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**Questionnaire
Departmental Maturity Evaluation:**

Prado-PMMM (Maturity Model)

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MATURITY QUESTIONS – DEPARTMENT

The questionnaire shown ahead can be used to evaluate the maturity of an organization's department or sector (such as Engineering, Product Development, I.T., etc.).

How to evaluate the answers:

Use the table bellow to evaluate the answers:

- Option A: 10 points.
- Option B: 7 points.
- Option C: 4 points.
- Option D: 2 points.
- Option E: 0 points.

It is conveniente to give visibilty to the adherence profile, filling out the table below:

Level	Total Score	Adherence Profile									
		10	20	30	40	50	60	70	80	90	100
2											
3											
4											
5											

Example:

Level	Total Score	Adherence Profile									
		10	20	30	40	50	60	70	80	90	100
2	40										
3	20										
4	20										
5	0										

Total Score:
 Level 2: 40
 Level 3: 20
 Level 4: 20
 Level 5: 00
 Total score: 80

After evaluating the answers, insert the final score in the formula below:

$$\text{Final Maturity Score} = (100 + \text{total_score}) / 100$$

Filling the formula for the example above, we get:

$$\text{Final Maturity Score} = (100 + 80) / 100 = 1,8$$

LEVEL 2: KNOWN / INITIATED (Isolated initiatives)

This level represents the awakening to the subject of PM. Its main features are:

- Introductory knowledge of Project Management.
- Introductory use of tools (software) for activities sequencing.
- Isolated initiatives for planning and control of some projects.
- Each professional works in its own way, as the consequence of the lack of a standardized platform for PM, consisting of processes, tools, organizational structure, etc.
- Is the awakening of an awareness of the importance of implementing each of the components of a project management platform.

2.1. Regarding internal and external training occurred in the last 12 months related to basic aspects of Project Management, select the most appropriate option:

- a) Some professionals of the department participated in training in the last 12 months. The training covered aspects related to areas of knowledge and processes (such as the available standards, PMBOK, IPMA, Prince2, Agile etc.).
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.2. Regarding the usage of time management software (tasks sequencing, timelines, Gantt, etc.), select the most appropriate option:

- a) Some professionals of the department participated in software training in the last 12 months and used them in their projects.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.3. Regarding the experience with project life cycle by professionals involved with projects in the department, select the most appropriate option:

- a) In the past 12 months, some elements of the department have made planning, monitoring and closure of a reasonable amount of projects, based on known patterns (PMBOK, IPMA, Prince2, Agile, etc.) and computational tools (MS Project, etc.).
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.4. Regarding the acceptance, by the main people involved with management, of the contribution of a Project Management (PM) to aggregate value to the organization, select the most appropriate option:

- a) The importance to contribute to organization's results is an established theme by the leadership or has been developing. Initiatives have been observed in the past 12 months to

advance the understanding of the theme, such as meetings, attendance at conferences, courses, etc.

- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.5. Regarding the acceptance, by the main people involved with management, of the importance of a Project Management methodology, select the most appropriate option:

- a) The importance of a PM methodology is an well established theme by the leadership or has been developing. Initiatives have been observed in the past 12 months to advance the understanding of the subject, such as meetings, conferences, courses, etc.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.6. Regarding the acceptance, by the main people involved with management, of the importance of a Project Management computer-based system, select the most appropriate option:

- a) This is a consolidated or evolving topic. In the last 12 months, initiatives have been observed to develop / improve the understanding of the subject, such as meetings to discuss the subject, participation in congresses, courses, etc.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.7. Regarding the acceptance, by the main people involved with management, of the importance of the components of the organizational structure (Project Managers, PMO, Committees, Sponsor, Product Owner, etc.), select the most appropriate option:

- a) This is a consolidated or evolving topic. In the last 12 months, initiatives have been observed to develop / improve the understanding of the subject, such as meetings to discuss the subject, participation in congresses, courses, etc.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.8. Regarding the acceptance, by the main people involved with management, of the importance of the close alignment of the projects with the organization's strategies and priorities, select the most appropriate option:

- a) This is a consolidated or evolving topic. In the last 12 months, initiatives have been observed to develop / improve the understanding of the subject, such as meetings to discuss the subject, participation in congresses, courses, etc.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.

- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.9. Regarding the acceptance, by the main people involved with management, of the importance to evolve in behavioral competencies aspects (leadership, negotiation, communication, conflict, etc.), select the most appropriate option:

- a) This is a consolidated or evolving topic. In the last 12 months, initiatives have been observed to develop / improve the understanding of the subject, such as meetings to discuss the subject, participation in congresses, courses,, etc.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

2.10. Regarding the acceptance, by the main stakeholders, of the importance to evolve in technical and contextual competencies aspects (subjects related to the product, the business, the strategy of the organization, its customers, etc.), select:

- a) This is a consolidated or evolving topic. In the last 12 months, initiatives have been observed to develop / improve the understanding of the subject, such as meetings to discuss the subject, participation in congresses, courses, etc.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

LEVEL 3: STANDARDIZED

This level represents the situation where a PM platform has been implemented. Its main features are:

- Existence of a standardized platform for PM.
- The platform is in use by the leading players for over one year.
- Use of baseline and performance measurement.
- Data capture of anomalies that impact project results (delays, cost overruns, etc.).
- Evolution in skills, reaching a basic level.
- Evaluation measurements of closed projects established;
- A significative amount of projects has gone through all the processes of the implemented methodology (begining, middle, end) for at least one year.

3.1. Regarding the use of project management methodology by people involved with projects in the department, select the most appropriate option:

- a) There is a methodology containing the processes and areas of expertise required and conveniente to the department, and aligned to any of the existing standards (PMBOK, PRINCE2, IPMA, Agile, etc.). It differentiates projects by size (large, medium and small) and is under usage for over an year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.2. Regarding computerization of Project Management processes, select the most appropriate option:

- a) There is an apparently complete, adequate and friendly system that helps in planning and monitoring projects. It allows different sizes of projects and it is possible to store and query data from closed projects. It is under usage by the main involved people (who were trained) for over one year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.3. Regarding the processes mapping and standardization from (if applicable) the proposal of the idea, the technical and the feasibility studies, the negotiations, the budget approval, resource allocation, project's implementation and use, we have:

- a) All the above processes were mapped, standardized, and some computerized (both optical of product development and its management). The existing material is apparently complete and adequate and is in use for over one year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.4. Regarding the Project Plan document, which must contain the approach to execute the project (with different content depending on the characteristics of the project in question) and also assist in the tasks of monitoring the project's progress and controlling variations, risks and stakeholders, select the most appropriate option:

- a) The creation of this document requires meetings between the main stakeholders until the approval of the baseline (if applicable), with its goals for time, costs and results indicators (if applicable). Aspects of flexibility (as in the agile environment) can be considered, if appropriate and necessary. This process has been in use for over a year and is well accepted.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.5. Regarding the PMO, select the most appropriate option:

- a) It is implanted. Its functions have been identified, mapped and standardized and are suitable for the project category in question. These documents are used by PMO members, who have the appropriate training in PM. The PMO is well accepted, has been operating for over a year and has a positive influence on department projects.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.6. Regarding the use of Committees (or executive monitoring structure or equivalent) for monitoring projects during their execution, select the most appropriate option:

- a) They were deployed, there are regular meetings and they have strong influence in the progress of projects under its monitoring. They are well accepted and have been operating for over one year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.7. Regarding each project monitoring at meetings held by the project manager with her/his team to update the project plan and manage exceptions and risks, select the most appropriate option:

- a) Regular meetings to ensure everyone knows the project progress are realized. Data are collected and compared with the previous plan. In case of deviation, countermeasures are implemented. And risk analysis is carried out. It is under usage for over one year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.8. Regarding change management (time, costs, scope, results, etc.) of ongoing projects, select the most appropriate option:

- a) The baseline values are respected throughout each project life and changes are avoided. In cases of change requests, stringent criteria are used for analysis and approval. The model works properly for over one year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.9. Regarding the definition of success and the creation and use of metrics to evaluate the projects' success (ie, goals achievement, results obtained, delays, costs overrun, performance, etc), select the most appropriate option:

- a) At the end of each project, an evaluation of the results is made and the causes of non-achievement of goals are analyzed. These data are placed in a database (or something equivalent). Analyzes are periodically carried out in the database to identify which were the main offending factors for the entire project portfolio, and to allow the establishment of corrective actions. It has been in use for over a year.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

3.10. Regarding the evolution of competencies (knowledge + experience) in project management, technical management and behavioral management of the multiple stakeholders groups (senior management, project managers, PMO, sponsor, product owner (if applicable), etc.), we have:

- a) The necessary competencies have been identified for each group of professionals and a survey has been done involving "Current Situation" and "Desired Situation". An Action Plan has been performed and presented with convincing results in the last 12 months
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

LEVEL 4: MANAGED

This level represents the situation where the PM platform really works and gives results. Its main features are:

- Elimination (or mitigation) of manageable anomalies that hinder project outcomes.
- Professionals consistently demonstrate a high level of competence.
- The results of the area (success rate, delay, etc.) are consistent with that expected for the maturity level 4.
- This is happening for at least 2 years.
- A significant amount of projects have completed their life cycles in this scenario.

4.1. Regarding the elimination of deviations (delays, cost overrun, scope, quality non-compliance, results, etc.) coming from the department itself or from external departments (interfaces), select the most appropriate option:

- a) All major deviations were identified and eliminated (or mitigated) by establishing actions (countermeasures) to prevent these causes from recurring. This scenario has been operating successfully for over 2 years.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.2. Regarding the success of the department's project portfolio, involving (if applicable) the following components: benefits, expected outcomes, stakeholders satisfaction, profitability, delays, costs, scope and quality compliance, etc., select:

- a) Goals were set, for the portfolio performance, for the different indicators which compose the definition of success (consistent with the goals expected for level 4 of maturity). These goals have been achieved in the last 2 years.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.3. Regarding the involvement of top management (ie senior managers who have some influence over the department's projects) with the subject "Project Management", select the most appropriate option:

- a) On the last two years there has been a satisfactory involvement of senior management with the topic, participating in committees, watching "closely" the strategic projects, etc. They have the proper knowledge and encourage the use of the subject
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.4. In an environment of good governance we have efficiency and effectiveness because we have the right organizational structure, process, tools, etc. Moreover, the key players are competent, and proactive. Choose:

- a) There is good governance in the department. The right decisions are taken at the right time by the right person and they achieve the right and expected results. This has been happening for over two years.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.5. Regarding Continuous Improvement, practiced by controlling and measuring the dimensions of project governance (methodology, informatization, organizational structure, competencies and strategic alignment), select the most appropriate option:

- a) There is a system to periodically evaluate these aspects and the ones that show weakness or inadequacy are discussed and improved. It is well accepted and practiced by the leading players for over two years.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.6. Regarding monitoring of project managers' work and the incentive provided to them in order to achieve their projects' goals, select the most appropriate option:

- a) There is a evaluation system of project managers, which establishes goals and, at the end of the period, depending on their evaluation results, they could possibly get bonuses for performance. The system works successfully for at least 2 years.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.7. Regarding the improvement of project managers' capacity, with emphasis on human relationships (leadership, negotiation, conflict, motivation, etc.), select the most appropriate option:

- a) Virtually all project managers have gone through an extensive training program on human relationships. The program is running successfully for at least two years and always presents new trainings.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.8. Regarding incentives for ongoing training and certification obtainment (PMP, IPMA, PRINCE2, Agile, etc.) by project managers, product owner (if applicable) and PMO members, select the most appropriate option:

- a) There is a policy to encourage professionals to continuously obtain qualifications and certification. It is running for over two years with good results and an adequate number of professionals have obtained certification.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.9. Regarding the alignment of the projects executed in the department with the organization's business (or the Strategic Planning), select the most appropriate option:

- a) In the creation phase of each project (Business Case or Idea Analysis) an evaluation of the results / benefits to be aggregated by the project is made, which must be clearly related to the goals of the Strategies. During the execution of the project, monitoring is carried out to verify that the expected alignment is maintained. It has been operating for 2 years.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

4.10. Regarding the competence (knowledge + experience + attitude) of the team responsible for creating the product (good, service or result) in technical aspects, select the most appropriate option:

- a) All involved people are highly competent in this area, which contributed to rework and loss levels being reduced to near zero.
- b) The situation is slightly inferior than that described in option A.
- c) The situation is significantly inferior than that described in option A.
- d) There is some effort in this direction.
- e) There is no effort in this direction.

LEVEL 5: OPTIMIZED

This level represents the situation in which the PM platform not only works and gives results as was also optimized by the practice of continuous improvement and technological and processes innovation. Its main features are:

- Optimization of processes and tools.
- Optimization of results (time, cost, scope, quality, performance, etc.).
- Highest level of success.
- Efficiency in the environment and work climate, high productivity and low stress.
- High recognition of the competence of the area, which is seen as a benchmark.
- This is happening for at least 2 years.
- A significant amount of projects have completed their life cycles in this scenario.

5.1. An important pillar of innovation is the digital transformation of processes and technology, as it allows for leaps of optimization in quality and efficiency. Choose the best option that describes the innovation scenario in the department:

- a) The subject is no longer taboo and there have been developments in the innovation aspect that allowed visualization of products and processes from new perspectives. Over the past two years, there were several innovative initiatives with fully compensating results.
- e) The situation does not meet the described in option A.

5.2. Regarding the team competence (knowledge + experience + attitude) in planning and tracking deadlines and/or cost and/or scope compliance, we can state that

- a) The team has demonstrated over the past two years such an expressive proficiency in these aspects that has allowed significant optimizations on project duration, cost and scope. The team masters some techniques, such as Agile/Lean Management.
- e) The situation does not meet the described in option A.

5.3. Regarding the competence (knowledge + experience + attitude) of the team in the management of the parties involved (stakeholders) and risk management, we can state that:

- a) The team has demonstrated over the past two years an impressive proficiency in these aspects which has allowed the project to move forward without fear. The team masters aspects of structural complexity, such as systems thinking.
- e) The situation does not meet the described in option A.

5.4. Regarding the team competence (knowledge + experience + attitude) on product technical aspects (goods, service or result) being developed, we can state that:

- a) The team has demonstrated such an expressive proficiency in these aspects, including (if applicable) technology advances, VIPs - Value Improving Practices, etc., that have allowed significant optimizations on the technical characteristics of the product being made.
- e) The situation does not meet the described in option A.

5.5. Regarding the computer-based system:

- a) A comprehensive I.T. system has been in use for over 2 years and addresses all stages from initial idea (or opportunity or need) to the delivery of the product to operation. It includes, in addition to project management, portfolio and program management (if applicable) and analysis of closed projects. A digital transformation was carried out in the processes.

e) The situation does not meet the described in option A.

5.6. Regarding historical data of closed projects (Knowledge Management) and in relation to the aspects (if applicable): Efficiency Analysis of the Business Cases, Evaluation of Obtained Results, Management Data, Lessons Learned, Best Practices, etc., select the most appropriate option:

a) For over 2 years a database (or something equivalent) of great quality containing this information is available. The system is in use by major stakeholders to avoid past mistakes and optimize the planning, execution and closure of new projects.

e) The situation does not meet the described in option A.

5.7. Regarding the existing organizational structure (projectized / strong matrix, balanced or weak / functional), involving on one hand the organization and on the other hand the Project Managers and Project Management Office (PMO), select:

a) The existing structure is perfectly adequate, has been improved and has been operating in a totally convincing way for at least 2 years. The relationship between the mentioned stakeholders is very clear and efficient.

e) The situation does not meet the described in option A.

5.8. Regarding the capacity of the main professionals involved with projects in the department in behavioral competence (negotiation, leadership, conflict, motivation, etc.), select the most appropriate option:

a) Those involved have reached a level of excellence in this area, including demonstrating strong skills in subjects such as Emotional Intelligence, Systems Thinking, Cognitive Readness, etc.

e) The situation does not meet the described in option A.

5.9. Regarding the understanding of the main professionals involved with projects in the department on the organizational context (its business, its strategies, processes, organizational structure, customers, etc.), select the most appropriate option:

a) There is a high understanding of these aspects which are taken into account in projects planning and execution so that the products delivered (goods, services, or results) are really up to the organization's necessities.

e) The situation does not meet the described in option A.

5.10. Regarding the prevailing climate in the department, for project management, check the most appropriate option:

a) The subject of project management is seen as "something natural and necessary" and there are no hidden restrictions for at least two years. A "Culture Management" work was carried out and the aspects that negatively affected the execution of projects were addressed. The projects are aligned with the strategies and the execution takes place without interruption, in a climate of low stress, low noise and a high level of success. Whenever necessary, Change Management takes place in a highly efficient way.

e) The situation does not meet the described in option A.