DARCI PRADO

Questionnaire for
Departmental Maturity Evaluation

According to
PRADO-PMMM
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The text on the following pages was taken from the book
"Maturidade em Gerenciamento de Projetos"
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The questionaire shown ahead can be used to evaluate the maturity of an organization's departament (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:

Let the following be the points obtained during the maturity assessment:
Level 2: 40
Level 3: 20
Level 4: 20
Level 5: 00
Total Score:80

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

After evaluating the answers, insert the total score in the formula below:
Final Maturity Score = (100 + total_score) / 100

Filling the formula for the example above, we get:
Final Maturity Score = (100 + 80) / 100 = **1,8**

IMPORTANT NOTICE: This material allows you to make an assessment of maturity and calculate the maturity value and the percentages of adherence to the levels. However, it does not allow you obtaining percentage values of adherence to dimensions. For a complete work, we strongly recommend using the appropriate location on the website **www.maturityresearch.com**

LEVEL 2 – INITIATED - each one in their own way

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) Many 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 cicle by professionals involved with projects in the department, select the most appropriate option:
- a) In the past 12 months, several 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 the organization's results, 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) The importance of having a computerized system is an already 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.

2.7. 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, etc.), select the most appropriate option:
   a) The importance of the components of the organizational structure 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.

2.8. 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) The importance of aligning projects with the organization's strategies is an well established theme 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.

2.9. 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) The importance of behavioral competence 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, 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.

2.10. 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) The importance of progress in technical and contextual competences is an established theme by the leadership or has been developed. 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.

LEVEL 3 - STANDARDIZED - A Unique Management Model

This level represents the situation where a PM platform has been implemented. Its main features are:
- The existing situation at level 2 (each one in its own way) has evolved into a single standardized platform and a single project management model. It is in use by key stakeholders
- Evolution in skills, reaching a basic level.
- Evaluation in measurements of closed projects established.
- Use of baseline if necessary.
- Data capture of anomalies that impact project results (delays, cost overruns, etc.).
- A significative amount of projects has gone through all the processes of the implemented methodology (begining, middle, end)
- This situation occurs 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 what is necessary and appropriate for the department, in terms of processes (Initiation, Planning, Execution, Control and Closing), areas of knowledge (Scope, Deadline, Cost, Quality, etc.) and governance. The methodology follows, in some way, some of the existing standards (PMBOK, PRINCE2, IPMA, Agile, etc.), differentiates projects by size (large, medium and small) and 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.

3.2. Regarding computerization of Project Management processes, select the most appropriate option:
   a) There is an apparently complete, adequate and user-friendly system that helps in planning and monitoring projects. It is aligned with the methodology used. Furthermore, it allows a consolidated view of all projects on a single screen (cockpit or dashboard), enabling senior management to discuss identified anomalies (headlights) and helping to make the best corporate decisions. On the dashboard it is possible to include data from the crossing of other computerized systems. The computerized system also allows storing and consulting data from completed projects, a useful aspect for different types of analysis, such as, for example, comparative performance analyses. The system has been in use by key stakeholders (who have been trained) 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.

3.3. Projects in a portfolio can come from internal strategic planning ideas or requests from external clients. In both cases, studies must be carried out before ideas (or requests) become projects, whether these studies are an internal business case (such as the FEL model) or a diagnosis to meet a request from an external client. In relation to the mapping and standardization of processes related to such studies, involving (if applicable) technical

studies, business studies, technical-financial feasibility studies, negotiations, budget approval, resource allocation, etc., we have:

    a) All necessary and appropriate processes have been identified, mapped, standardized and, some, computerized. The existing material is apparently complete and has been in use for more than 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.

3.4. The planning stage of a new project is recognized as necessary and can be done in several ways. The information obtained at this stage can be consolidated into a single document (such as the Project Plan) or into several documents in different areas of the organization. Such information can be obtained through the work of a single person (for example, by the Project Manager) or through several people from different areas of the company. The documentation obtained can be broad or lean (as in the agile scenario). This planning may or may not contain a baseline to be used during project execution. In all these situations, such information will be fundamental for the execution stage, in aspects such as managing scope, deadlines, costs, quality, risks, stakeholders, acquisitions, resources, etc. So, we can say that:

    a) The appropriate type of planning for a new project has been identified and implemented. It 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) The need or not for a PMO was assessed. If so, the PMO option best suited to the department has been identified and is implemented. Its functions and processes have been identified, mapped and standardized and guide the work of the PMO. PMO members also have appropriate PM training. The PMO is well accepted, has been operating for over a year and positively influences 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) The need or not for the use of committees was assessed. If so, the most appropriate committee options for the department were identified and implemented, and their functions and processes were identified, mapped and standardized. They meet periodically and have a strong influence on the progress of the projects under their supervision. They are well accepted and have been operating 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.

3.7. In the stage of monitoring the execution of a project portfolio, the governance aspect (meetings, newsletters, communications, etc.) is fundamental. In the case of meetings, we can have some types of them, involving directors, managers, project team, PMO, etc. Such meetings must be based on facts and data from the project scenario, involving its progress (timeframe costs, etc.), people involved and project risks. In the particular case of a project monitoring meeting by the project team, when comparing what was planned with what was achieved, in the event of a deviation, measures must be proposed to get the project back on track. For the existing situation, we have:
   a) The appropriate and necessary governance needs for project execution have been identified and implemented and have been in practice for more than 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.

3.8. Regarding change management (time, costs, scope, results, etc.) of ongoing projects, select the most appropriate option:
   a) When a modification is requested, strict criteria are used for its analysis and approval. The impact of requests on the initial strategic objectives of the project and on aspects initially negotiated for deadline, budget, etc. are strongly evaluated. The model has been working properly 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.

3.9. 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 a success evaluation is carried out and the causes of deviation are analyzed. That data is stored in a database (or equivalent). The database is periodically visited to identify the main negative factors. 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.

3.10. Regarding the evolution of competencies (knowledge + experience) in project management, technical and behavioral of the multiple stakeholders groups (senior management, project managers, PMO, 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 - Anomaly Mitigation

This level represents the situation where the PM platform really works and gives results. Its main features are:
- Changes implemented at level 3 now actually work
- Elimination (or mitigation) of manageable anomalies that hinder project results.
- Professionals constantly demonstrate a high level of competence, aligning knowledge and successful practical experience.
- The area's results (success rate, delays, etc.) are compatible with what is expected for maturity level 4.
- Sucessfull use of benchmarking with leading companies to identify new improvement needs.
- This situation has been occurring for more than 2 years
- A significant number of projects have already completed their life cycles in this scenario.

4.1. Regarding the elimination of deviations (delays, cost overrun, scope and 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 performance assessment of the department's project portfolio, involving (if applicable) the following components: benefits, expected results, stakeholder satisfaction, profitability, delays, costs, scope and quality compliance, etc., we have:
   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 senior management (i.e., senior managers who have some influence on department projects, including, if necessary and appropriate, committees and sponsors), with the subject "Project Management", select the most appropriate option:
   a) In the last two years there has been strong and adequate involvement of senior management with the subject, participating in meetings and/or "closely" following strategic projects. She has adequate knowledge, has firm attitudes and encourages the GP theme. Contributes strongly to the high level of success of projects in the department.
   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. Moreover, the key players are competent, proactive and properly utilize available resources (processes, tools, etc.). Choose:
- a) There is good governance in the department. The right decisions are made at the right time, by the right person and produce the right and expected results. This has been occurring for more than two years and strongly contributes to the department's high level of success.
- 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. In relation to Continuous Improvement, practiced through control and measurement of project management governance dimensions (processes, tools, organizational structure, competencies and strategic alignment) we have:
- a) There is a process by which such matters are periodically evaluated and aspects that show weakness or inadequacy are discussed and improved. This practice has contributed significantly to the success of projects. It has been well accepted and practiced by the main stakeholders for more than 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.

4.6. Regarding the evolution of leadership skills (such as, for example, the Project Manager) to achieve project goals, select the most appropriate option:
- a) There was a huge evolution in the competence of project leaders. The goals established for the projects are achieved or exceeded in the vast majority. Leaders (Project Managers, for example) feel highly motivated with their role, are constantly improving, even seeking certification and it is common for there to be some type of award in recognition of their work. This situation has been occurring 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 ability of professionals directly linked to projects (such as project managers and PMO) to deal with aspects of human relationships (leadership, negotiation, conflicts, motivation, etc.), select the most appropriate option:
- a) There has been enormous progress in this matter, which has strongly contributed to the success of the projects. In addition to being more experienced professionals, practically all of these professionals have undergone an extensive training program in human relationships, an aspect considered very important for them to better perform their role. This situation has been occurring for at least 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.

4.8. Regarding incentives for ongoing training and certification obtainment (PMP, IPMA, PRINCE2, Agile, etc.) by project managers 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 stage of each project (Business Case or Idea Analysis) an assessment is made of the results/benefits to be added by the project, which must be clearly related to the goals of the Strategies. During the execution and closure of the project, monitoring is carried out to check whether the planned alignment is maintained. It has been working 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) There has been enormous progress in this matter, which has strongly contributed to the success of the projects. These professionals have improved their technical skills and also skills in dealing with suppliers, both internal and external. This situation has been occurring for at least 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.

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:

- The situation implemented in level 4 was optimized
- Governance optimization
- Optimization of processes and tools.
- Optimization of results (deadlines, costs, scope, quality, performance, etc.)
- Work environment and climate of efficiency, productivity and low stress.
- High recognition of the area's competence, which is seen as a benchmark.
- Very high level of success.
- This situation has been occurring for more than 2 years
- A significant number of projects have already completed their life cycles in this scenario.

5.1. One of the most important pillars of optimization is the technological and process innovation by allowing jumps of quality and efficiency. Choose the best option that describes the scenario of innovation in the department:
  a) The use of digital transformation to leverage innovation in management is no longer taboo and there has been significant evolution that has allowed products and processes to be viewed from new perspectives. In the last two years, several innovative initiatives have taken place with largely rewarding 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) Over the last two years, the team has demonstrated such significant mastery in these aspects that it has allowed significant optimizations in project durations, costs and scope. Some examples: BIM (Building Information Modeling) and AWP (Advanced Working Package) for construction projects and Agile Development for software development projects.
  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, over the last two years, such significant mastery in these aspects that it has allowed significant optimizations in project durations, costs and scope. Some examples: BIM (Building Information Modeling) and AWP (Advanced Working Package) for construction projects and Agile Development for software development projects. Benchmarking tests were carried out with leading companies in the segment to identify possible improvement needs.

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 portfolio management, programs (if applicable), and projects
    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) A database (or something similar) of excellent quality has been available for more than two years. There are procedures to allow data analysis by key stakeholders, to avoid past mistakes and optimize the planning, execution and closure of new projects. For example, Artificial Intelligence tools (such as ChatGPT) can be used to better understand certain aspects of closed 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 suitable, was optimized and runs totally adequately 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 Readiness, 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 have been no hidden restrictions for at least two years. "Culture Management" work was carried out and aspects that negatively affected project execution were considered and resolved in an orderly manner, using, for example, Change Management concepts. Projects are aligned with strategies and execution

occurs without interruption, in a climate of low stress, low noise and a high level of success.

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

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