays, expenses beyond budgeted, scope violations, underachievement of quality standards), internal or external to the sector, choose the answer which best describes the actual scenario:

- A) All causes have been mapped and fully-effective corrective measures are being used for, at least, two years.
- D) There’s a lot to be done on this issue.

9. Regarding informatization implemented within the sector, choose the answer which best describes the actual scenario:

- A) It is fully adequate to the sector, covers all needed management aspects, can be used with projects of all dimensions and is being routinely used during the whole life cycle of each project for, at least, two years.
- D) We haven’t reached the above scenario.

10. Regarding the **alignment** of the sector projects **with the organization business** (or strategic planning), choose the answer which best describes the actual scenario:

- A) They have been fully aligned for, at least, two years.
- D) We still don’t have a full alignment.

E)