Test for nivå 3:

ASSESSMENT INSTRUMENT FOR LEVEL 3 _____

The following 42 multiple-choice questions will allow you to compare your organization against other companies with regard to the Level 3 Hexagon of Excellence. After you complete question 42, a grading system is provided. You can then compare your organization to some of the best who have achieved Level 3 maturity.

 Please pick one and only one answer per question. A worksheet and answer key follow the exercise.

QUESTIONS _____

1. My company *actively* uses the following processes:
 A. Total quality management (TQM) only
 B. Concurrent engineering (shortening deliverable development time) only
 C. TQM and concurrent engineering only
 D. Risk management only
 E. Risk management and concurrent engineering only
 F. Risk management, concurrent engineering, and TQM

2. On what percent of your projects do you use the principles of total quality management?
 A. 0 percent
 B. 5–10 percent
 C. 10–25 percent
 D. 25–50 percent
 E. 50–75 percent
 F. 75–100 percent

3. On what percent of your projects do you use the principles of risk management?
 A. 0 percent
 B. 5–10 percent
 C. 10–25 percent

    D. 25–50 percent
    E. 50–75 percent
    F. 75–100 percent

4. On what percent of your projects do you try to compress product/deliverable schedules, by performing work in parallel rather than in series?
    A. 0 percent
    B. 5–10 percent
    C. 10–25 percent
    D. 25–50 percent
    E. 50–75 percent
    F. 75–100 percent

5. My company's risk management process is based upon:
    A. We do not use risk management
    B. Financial risks only
    C. Technical risks only
    D. Scheduling risks only
    E. A combination of financial, technical, and scheduling risks based upon the project.

6. The risk management methodology in my company is:
    A. Nonexistent
    B. More informal than formal
    C. Based upon a structured methodology supported by policies and procedures
    D. Based upon a structured methodology supported by policies, procedures, and standardized forms to be completed

7. How many different project management methodologies exist in your organization (i.e., do you consider a systems development methodology for MIS projects different than a product development project management methodology)?
    A. We have no methodologies
    B. 1
    C. 2–3
    D. 4–5
    E. More than 5

8. With regard to benchmarking:
    A. My company has never tried to use benchmarking
    B. My company has performed benchmarking and implemented changes but not for project management.
    C. My company has performed project management benchmarking but no changes were made.
    D. My company has performed project management benchmarking and changes were made.

9. My company's corporate culture is best described by the concept of:
   A. Single-boss reporting
   B. Multiple-boss reporting
   C. Dedicated teams without empowerment
   D. Nondedicated teams without empowerment
   E. Dedicated teams with empowerment
   F. Nondedicated teams with empowerment

10. With regard to morals and ethics, my company believes that:
    A. The customer is always right
    B. Decisions should be made in the following sequence: best interest of the customer first, then the company, then the employees
    C. Decisions should be made in the following sequence: best interest of company first, customer second, and the employees last
    D. We have no such written policy or set of standards

11. My company conducts internal training courses on:
    A. Morality and ethics within the company
    B. Morality and ethics in dealing with customers
    C. Good business practices
    D. All of the above
    E. None of the above
    F. At least two of the first three

12. With regard to scope creep or scope changes, our culture:
    A. Discourages changes after project initiation
    B. Allows changes only up to a certain point in the project's life cycle using a formal change control process
    C. Allows changes anywhere in the project life cycle using a formal change control process
    D. Allows changes but without any formal control process

13. Our culture seems to be based upon:
    A. Policies
    B. Procedures (including forms to be filled out)
    C. Policies and procedures
    D. Guidelines
    E. Policies, procedures, and guidelines

14. Cultures are either quantitative (policies, procedures, forms, and guidelines), behavioral, or a compromise. The culture in my company is probably _____ percent behavioral.
    A. 10–25 percent
    B. 25–50 percent
    C. 50–60 percent
    D. 60–75 percent
    E. Greater than 75 percent

15. Our organizational structure is:
    A. Traditional (predominantly vertical)
    B. A strong matrix (i.e., project manager provides most of the technical direction)
    C. A weak matrix (i.e., line managers provide most of the technical direction)
    D. We use colocated teams
    E. I don't know what the structure is: management changes it on a daily basis

16. When assigned as a project leader, our project manager obtains resources by:
    A. "Fighting" for the best people available
    B. Negotiating with line managers for the best people available
    C. Negotiating for deliverables rather than people
    D. Using senior management to help get the appropriate people
    E. Taking whatever he or she gets, no questions asked

17. Our line managers:
    A. Accept total accountability for the work in their line
    B. Ask the project managers to accept total accountability
    C. Try to share accountability with the project managers
    D. Hold the assigned employees accountable
    E. We don't know the meaning of the word "accountability"; it is not part of our vocabulary.

18. In the culture within our company, the person most likely to be held accountable for the ultimate technical integrity of the final deliverable is/are:
    A. The assigned employees
    B. The project manager
    C. The line manager
    D. The project sponsor
    E. The whole team

19. In our company, the project manager's authority comes from:
    A. Within himself/herself, whatever he or she can get away with
    B. The immediate superior to the project manager
    C. Documented job descriptions
    D. Informally through the project sponsor in the form of a project charter or appointment letter

20. After project go-ahead, our project sponsors tend to:
    A. Become invisible, even when needed
    B. Micromanage
    C. Expect summary-level briefings once a week
    D. Expect summary-level briefings once every two weeks
    E. Get involved only when a critical problem occurs or at the request of the project manager or line managers.

21. What percentage of your projects have sponsors who are at the director level or above?
    A. 0–10 percent
    B. 10–25 percent
    C. 25–50 percent
    D. 50–75 percent
    E. More than 75 percent

22. My company offers approximately how many different *internal* training courses for the employees (courses that can be regarded as project-related)?
    A. Less than 5
    B. 6–10
    C. 11–20
    D. 21–30
    E. More than 30

23. With regard to the previous answer, what percentage of the courses are more behavioral than quantitative?
    A. Less than 10 percent
    B. 10–25 percent
    C. 25–50 percent
    D. 50–75 percent
    E. More than 75 percent

24. My company believes that:
    A. Project management is a part-time job
    B. Project management is a profession
    C. Project management is a profession and we should become certified as project management professionals, but at our own expense
    D. Project management is a profession and our company pays for us to become certified as project management professionals
    E. We have no project managers in our company

25. My company believes that training should be:
    A. Performed at the request of employees
    B. Performed to satisfy a short-term need
    C. Performed to satisfy both long- and short-term needs
    D. Performed only if there exists a return on investment on training dollars

26. My company believes that the content of training courses is best determined by:
    A. The instructor
    B. The Human Resource Department
    C. Management
    D. Employees who will receive the training
    E. Customization after an audit of the employees and managers

27. What percentage of the training courses in project management contain *documented* lessons learned case studies from other projects within your company?
    A. None
    B. Less than 10 percent
    C. 10–25 percent
    D. 25–50 percent
    E. More than 50 percent

28. What percentage of the executives in your functional (not corporate) organization have attended training programs or executive briefings specifically designed to show executives what they can do to help project management mature?
    A. None!
    B. Less than 25 percent
    C. 25–50 percent
    D. 50–75 percent
    E. More than 75 percent

29. In my company, employees are promoted to management because:
    A. They are technical experts
    B. They demonstrate the administrative skills of a professional manager
    C. They know how to make sound business decisions
    D. They are at the top of their pay grade
    E. Our "rank and file" pool is over its numerical upper limits

30. A report must be written and presented to the customer. Neglecting the cost to accumulate the information, the approximate cost per page for a typical report is:
  A. I have no idea
  B. $100–200 per page
  C. $200–500 per page

  D. Greater than $500 per page
  E. Free; exempt employees in our company prepare the reports at home on their own time.

31. The culture within our organization is best described as:
  A. Informal project management based upon trust, communication, and cooperation
  B. Formality based upon policies and procedures for everything
  C. Project management that thrives on formal authority relationships
  D. Executive meddling, which forces an overabundance of documentation
  E. Nobody trusting the decisions of our project managers

32. What percentage of the project manager's time each week is spent preparing reports?
  A. 5–10 percent
  B. 10–20 percent
  C. 20–40 percent
  D. 40–60 percent
  E. Greater than 60 percent

33. During project *planning*, most of our activities are accomplished using:
  A. Policies
  B. Procedures
  C. Guidelines
  D. Checklists
  E. None of the above

34. The typical time duration for a project status review meeting with senior management is:
    A. Less than 30 minutes
    B. 30–60 minutes
    C. 60–90 minutes
    D. 90 minutes–2 hours
    E. Greater than 2 hours

35. Our customers mandate that we manage our projects:
    A. Informally
    B. Formally, but with scope creep disallowed
    C. Formally, but with scope creep allowed
    D. It is our choice as long as the deliverables are met

36. My company believes that *poor* employees:
    A. Should never be assigned to teams
    B. Once assigned to a team, are the responsibility of the project manager for supervision
    C. Once assigned to a team, are the responsibility of their line manager for supervision
    D. Can be effective if assigned to the right team
    E. Should be promoted into management

37. Employees who are assigned to a project team (either full-time or part-time) have a performance evaluation conducted by:
    A. Their line manager only
    B. The project manager only

    C. Both the project and line managers
    D. Both the project and line managers, together with a review by the sponsor

38. The skills that will probably be most important for my company's project managers as we move into the twenty-first century are:
    A. Technical knowledge and leadership
    B. Risk management and knowledge of the business
    C. Integration skills and risk management
    D. Integration skills and knowledge of the business
    E. Communication skills and technical understanding

39. In my organization, the people assigned as project leaders are usually:
    A. First line managers
    B. First or second line managers
    C. Any level of management
    D. Usually nonmanagement employees
    E. Anyone in the company

40. The project managers in my organization have undergone at least some degree of training in:
    A. Feasibility studies
    B. Cost-benefit analyses
    C. Both A and B
    D. Our project managers are typically brought on board after project approval/award.

41. Our project managers are encouraged to:
    A. Take risks
    B. Take risks upon approval by senior management
    C. Take risks upon approval by project sponsors
    D. Avoid risks

42. Consider the following statement: Our project managers have a sincere interest in what happens to each team member *after* the project is scheduled to be completed.
    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

Test for nivå 4:

QUESTIONS ————————————————————————————

The following 25 questions involve *benchmarking*. Please answer each question as honestly as possible. Circle the answer you feel is correct, *not* the answer you believe the question is seeking out.

1. Our benchmarking studies have found companies with tighter cost control processes. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

2. Our benchmarking studies have found companies with better *impact analysis* during scope change control. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

3. Our benchmarking studies have found that companies are performing risk management by analyzing the detailed level of the work breakdown structure (WBS). $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

4. Our benchmarking studies are investigating *supplier involvement* in project management activities. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

5. Our benchmarking studies are investigating *customer involvement* in project management activities. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

6. Our benchmarking studies are investigating how to obtain increased loyalty/usage of our project management methodology. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

7. Our benchmarking efforts are looking at industries in the same business area as our company. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

8. Our benchmarking efforts are looking at nonsimilar industries (i.e., industries in different business areas). $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

9. Our benchmark efforts are looking at nonsimilar industries to seek out new ideas and new applications for project management. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

10. Our benchmarking efforts are looking at other company's concurrent engineering activities to see how they perform *parts* scheduling and tracking. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

11. Our benchmarking efforts have found other companies that are performing *resource constraint* analyses. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

12. Our benchmarking efforts are looking at the way other companies manage their *customers* during the scope change management process. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

13. Our benchmarking efforts are looking at the way other companies involve their *customers* during risk management activities. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

14. Our benchmarking efforts are looking at software enhancements through *internal upgrades*. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

15. Our benchmarking efforts are looking at software enhancements through *new purchases*. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

16. Our benchmarking efforts are looking at the way other companies attract new, internal users to their methodology for project management. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

17. Our benchmarking efforts are focusing on how other companies perform *technical* risk management. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

18. Our benchmarking efforts are focusing on how other companies obtain better *efficiency and effectiveness* of their project management methodology. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

19. Our benchmarking efforts focus on how to obtain a lower cost of quality. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

20. Our benchmarking efforts are looking at the way other companies are performing *risk management* during *concurrent engineering* activities. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

21. Our benchmarking efforts are looking at the way other companies use *enhancement* projects as part of scope change management. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

22. Our benchmarking efforts are looking at ways of integrating *existing processes* into our singular methodology. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

23. Our benchmarking efforts are looking at ways other companies have integrated *new methodologies and processes* into their singular methodology. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

24. Our benchmarking efforts are looking at the way other companies handle or discourage the development of *parallel* methodologies. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

25. Our benchmarking efforts are seeking out other companies' use of *corporate resource models*. $\quad$ (-3 -2 -1 0 $+1$ $+2$ $+3$)

Test for nivå 5:

QUESTIONS ─────────────────────────────────

Answer the following questions based upon continuous improvement changes over the past 12 months only. Circle the answer you feel is correct.

1. The improvements to our methodology have pushed us closer to our customers. (−3 −2 −1 0 +1 +2 +3)

2. We have made software enhancements to our methodology. (−3 −2 −1 0 +1 +2 +3)

3. We have made improvements that allowed us to speed up the integration of activities. (−3 −2 −1 0 +1 +2 +3)

4. We have purchased software that allowed us to eliminate some of our reports and documentation. (−3 −2 −1 0 +1 +2 +3)

5. Changes in our training requirements have resulted in changes to our methodology. (−3 −2 −1 0 +1 +2 +3)

6. Changes in our working conditions (i.e., facilities, environment) have allowed us to streamline our methodology (i.e., paperwork reduction). (−3 −2 −1 0 +1 +2 +3)

7. We have made changes to the methodology in order to get corporate-wide acceptance. (−3 −2 −1 0 +1 +2 +3)

8. Changes in organizational behavior have resulted in changes to the methodology. (−3 −2 −1 0 +1 +2 +3)

9. Management support has improved to the point where we now need fewer gates and checkpoints in our methodology. (−3 −2 −1 0 +1 +2 +3)

10. Our culture is a cooperative culture to the point where informal rather than formal project management can be used, and changes have been made to the informal project management system. (−3 −2 −1 0 +1 +2 +3)

11. Changes in power and authority have resulted in looser methodology (i.e., guidelines rather than policies and procedures). (−3 −2 −1 0 +1 +2 +3)

12. Overtime requirements mandated change
    in our forms and procedures. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

13. We have changed the way we
    communicate with our customers. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

14. Because our projects' needs have
    changed, so have the capabilities of our
    resources. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

15. (If your organization has restructured)
    Our restructuring caused changes in
    signoff requirements in the
    methodology. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$

16. Growth of the company's business base
    has caused enhancements to our
    methodology. $(-3 \quad -2 \quad -1 \quad 0 \quad +1 \quad +2 \quad +3)$