

Project management capability assessment

The *PMCA* — *project management capability assessment* — is CITI's primary mechanism for determining the quality of the project managers in an organisation.

The *PMCA* uses a high performing group of project managers to compare against.

The *high performance group*, comprises 263 project managers, each of whom has run three successful projects back-to-back, and who appears in the upper quartile of effectiveness. Characteristics of this group are as follows.

Average years of project experience	21
Average years as a project manager	9
Average years as project manager in current company	6

Data on the individuals to be assessed is collected in four self-assessment questionnaires concerned with:

- personal traits, values and beliefs
- roles and responsibilities
- activity levels
- project manager competency areas.

The competency areas are known to map across to those commonly used in organisations, covering people skills, project management technical skills,

negotiation skills, financial management, quality management and commercial awareness.

The data is analysed to provide feedback on critical personal and performance aspects of project management.

The *PMCA* can be used to assess groups of project managers or individual managers.

Group PMCA

In the *group PMCA*, it is the combined analysis of the surveyed project managers that is compared with the *high performance group*. The typical group size is 12 to 16 managers. Different business units can be assessed, as well as the overall organisation.

The results from the group analysis allow the business unit to identify barriers to the successful implementation of projects. In addition, the survey sheds light on those capability areas in which the group must improve, if project success is to be maintained on a project by project basis.

Individual PMCA

In the *individual PMCA*, each project manager is independently compared with the *high performance group*. As well as completing the self-assessment questionnaires, the project manager takes part in a short 'critical incident' interview. The assessment determines:

- the individual's attitude regarding specific project manager behaviours
- the responsibilities the individual naturally adopts in a project manager role
- how the individual believes she/he spends their time when acting as a project manager
- the individual's rating on a number of project manager competencies.

The results from the questionnaires are used to provide feedback to the project manager on how they compare with the HPG and areas for development.

To the project manager, this is a valuable opportunity to receive a realistic assessment of their strengths and weaknesses, as well as objective, constructive feedback provided by an independent source.

For the project manager's line or career manager, the feedback report provides a solid building block for a development discussion with the project manager, based on a level of detail that is not available from normal day-to-day interactions.