



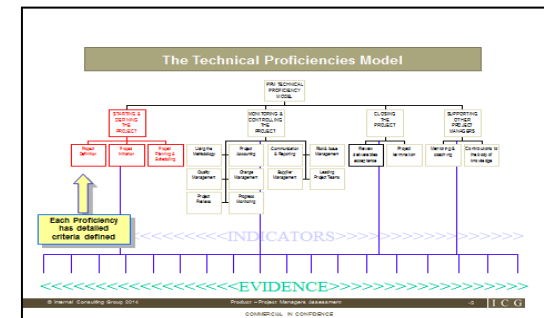
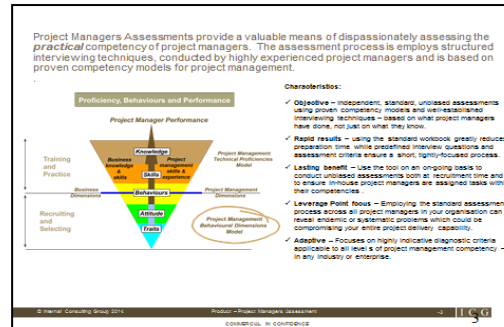
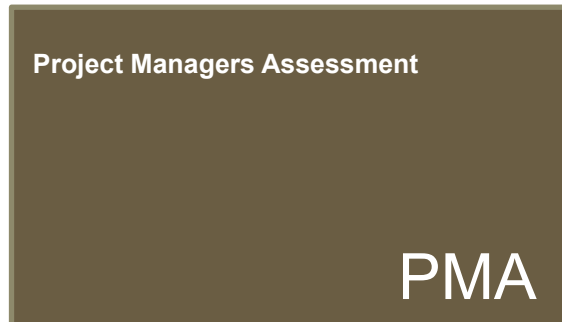
## Project Managers Assessment (PMA)

*A proven, structured method for assessing the competency level of project managers – for both recruitment and personal development.*



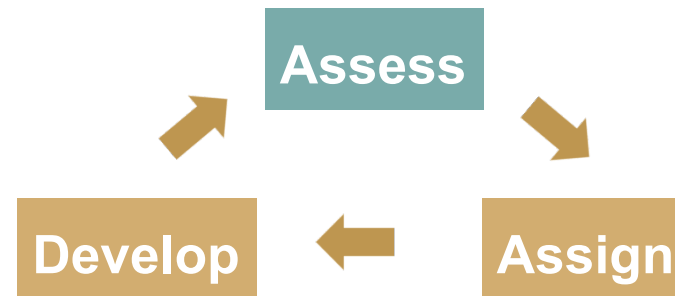
# Project Managers Assessment (PMA)

An effective, standard method of assessing the competency level of project managers.



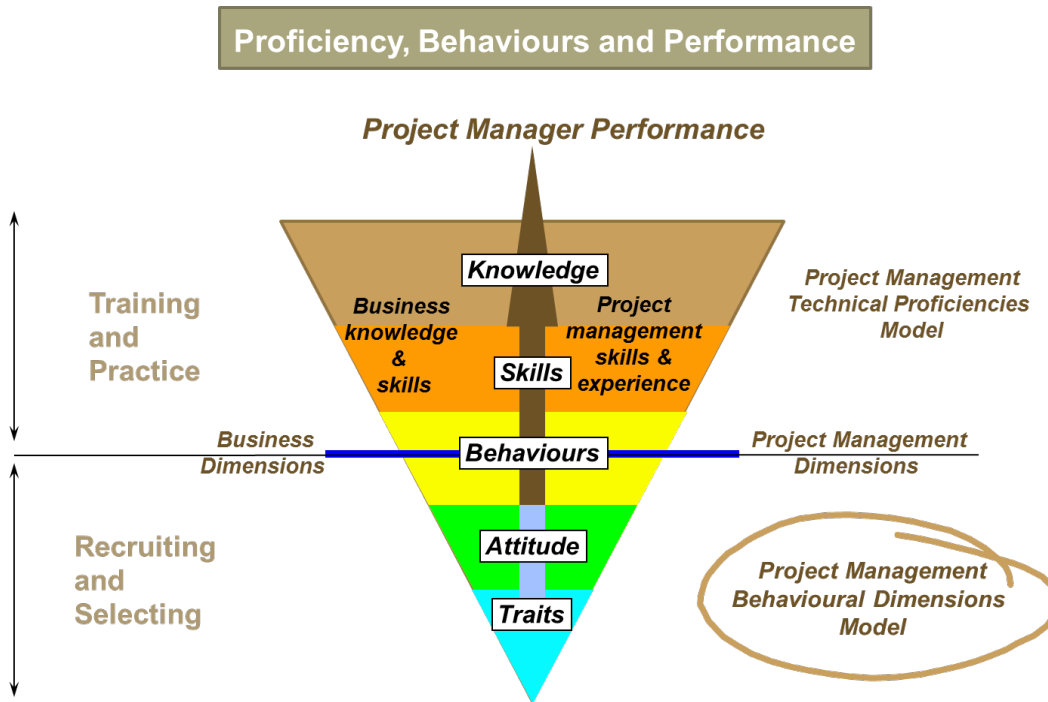
Unbiased, reliable, standardised competency assessments are especially valuable when recruiting or assigning (permanent or contract) project managers. They are also particularly helpful tools when creating targeted personal development plans for in-house project managers.

Price: US\$ 10,000



**All projects are risky undertakings – assigning the right level of project management competency to the right projects is a key factor in reducing the risk of failed projects**

Project Managers Assessments provide a valuable means of dispassionately assessing the practical competency of project managers. The assessment process employs structured interviewing techniques, conducted by experienced project managers and is based on proven competency models for project management.

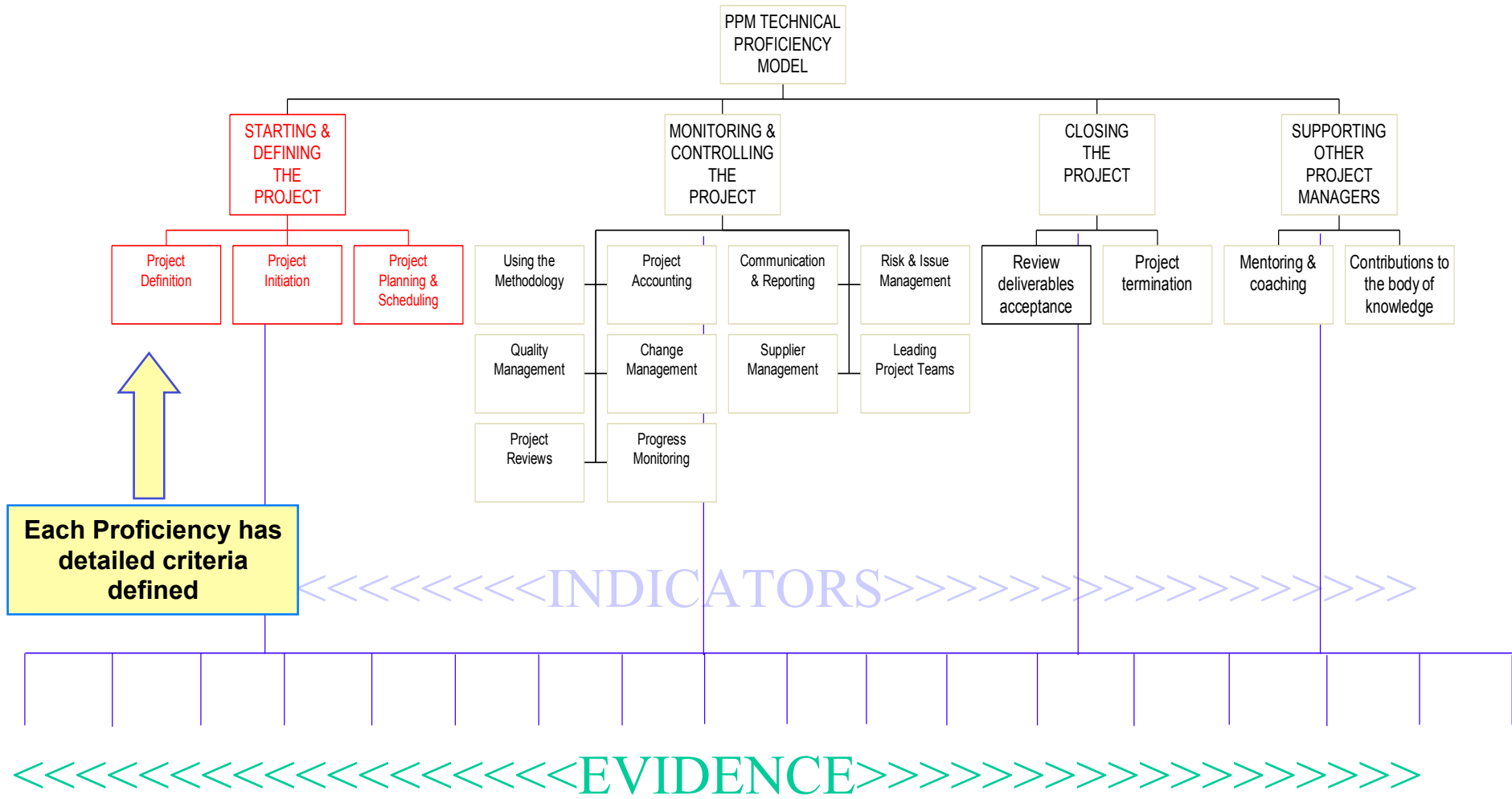


#### Characteristics:

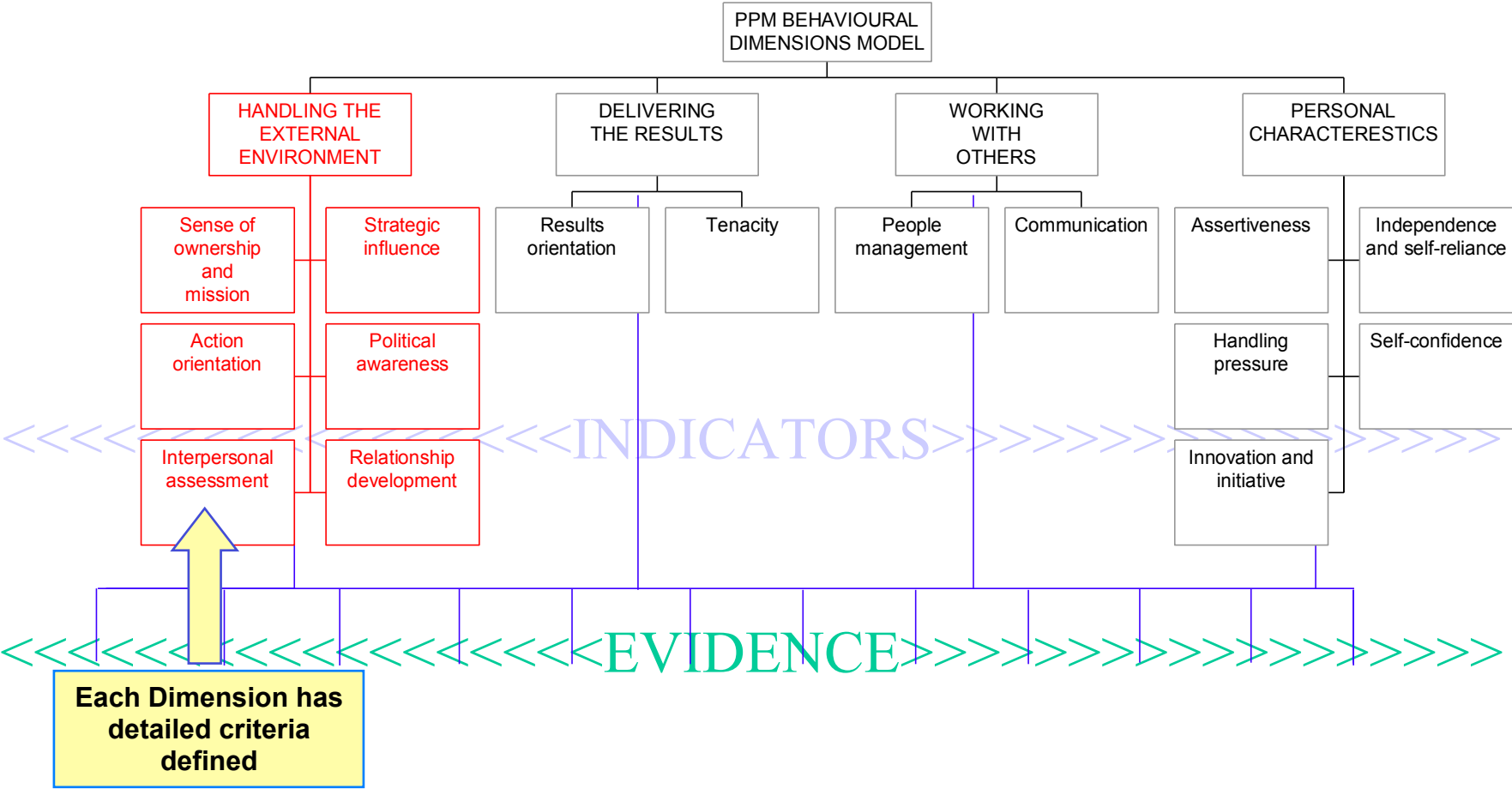
- ✓ **Objective** – Independent, standard, unbiased assessments using proven competency models and well-established interviewing techniques – **based on what project managers have done, not just on what they know.**
- ✓ **Rapid results** – using the standard workbook greatly reduces preparation time while predefined interview questions and assessment criteria ensure a short, tightly-focused process.
- ✓ **Lasting benefit** – Use the tool on an on-going basis to conduct unbiased assessments both at recruitment time and to ensure in-house project managers are assigned tasks within their competencies .
- ✓ **Leverage Point focus** – Employing the standard assessment process across all project managers in your organisation can reveal endemic or systematic problems which could be compromising your entire project delivery capability.
- ✓ **Adaptive** – Focuses on highly indicative diagnostic criteria applicable to all levels of project management competency – in any industry or enterprise.

PMA takes the form of an assessment workbook incorporating detailed guidance on the assessment process, the competency models, and templates for recording assessment results.

# The Technical Proficiencies Model



# The Behavioural Dimensions Model



Extract from the competency model relevant to this topic

# The Assessment Workbook

PPM Technical Proficiency Model

Supporting other Project Managers:

**Indicator 16** Assessing and Coaching

'Demonstrating the necessary skills and attitudes to successfully mentor and coach other Project Managers - or aspiring Project Managers - within the company.'

**Evidenced by:**

- + Acts as mentor and coach to other Project Managers, providing guidance, practical and technical, and identifying networks for informal communications
- + Provides initial evaluation and helps generate project management development plans
- + Monitors progress against development plan and provides continuing guidance
- + Assists in the accreditation of Project Managers

Please select questions from the following: (ring the questions asked)

1. Have you ever been asked to provide advice or guidance for other Project Managers, informally or otherwise?
2. Are you currently involved in providing such advice and guidance?
3. What do you think the role of a coach for a Project Manager should - and should not - entail?
4. What do you think are the main attributes for coaching and mentoring?
5. Have you ever been involved in recruiting other Project Managers? How did you assess their level of competence?
6. Describe how you have/would go about building a personal development plan with another project manager - either for yourself or for him/her.
7. Do you think you should intervene if a project manager you are coaching is not getting the level of training you both think he/she should have?

Look for sensitivity and diplomacy when dealing with the project manager's manager, avoiding taking over responsibility for that project manager's personal development; offering advice and guidance only - both to the project manager and to their manager.

8. Suppose you are asked by someone to be the sponsor of a project and you have no confidence in their ability or even their potential to be a good project manager. What would you do?

Overall:

Look for an understanding of the role of coach/mentor and supporter, that is, not a director, manager or boss.



List of sample questions relevant to this topic

Indicator 16 - Coaching & Mentoring

No.	Situation	Action	Result
1			

1 Minimal 2 Some shortcoming 3 Acceptable  
4 Good 5 Outstanding 6 Not covered

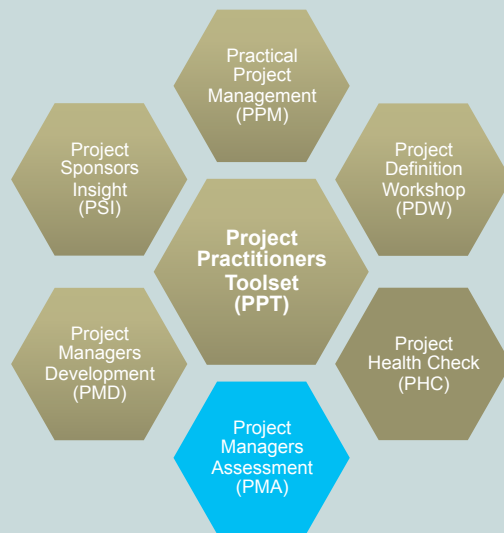
Rating: 1 2 3 4 5 6

Project Managers Assessment (PMA) is a member of the Project Practitioners Toolset – *designed to bring excellence in project delivery capability to organisations of any type, size or geographical location.*



- Each member may be implemented or executed:
  - on its own,
  - in conjunction with any other or
  - as part of the whole Toolset
- Though complimentary to each other, each brings its own benefits and all can be simply tailored to meet client-specific requirements
- Case studies show the practical value realised by clients using these products world-wide.

# Project Managers Assessment (PMA) – case study 1



## A Leading UK Cellular Network Provider:

Project Managers Assessments were initially introduced by the company's CIO to provide a standardised, systemised and therefore more reliable recruitment process for project managers joining the Company.

When the level of project management activity demanded increased usage of temporary or contracted resource, the assessment method process was extended to include consultant project managers as well.

PMAs were also a valuable aid in ensuring project managers were assigned to projects whose importance, risk or complexity matched their competency level.

Deemed successful within the company's IT Division, PMAs were later adopted by the Network Engineering Division for their engineering projects.



# Project Managers Assessment (PMA) – case study 2



## **A leading international concrete and heavy building materials manufacturer:**

Following the adoption of Practical Project Management (PPM) as its standard method for project management throughout the group, this client introduced PMA as an integral part of the recruitment process for additional permanent and contract project managers (and project planners).

The full value of PMA was realised however, when the company later undertook a major business change programme. A top-tier consultancy was commissioned to assist with the programme and to supply most of the additional project management resource required. In the view of the client, the quality of resource supplied from external sources was considerably enhanced by the need for all applicants to be evaluated through the PMA process.



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