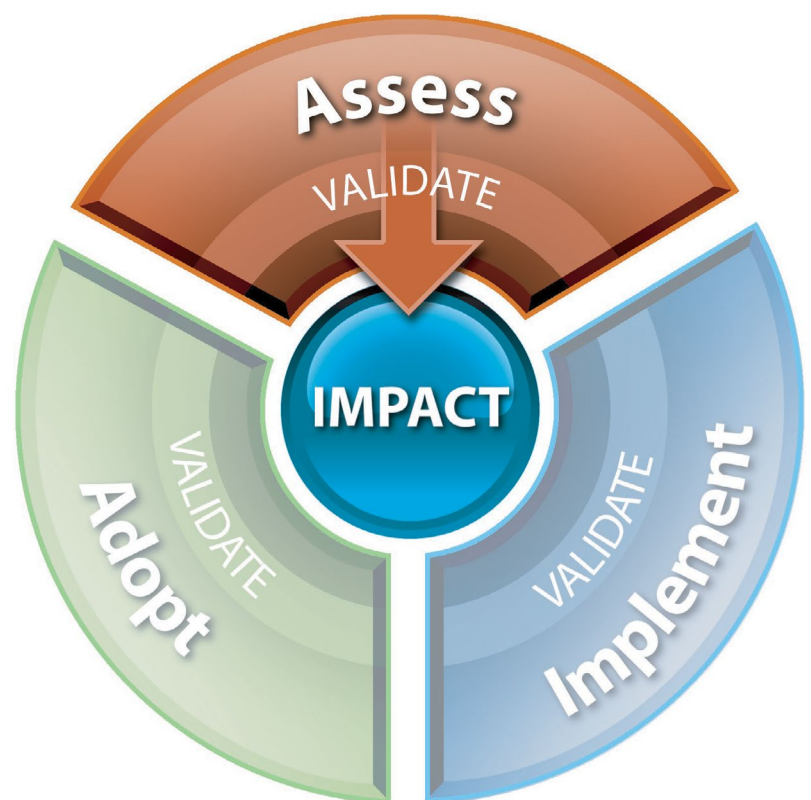


PROJECT MANAGEMENT

Knowledge & Practices Survey

Assess: key elements from the Assess Phase include:

- Helping clients to understand and benchmark their current levels of PM performance (and to set realistic and achievable improvement targets).
- Identifying the barriers that might impede or slow down improvements in performance and/or impact negatively on any learning program.
- Developing solutions that provide tangible evidence of success in the classroom and the workplace



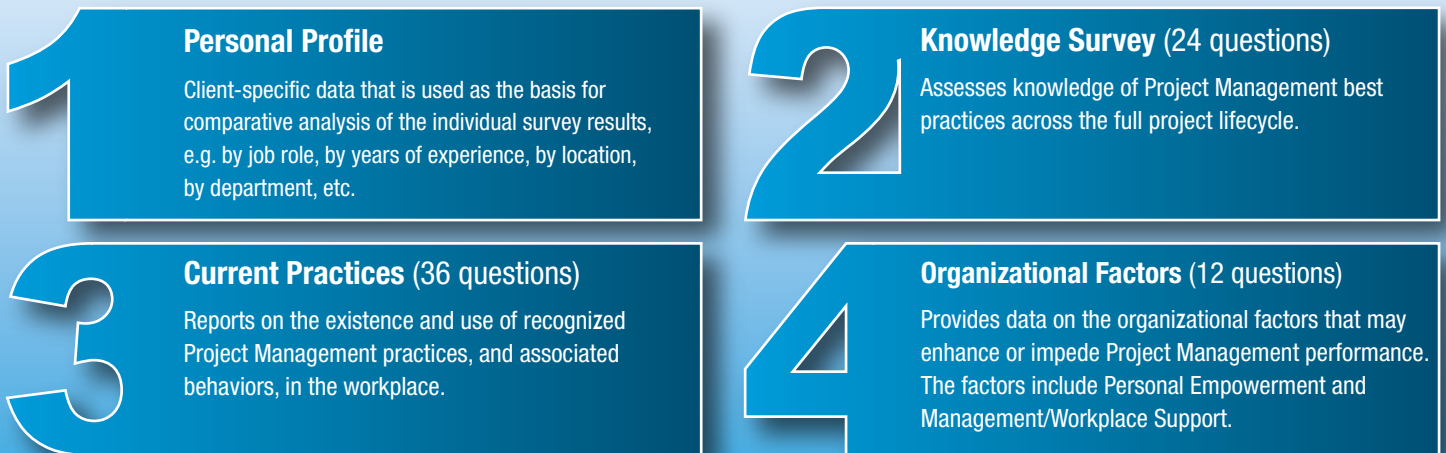
▶ Survey Description

The purpose of this easy to administer Web-based survey is to generate data on a client's current Project Management (PM) working practices, and related PM performance, across the full project lifecycle. The survey is designed to measure:

- The project management practices that currently exist
- The extent to which those practices are being deployed and used consistently by the groups being surveyed
- How that current deployment relates to their knowledge of "best practice" in the same areas

Analysis of the survey data provides evidence of good, consistent practice, and also highlights areas where further investigation, or specific interventions, may be required to improve practices and elevate performance.

Survey Structure



▶ Who is the survey aimed at?

The survey is aimed primarily at those involved in the day to day running, or administration, of projects, that is, project (or program) managers, project team members, project leaders, PMO staff, etc. The survey can also be used to test how VISIBLE current PM practices are to key stakeholder groups, such as senior or line management and project sponsors, and to gauge how familiar these groups are with the "language" of professional project management.

▶ What the Practice questions assess

In Section 3 (Current Practices), people are asked to respond to a series of questions according to a 5 (Always) to 1 (Never) rating scale. The questions are baselined against maturity levels 2 (Consistent) and 3 (Integrated) of ESI's PM Maturity Model (ProjectFramework™). The questions in each Practice Area explore current behaviours across the dimensions of:

- Process compliance
- The use of recognized tools, techniques and strategies
- "People" focus (principally around communication)

▶ PMBOK Knowledge Areas Investigated

The PMBOK Knowledge Areas directly assessed for knowledge and evidence of current practice are:

- | | | |
|------------------------------------|---|---------------------------------|
| 1 Human Resource Management | 2 Cost & Time Management | 3 Risk Management |
| 4 Scope Management | 5 Procurement & Quality Management | 6 Integration Management |

▷ Sample Outputs for Current Practices

Figure 1 shows the combined Level 2 Practice ratings by PMBoK Knowledge area.

Figure 2 compares the individual Risk Management practice ratings for Project Managers, Team Members, and staff holding a professional PM qualification.

Figure 1: Combined Level 2 Practice Ratings for Groups Surveyed

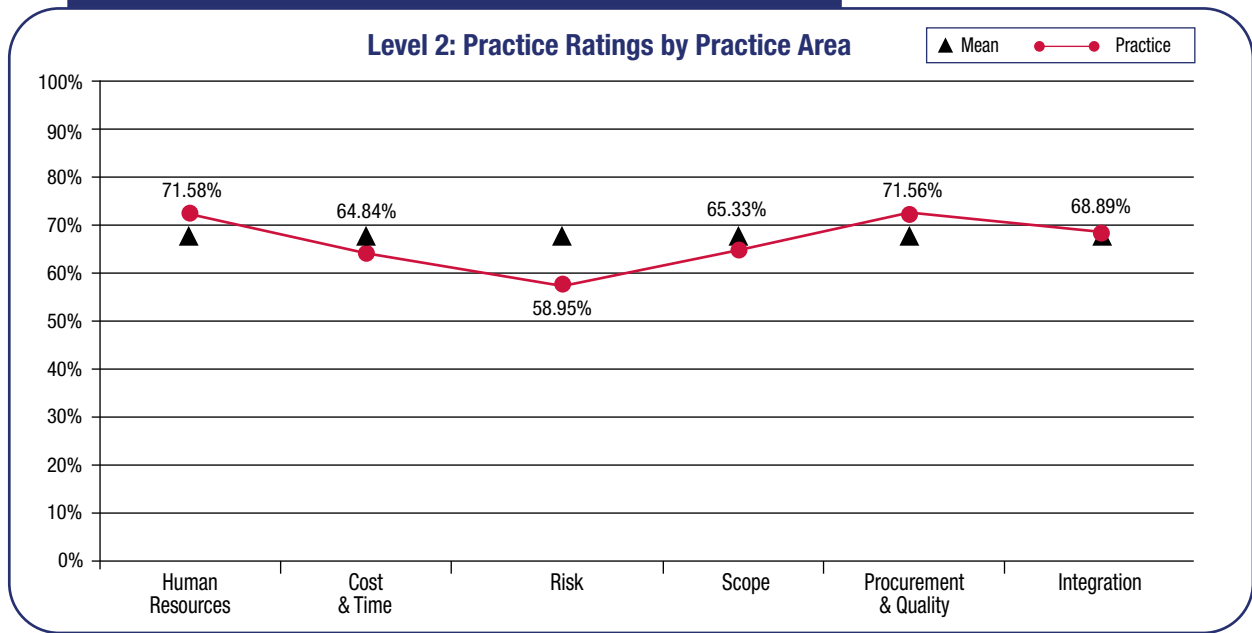
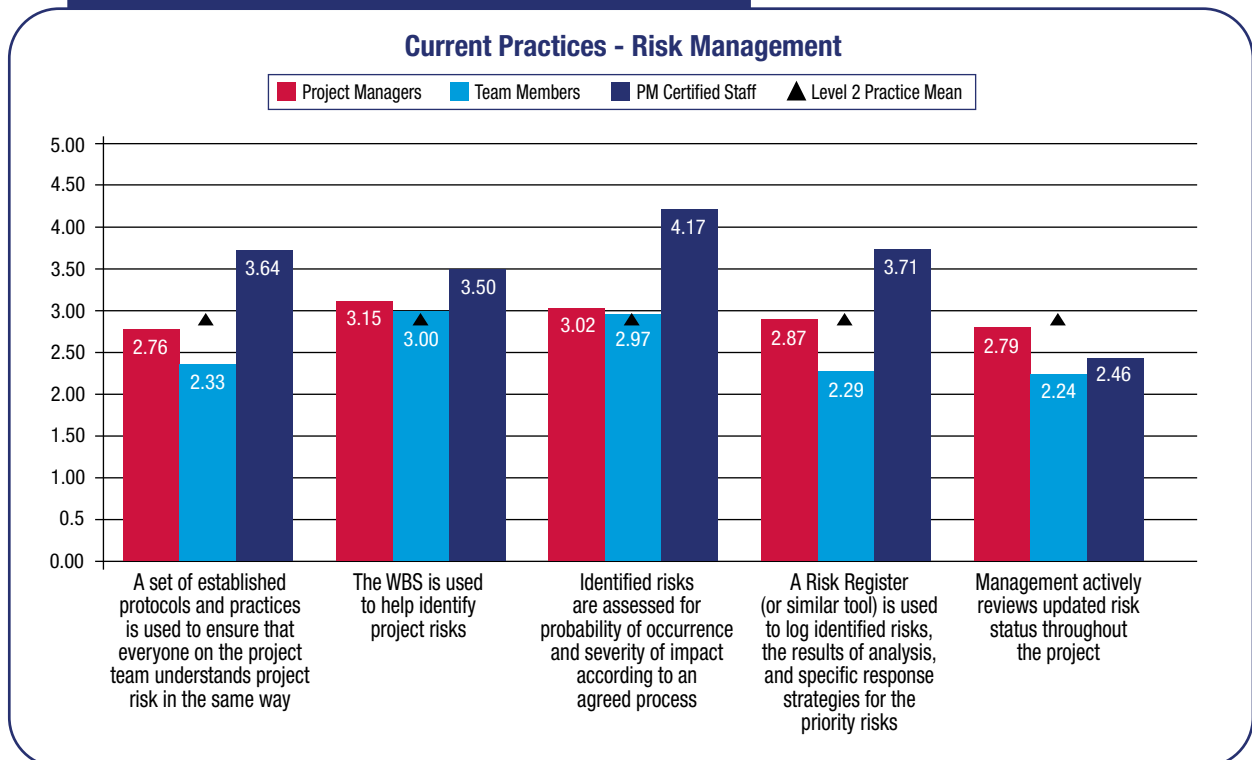


Figure 2: Comparison of Individual Risk Practices by Role



▶ Sample Outputs from Knowledge Assessments

Figure 3 shows the combined Knowledge ratings by PMBoK Knowledge area.

Figure 4 compares the Knowledge ratings for Project Managers, Team Members, and staff holding a professional PM qualification.

Figure 3: Combined Knowledge Ratings for Groups Surveyed

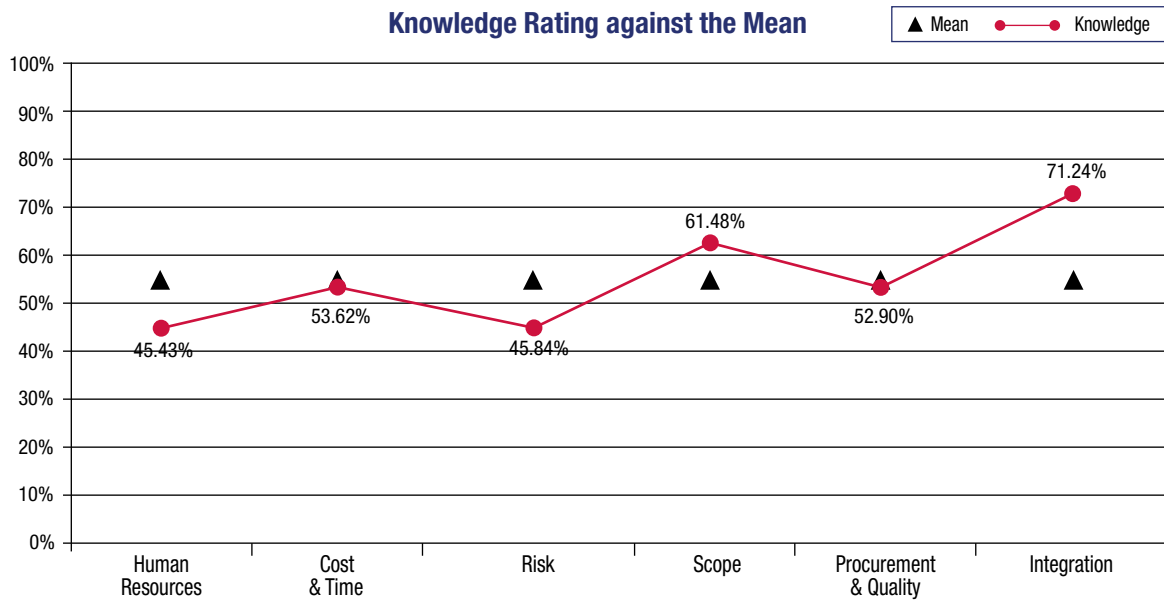
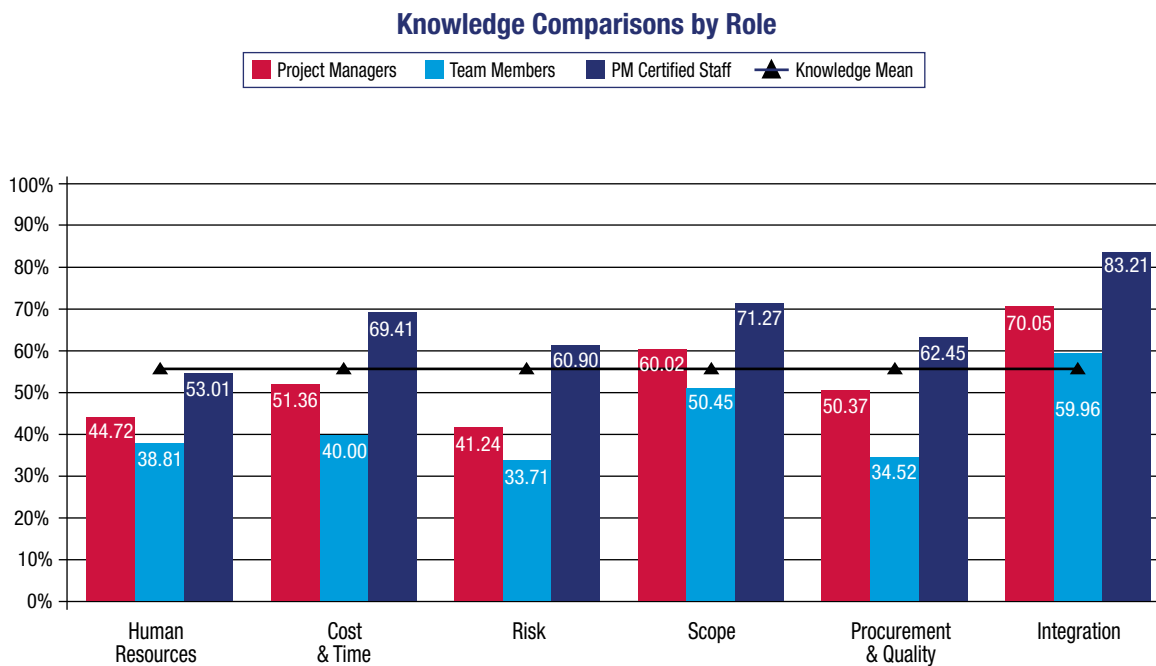


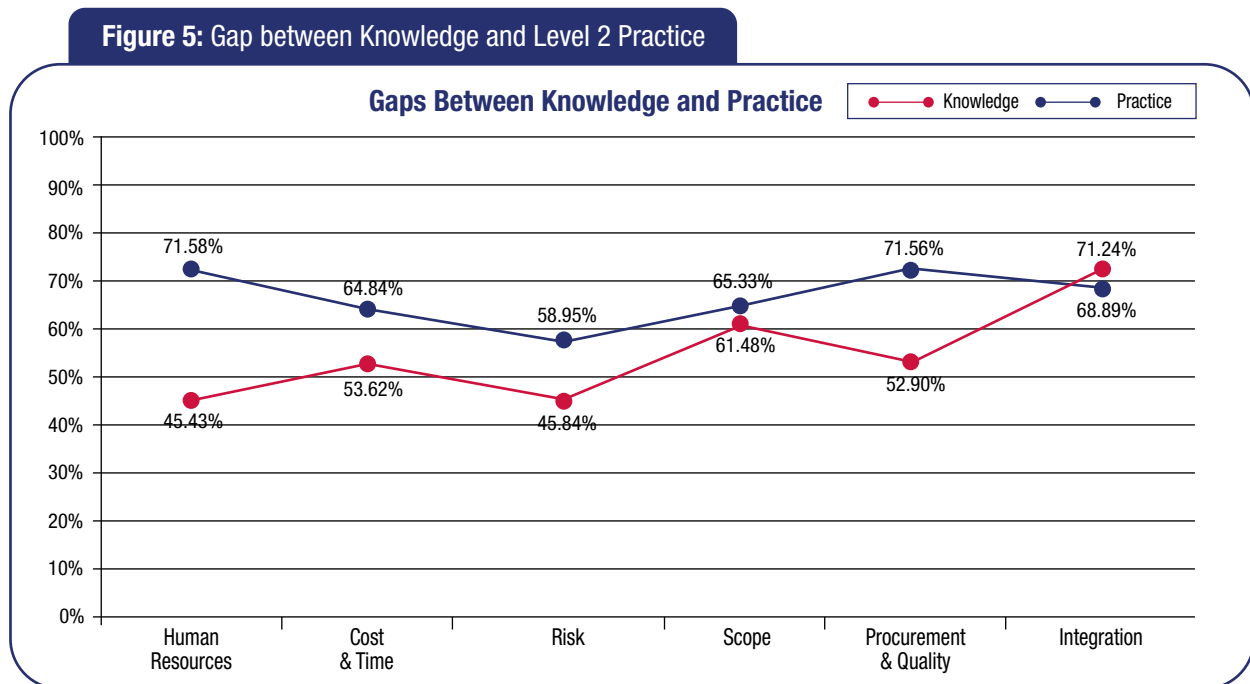
Figure 4: Comparison of Knowledge Ratings by Role



▶ Correlating the Results Data

It is when the different sets of results data are assessed and analyzed side by side that the survey can offer real insights into the CURRENT STATE of project management within the client organization, and thereby offer guidance on potential learning needs, or related interventions, that will assist the client in improving the practical effectiveness of its project management capability and the proficiency and competence of its project staff.

Figure 5 shows the gap between the Knowledge rating and the Level 2 Practice rating for the areas and staff surveyed.



When Practice exceeds Knowledge - as is the case in Figure 5 - there is a strong likelihood that people are working in different ways to achieve their results - and therefore potentially inconsistently and non-optimally - and with no common understanding of what (by industry standards) represents best and most efficient practice.

This information drives further specific analysis of the survey data in particular Practice Areas. The outcomes of this secondary analysis provide both the substance and the substantiation of the findings and recommendations reported back to the client.

Note: When Knowledge exceeds Practice, this may indicate that there are organizational barriers or related workplace factors that are currently preventing staff from deploying and exploiting the full extent of their knowledge of best (optimal) practice. (They know what they COULD and SHOULD be doing but something is preventing them.)



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ESI International

**901 North Glebe Road
Suite 200**

Arlington, VA 22203

T: +1 (877) 766-3337

W: www.esi-intl.com/consulting