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Organizational Project Management Capacity Assessment Tool

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Organizational Project Management Capacity Assessment Tool

Version 1.4

Table of Contents

- 1. Using and Scoring the Assessment
- 2. Instructions
- 3. Organizational Project Management Capacity Assessment
 - 3.1 Investment Portfolio Management and Investment Program Management (10 Questions)
 - 3.2 Organizational Support Structures (9 Questions)
 - 3.3 Project Management Standards (20 Questions)
 - 3.4 Project Integration Management (21 Questions)
 - 3.5 Project Scope Management (4 Questions)
 - 3.6 Project Time Management (5 Questions)
 - 3.7 Project Cost Management (7 Questions)
 - 3.8 Project Risk Management (4 Questions)
 - 3.9 Project Quality Management (2 Questions)
 - 3.10 Project Procurement Management (4 Questions)
 - 3.11 Project Human Resource Management (4 Questions)
 - 3.12 Project Communications Management (2 Questions)

1. Using and Scoring the Assessment

This assessment is organized according to the project management knowledge areas as outlined in *A Guide to the Project Management Body of Knowledge* ¹ and the Project Management Institute's (PMI) standards on program management ² and portfolio management ³. The assessment also includes two additional knowledge areas: organizational support structures and project management standards. Each of these knowledge areas are described in Table 1.

Table 1 - Knowledge Areas ^{*} Defined

Knowledge Areas	Definition
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Organizational Integration	
1. Investment Portfolio Management	This refers to the selection and support of projects or investment program investments. These investments in projects and investment programs are guided by the organization's strategic plan and available resources.
2. Investment Program Management	This refers to the centralized, coordinated management of an investment program, designed to achieve the program's strategic objectives and benefits.
3. Organizational Support Structures	These are the organizational structures and mechanisms that support project, investment program, and investment portfolio management.
4. Project Management Standards	This refers to evidence of compliance with a standard methodology reflecting best practices for project management, investment program management, and investment portfolio management.
Core Project Management	
5. Project Integration Management	This includes the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. Within the project management context, integration includes characteristics of unification, consolidation, articulation, and integrative actions that are crucial to project completion and successfully meeting customer and stakeholder requirements and expected outcomes.
6. Project Scope Management	This primarily consists of defining and controlling what is and is not included in the scope of the project. It includes processes needed to ensure that the project includes all the work required, and only the work required, to complete the project successfully, based on the original or formally updated requirements.
7. Project Time Management	This includes the processes required to accomplish timely completion of the project.
8. Project Cost Management	This includes the processes involved in planning, estimating, budgeting, and controlling costs so that the project can be completed within the approved budget.
9. Project Risk Management	This includes the processes concerned with conducting risk management planning, identification, analysis, responses, and monitoring and control on a project. It also includes the completion of project complexity and risk assessments as required by the <i>Policy on the Management of Projects</i> .
Supporting Project Management	
10. Project	This includes the processes and activities of the performing organization that

Quality Management	determine quality related policies, objectives, and responsibilities to ensure the project will satisfy the business needs for which it was undertaken. A quality management system implements policy and procedures, through continuous process improvement activities, as appropriate.
11. Project Procurement Management	This includes the processes required to purchase or acquire the products, services, or results needed from outside the project team to deliver project outputs and outcomes. Project procurement management also includes the contract management and change control processes required to administer contracts or purchase orders issued by authorized project team members. It also includes administering any contract(s) issued by an outside organization (the buyer) that is acquiring the management services for the project from the performing organization (the seller) and administering contractual obligations placed on the project team by the contract.
12. Project Human Resource Management	This includes the organization and management of the project team. The project team is comprised of the people who have assigned roles and responsibilities for completing the project.
13. Project Communications Management	This includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposal of project information.



In the assessment tool, the first two knowledge areas are combined for a total of 12 knowledge areas.

Table 2 - Scoring of the Knowledge Areas

Knowledge Area	No. of Questions	Maximum Score
Investment Portfolio Management and Investment Program Management	10	50
Organizational Support Structures	9	45
Project Management Standards	20	100
Project Integration Management	21	105
Project Scope Management	4	20
Project Time Management	5	25

Project Cost Management	7	35
Project Risk Management	4	20
Project Quality Management	2	10
Project Procurement Management	4	20
Project Human Resource	4	20
Project Communications	2	10
Total	92	460

The assessment tool tabulates a score out of 460 points. Expressed as a percentage, this score fits within a range corresponding to a capacity class as shown in Table 3.

Table 3 - Capacity Class Defined

Capacity Class	Definition	Rating (Out of 100)
0 - Limited	<p>Spending authority is limited to \$1 million.</p> <p>At this class, organizations tend not to have consistent project management discipline, but rely on the skills of individual project managers for success.</p>	< 25 / 100
1 - Sustaining	<p>The organization has the capacity to successfully deliver projects to maintain its operational capacity.</p> <p>At this class, organizations tend to apply basic project management capabilities to projects; project planning tends to be more efficient and reporting often begins to be centralized.</p>	25-49 / 100
2 - Tactical	<p>The organization has the capacity to successfully deliver projects to adjust its operations to meet planned objectives.</p> <p>At this class, project management processes tend to become standardized; project information is often collected centrally and projects tend to be approved and overseen by a designated governance body.</p>	50-69 / 100
3 - Evolutionary	<p>The organization has the capacity to successfully deliver projects to achieve evolving strategic objectives.</p>	70-90 / 100

	At this class, organizations tend to have integrated multi-project planning and control, where projects are managed as investment programs where appropriate to improve project selection, resource allocation, and project timing. Project related processes are to be integrated with corporate processes and structures; project performance analysis is advanced enough to provide input to process improvement and project planning; and standard governance structures are in place for project approval and oversight.	
4 - Transformational	<p>The organization has the capacity to successfully deliver projects to change the way the organization does business.</p> <p>At this class, projects are selected and overseen based on contribution to the strategic plan. Project approval, timing, and resource allocation decisions are continually re-assessed to ensure optimal use of resources. Project management practices are continuously improved based on measurement of key performance indicators of compliance and project success. Project and portfolio management information systems are used to share information between project teams and between projects and management. The organization is "projectized" structurally and culturally to optimize success of strategic projects.</p>	90-100 / 100

[Top](#)

2. Instructions

If the answer to any individual question is unknown for any reason, please select the lowest score option for the question.

The Organizational Project Management Capacity Assessment (OPMCA) tool contains 92 questions. This assessment tool is accompanied by the Guide to Using the [OPMCA Tool](#) and an Excel spreadsheet which will complete all the relevant tabulations automatically. The tool is also available on-line. For further information on how to setup a user account and complete an assessment on-line, please contact your departmental coordinator.

If you require more specific information on the purpose of the knowledge areas or the significance of a particular rating, please refer to the User Guide. For definition of terms, please refer to the Glossary included at the end of the User Guide. Some of the terminology used in the assessment tool may not be a best fit for your organization. Please consult with your departmental coordinator on how the terms are to be applied in your organization.

[Top](#)

3. Organizational Project Management Capacity Assessment

3.1 Investment Portfolio Management and Investment Program Management (10 Questions)

Question	Clarifications	Rating
1. Do executive management performance management accords (PMA) include project performance metrics (for example, achievement of project results, completed on time, on budget and on scope)?	<ul style="list-style-type: none"> • Demonstrate the degree to which executive management have personal performance linked with the success of projects. • This information may not be directly accessible. Consider a survey or interview approach to gather the required information. 	0 = No 2 = Some PMAs 5 = All PMAs
2. To what extent is the portfolio of planned projects selected, prioritized, and resourced according to its contribution to the organization's strategic objectives as outlined in the Program Alignment Architecture (PAA) in support of the Management Resources and Results Structure (MRRS) Policy?	<ul style="list-style-type: none"> • Demonstrate the level of alignment of the portfolio of planned projects with the organization's strategic objectives. • Consider the alignment of the portfolio of planned projects to the objectives of the Government of Canada or the objectives of other departments. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to be selected, prioritized, and resourced according to their contributions to the organization's strategic objectives. • Reference to recently completed strategic reviews or other such activities may provide assistance in responding to this question. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
3. Does the organization consider resource capacity and capability (e.g. human, financial, etc.), project dependencies, and delivery	<ul style="list-style-type: none"> • Demonstrate that the organization considers its capacity and capability when selecting and scheduling projects. • Capacity has an impact on how much work can be undertaken and completed by an 	0 = No 2 = In some sectors but not organization-

timeframes in determining the timing and amount of project work it undertakes?	organization in a given time period. It also impacts the quality of deliverables.	wide 5 = Yes, organization-wide
4. Does the organization employ a process by which redundant projects are eliminated?	<ul style="list-style-type: none"> • Demonstrate that the organization minimizes the allocation of resources to unnecessary projects. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide
5. To what extent does the organization regularly review and assess the contribution and progress of projects currently in project implementation against the organization's strategic objectives and take action based on risks and issues to ensure projects continue to provide value?	<ul style="list-style-type: none"> • Demonstrate the organization's ability to ensure that projects are providing value through regular review and assessment (regular as defined by the organization) and, if the projects are not meeting their objectives, take appropriate action. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to be regularly reviewed and assessed and for which action will be taken based on risks and issues. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
6. If the organization has a function that supports and provides advice to organizational executive management regarding its projects (e.g. a project management office), does the function do either of the	<ul style="list-style-type: none"> • Demonstrate that a project management office is fulfilling the role of identifying project interdependencies to ensure that this information is available for organizational management to support decision-making and identify options for collaboration between related projects. 	0 = Neither, or not applicable 2 = Either (a) or (b) 5 = Both (a) and (b)

<p>following?</p> <ol style="list-style-type: none"> identify project interdependencies and support project selection and resource allocation decisions for projects aggregate and analyze project information relative to organization objectives and make recommendations 			
<p>7. Does the organization manage groups of related projects as an investment program to gain the benefits and leverage control mechanisms not available from managing them individually?</p>	<ul style="list-style-type: none"> Demonstrate that related projects are managed in an integrated and cohesive manner. Only consider all related projects, which should all be managed together to best manage to the desired results. 	<p>0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide</p>	
<p>8. To what extent do project managers regularly assess the dependencies between projects and resources (e.g. human, financial) allocated to projects and recommend resolutions to organizational executive management and resource owners?</p>	<ul style="list-style-type: none"> Demonstrate that project dependencies and resources are assessed regularly (as defined by the organization) and are efficiently allocated. Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to be regularly assessed for dependencies and recommended for corrective action as appropriate. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>	
<p>9. To what extent have projects</p>	<ul style="list-style-type: none"> Demonstrate how effective the organization 	<p>0 = under 10</p>	

<p>that were completed by the organization over the past five years been delivered on-time, on-budget, and delivered the proposed business benefits as established during project planning and identification?</p>	<p>has been historically at meeting expectations for delivery (benefits, time, and budget) defined in project planning and identification phase. For projects for which approval was sought from Treasury Board ministers, consider the project parameters established at the time of seeking project approval.</p> <ul style="list-style-type: none"> • Based data from the past five years, calculate the percentage of projects that were completed by the organization on-time, on-budget, and delivered the proposed business benefits as established during the project planning and identification phase. • Projects are only to be considered if they have been completed within the past five years on-time, on-budget, and if they delivered the proposed business benefits. 	<p>per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>10. Over the past five years, how effective has the organization been at estimating project cost and schedule?</p>	<ul style="list-style-type: none"> • Demonstrate the ability of the organization, over the past five years, to accurately estimate the cost and schedule of projects. • Based data from the past five years, calculate the effectiveness of the organization at estimating project cost and schedule. The organization should develop and document estimating standards and methodologies. • Compare the initial estimates prepared during the project planning and identification phase to the eventually approved estimates for the project. For projects for which approval was sought from Treasury Board ministers, consider the project parameters established at the time of seeking project approval. If either costs or schedule is outside of the accepted parameters of the type of estimate at time of approval then the project is considered to be outside the estimates. 	<p>0 = Project estimates are outside the approved cost, schedule, or both more than 90 per cent of the time. 1 = Estimates are outside the approved cost, schedule, or both 65-90 per cent of the time. 2 = Estimates</p>

are outside
the
approved
cost,
schedule, or
both 50-64
per cent of
the time.

3 =

Estimates
are outside
the
approved
cost,
schedule, or
both 25-49
per cent of
the time.

4 =

Estimates
are outside
the
approved
cost,
schedule, or
both 10-24
per cent of
the time.

5 =

Estimates
are outside
the
approved
cost,
schedule, or
both less
than 10 per
cent of the
time

3.2 Organizational Support Structures (9 Questions)

Question	Clarifications	Rating
11. Do the operational structures of the organization (e.g. systems, corporate services, and accommodation policies) support effective project management (e.g. do they accommodate project life cycles and not just fiscal life cycles)?	<ul style="list-style-type: none"> • Demonstrate that the organization supports projects that extend beyond a fiscal period. • Consider whether the organization effectively supports project work that falls outside of the normal fiscal periods and whether it is structured to manage projects that take several years to complete. If personnel, money and other resources are assigned and managed according to a fiscal framework that does not take into account this longer timeframe, the organization is not well structured to support these projects. 	0 = No 2 = Some structures but not all 5 = Yes
12. Does the organization support project management? (e.g. through the provision of collaborative project management and implementation tools and software for all desktops and co-location of project resources)	<ul style="list-style-type: none"> • Demonstrate that the organization provides support to the project management function. • If a sector of the organization provides any of the supporting activities listed in the examples or other similar types of support then that sector may be considered to be supporting project management. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide
13. In how many of the following ways does the organization support project management as a profession? <ol style="list-style-type: none"> a. career progression b. support for an internal project management community c. provision of project management training to enhance the competencies of the project team members 	<ul style="list-style-type: none"> • Demonstrate the number of ways in which the organization supports the professional development of its project managers and project team members. 	0 = None 1 = One way 2 = Two ways 4 = Three ways 5 = All four ways

d. project management skills are considered in recruitment selection criteria			
14. Are organizational executive management directly involved in guiding project management direction and strategies, and is the organization structured to support these strategies?	<ul style="list-style-type: none"> • Demonstrate that there is a level of engagement of the organization's executive management in managing project strategies. • Consider whether the involvement of executive management can be demonstrated by the presence of an enterprise Project Management Office or project management steering committees at the executive management level. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide	
15. Does a standing governance structure exist that approves projects in the organization?	<ul style="list-style-type: none"> • Demonstrate that the organization has formal, structured and regular project approval functions for organizational projects. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide	
16. Does the organization invest in increasing project management capacity through establishing, executing, and maintaining a continuous improvement plan for project management capacity?	<ul style="list-style-type: none"> • Demonstrate that the organization plans and invests to build and works to maintain and increase its project management capacity. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide	
17. Are organizational structures in place to facilitate and support communication and collaboration among projects?	<ul style="list-style-type: none"> • Demonstrate that the organization has structures to enable and encourage communication and collaboration of on-going projects (i.e. portfolio management). 	0 = No 2 = In some sectors but not organization-wide 5 = Yes,	

		organization-wide
18. Does the organization take steps to ensure project managers understand how their projects fit with other relevant projects in the organization?	<ul style="list-style-type: none"> • Demonstrate that the organizational structures to support communication and collaboration include measures to ensure project managers recognize how their projects fit with other relevant projects. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide
19. Does the organization take steps to ensure project managers understand how their projects fit with the organization's overall strategic objectives and operations?	<ul style="list-style-type: none"> • Demonstrate that the organization ensures that project managers understand how their projects contribute to the strategic objectives of the organization. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide

[Top](#)

3.3 Project Management Standards (20 Questions)

Question	Clarifications	Rating
20. Does the organization have one or more project management offices to support excellence in project management?	<ul style="list-style-type: none"> • Demonstrate that the organization has one or more established project management offices to support the management of project. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide
21. Does the organization have a project management	<ul style="list-style-type: none"> • Demonstrate that the organization has at least one clearly defined project management 	1 = No 2 =

<p>framework with established standards for approvals, phases, gates, off-ramps, and associated deliverables and reviews?</p>	<p>framework for overseeing projects.</p>	<p>Incomplete project management framework (i.e. missing elements) exists 3 = Organization-wide but not complete 4 = Complete project management framework in place in some sectors but not organization-wide 5 = Yes, a complete project management framework is in place organization-wide</p>
<p>22. To what extent do projects fully apply the project management framework?</p>	<ul style="list-style-type: none"> • Demonstrate to what extent the organization applies the project management framework or frameworks identified in Question 21. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to fully apply the project management framework or framework. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per</p>

		cent of projects 5 = over 90 per cent of projects
23. Does the organization have a common set of processes to consistently manage and integrate multiple related projects?	<ul style="list-style-type: none"> • Demonstrate that the organization has a common set of processes to manage related projects. • This question is linked to question 7. Question 7 asks if related projects are managed together, and question 23 asks if the organization has an actual standard set of processes to guide the management of these projects. For example, is there a common format to provide an integrated progress report for related projects? 	0 = No 5 = Yes
24. Does the organization, or a sector of the organization, have standard processes for project planning and identification (e.g. business case analysis and project charter development)?	<ul style="list-style-type: none"> • Demonstrate that the organization, or a sector of the organization, has standard processes for the project planning and identification phase • There are a number of distinct phases in the project life cycle. The <u>OPMCA</u> tool refers to a number of phases such as project planning and identification, project definition, project implementation and project close-out. Potentially, each organization could have a unique definition of what is included in each of these phases. These phase definitions and their respective processes should be documented and subsequently used by each project within the organization. 	0 = No 5 = Yes
25. To what extent does the organization comply with standard processes for project planning and identification (e.g. review of approved business case and project charter development)?	<ul style="list-style-type: none"> • Demonstrate to what extent the organization applies the standard processes for the project planning and identification phase that were identified in Question 24. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to fully apply the standard 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of

	processes for project planning and identification.	projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
26. How many of the following standards for project definition processes does the organization apply? <ul style="list-style-type: none"> a. project plan development b. scope planning c. schedule definition d. cost planning e. risk assessment (identification, analysis, response planning) 	<ul style="list-style-type: none"> • Demonstrate and identify the number of standard processes the organization has in place during the project definition phase. 	0 = None of the processes 1 = One of the five processes 2 = Two of the five processes 3 = Three of the five processes 4 = Four of the five processes 5 = All five processes
27. To what extent does the organization comply with the following standards for project definition processes? <ul style="list-style-type: none"> a. project plan development b. scope planning c. schedule definition d. cost planning e. risk assessment (identification, analysis, response planning) 	<ul style="list-style-type: none"> • Demonstrate to what extent the organization applies the standard processes for the project definition phase that were identified in Question 26. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to fully apply the standard processes for project definition. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per

		cent of projects 5 = over 90 per cent of projects
<p>28. How many of the following standards for project implementation does the organization apply?</p> <ul style="list-style-type: none"> a. project plan implementation b. performance reporting c. integrated change control d. ongoing risk monitoring and control 	<ul style="list-style-type: none"> • Demonstrate and identify the number of standard processes the organization has in place during the project implementation phase. 	<p>0 = None of the processes 1 = One of four processes 2 = Two of four processes 4 = Three of four processes 5 = All processes</p>
<p>29. To what extent does the organization comply with the following standards for project implementation?</p> <ul style="list-style-type: none"> a. project plan implementation b. performance reporting c. integrated change control d. ongoing risk monitoring and control 	<ul style="list-style-type: none"> • Demonstrate to what extent the organization applies the standard processes for the project implementation phase that were identified in Question 28. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to fully apply the standard processes for project implementation. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>30. How many of the following standards for the</p>	<ul style="list-style-type: none"> • Demonstrate and identify the number of the standard processes the organization has in 	<p>0 = No 2 = For one</p>

<p>project close-out processes does the organization apply?</p> <p>a. contract close-out</p> <p>b. administrative close-out</p>	<p>place during the project close-out phase.</p>	<p>of the two processes</p> <p>5 = For both processes</p>	
<p>31. To what extent does the organization comply with the following standards for project close-out processes?</p> <p>a. contract close-out</p> <p>b. administrative close-out</p>	<ul style="list-style-type: none"> • Demonstrate to what extent the organization applies the standard processes for the project close-out phase that were identified in Question 30. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to fully apply the standard processes for project close-out. 	<p>0 = under 10 per cent of projects</p> <p>1 = 10-24 per cent of projects</p> <p>2 = 25-49 per cent of projects</p> <p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>	
<p>32. To what extent are project management processes applied to all projects in a tailored and effective manner commensurate with their risk, complexity, cost, and value?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization applies different levels of project management rigour to projects of different size, risk and/or complexity. For instance, if a project is small or less complex, simpler versions of planning templates or documentation may be used because the same level of detail does not need to be captured for these types of projects. An organization should have tailored templates or tools to support projects of various sizes, risk and complexity. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects to which tailored project management processes are applied. 	<p>0 = under 10 per cent of projects</p> <p>1 = 10-24 per cent of projects</p> <p>2 = 25-49 per cent of projects</p> <p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>	

<p>33. Are the organization's project management processes, for planning and identification, definition, implementation and close-out, measured for effectiveness regularly (often enough to support other management processes such as continuous improvement initiatives)?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization regularly measures the effectiveness of its project management processes. • Organizations are to define the frequency of their measurement activities and indicate how they are sufficient to support the organization. 	<p>0 = No 2 = In some sectors but not organization-wide 5 = Yes</p>
<p>34. Are project management processes analyzed and updated regularly?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization regularly revises and updates project management processes to ensure that the most effective processes are in place. 	<p>0 = No 2 = In some sectors but not organization-wide 5 = Yes</p>
<p>35. To what extent does your organization understand and use integrated Project Management and Information Systems (PMIS) to manage a portfolio of projects in your organization? Note: MS Project is not a <u>PMIS</u>.</p>	<ul style="list-style-type: none"> • Demonstrate to what extent the organization uses integrated <u>PMIS</u>, consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes to support all aspects of projects from project planning and identification to project close-out. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to use the <u>PMIS</u>. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>36. Does the organization have a standard scope and structure defined for the</p>	<ul style="list-style-type: none"> • Demonstrate that the organization has documents and defines the role and functions of its project management office in order to 	<p>0 = No 2 = In some sectors but</p>

functions of a project management office to support each project (scaled to the size of the project)?	standardize support. Support may be tailored and applied as necessary.	not organization-wide 5 = Yes, organization-wide
37. Are lessons learned from past projects used to improve the project management framework and processes?	<ul style="list-style-type: none"> • Demonstrate that the organization has a process to capture and a forum to share lessons learned from previous projects across the organization. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide
38. Does the organization retain the cost and schedule estimates of past projects for process improvement, future project definition work, or both?	<ul style="list-style-type: none"> • Demonstrate that the organization maintains records of historical data from past projects and uses it to ensure better-estimated costs and schedule on new projects. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide
39. Does the organization have a standard approach to the definition, collection, and analysis of project metrics?	<ul style="list-style-type: none"> • Demonstrate that the organization has an established standard method throughout the organization to define, collect, and analyze project metrics. • Organizations are to identify appropriate and relevant project metrics. 	0 = No 2 = In some sectors but not organization-wide 5 = Yes, organization-wide

[Top](#)

3.4 Project Integration Management (21 Questions)

Question	Clarifications	Rating
40. To what extent are projects approved by a central or organizational level governance structure?	<ul style="list-style-type: none"> • Demonstrate that the organization applies oversight and approval of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects expected to be approved by a central or organizational level governance structure. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
41. To what extent are project governance reporting relationships and accountabilities clearly documented?	<ul style="list-style-type: none"> • Demonstrate that the organization clearly documents and defines governance structures for projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to include clearly documented reporting relationships and accountabilities. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-

		69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
42. To what extent are projects supported by an approved business case which includes an analysis of options and expected outcomes as part of the project planning and identification phase?	<ul style="list-style-type: none"> • Demonstrate that the organization creates business cases (or a similar document that details the rationale, options analysis and expected outcomes) for projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to be supported by an approved business case. • The requirement for a business case is determined by the organization. Guidelines on when a business case is required and what is included in the business case should be defined in writing by the organization. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
43. To what extent is a project charter approved prior to undertaking detailed project definition	<ul style="list-style-type: none"> • Demonstrate that the organization develops and 	0 = under

work?	<p>approves project charters before project s enter the definition phase.</p> <ul style="list-style-type: none"> Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to have an approved project charter prior to commencing the project definition phase. 	<p>10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
44. To what extent do projects have project managers?	<ul style="list-style-type: none"> Demonstrate that the organization plans to have projects managed by project managers. Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to be managed by project managers. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects</p>

		<p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>
<p>45. To what extent do project managers within the organization have authority to execute all objectives and outputs of the project?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization ensures that project managers are appropriately empowered to execute the project. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the projects managers will have the authority to execute all objectives and outputs of the project. • If the project manager is external to the organization and does not have formal authority, the response is to be "0". 	<p>0 = under 10 per cent of projects</p> <p>1 = 10-24 per cent of projects</p> <p>2 = 25-49 per cent of projects</p> <p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>
<p>46. To what extent do projects have an assigned project sponsor or an executive-level steering committee that is active throughout the project's life cycle authorizing major project changes (changes in objectives or outputs) and</p>	<ul style="list-style-type: none"> • Demonstrate that the organization ensures that the project sponsor or an executive-level steering committee is involved in the project 	<p>0 = under 10 per cent of projects</p>

<p>assessing the ongoing value of the project?</p>	<p>throughout its life cycle.</p> <ul style="list-style-type: none"> Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to have an assigned project sponsor or an executive-level steering committee. 	<p>1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>47. To what extent are the roles and responsibilities of project teams documented and communicated to the project team members?</p>	<ul style="list-style-type: none"> Demonstrate that the organization ensures that the roles and responsibilities are established and communicated to project teams. Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to have the roles and responsibilities of project teams appropriately documented and communicated. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of</p>

		<p>projects</p> <p>5 =</p> <p>over 90 per cent of projects</p>
<p>48. To what extent are lessons learned from past projects (successful and unsuccessful) reviewed and considered when undertaking the project planning and identification phase of new projects?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization incorporates lessons learned from previous projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which the project planning and identification phase is expected to include the review of lessons learned from past projects. 	<p>0 =</p> <p>under 10 per cent of projects</p> <p>1 = 10-24 per cent of projects</p> <p>2 = 25-49 per cent of projects</p> <p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 =</p> <p>over 90 per cent of projects</p>
<p>49. To what extent is a project management plan documented and approved prior to undertaking the project definition phase?</p>	<ul style="list-style-type: none"> • Demonstrate that project management plans are developed and approved prior to commencing the project definition phase. • Based on the organization's portfolio of all planned projects included in its investment plan, 	<p>0 =</p> <p>under 10 per cent of projects</p> <p>1 = 10-24 per cent of</p>

	calculate the percentage of projects that are expected to have documented and approved project management plans prior to commencing the project definition phase.	projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
50. To what extent do the project management plans clearly identify the scope, cost, schedule, risks, deliverables, team, and project controls required to deliver the project?	<ul style="list-style-type: none"> • Demonstrate the content and completeness of project management plans identified in question 49. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to have documented and approved project management plans that clearly identify the scope, cost, schedule, risks, deliverables, team, and project controls required to deliver the project. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90

		per cent of projects
51. To what extent are the project management plans approved by the project authority before starting project implementation?	<ul style="list-style-type: none"> • Demonstrate that project management plans are approved by the project authority prior to commencing the project implementation phase. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to have documented and approved project management plans prior to commencing the project implementation phase. 	0 = under 10 per cent of projects 1 = 10- 24 per cent of projects 2 = 25- 49 per cent of projects 3 = 50- 69 per cent of projects 4 = 70- 90 per cent of projects 5 = over 90 per cent of projects
52. To what extent are project management plans endorsed by project work package leads before starting project implementation?	<ul style="list-style-type: none"> • Demonstrate that project management plans have been reviewed and endorsed by those responsible for delivery before the implementation phase of the project. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to 	0 = under 10 per cent of projects 1 = 10- 24 per cent of projects 2 = 25- 49 per

	have project management plans endorsed by the project work package lead prior to commencing the project implementation phase.	cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
53. To what extent is the progress of projects measured against project baselines in project management plans?	<ul style="list-style-type: none"> • Demonstrate that progress of projects is measured against the project objectives established at the time of securing expenditure authority from the appropriate authority (i.e. ministers). • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects that are expected to be measured against its project baseline. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects

54. To what extent is corrective action (e.g. changes to schedule, team, or approach) taken based on progress relative to the project management plan?

- Demonstrate that corrective action is taken to improve any variance identified from the project baseline in the project management plan.
- Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that corrective action would be implemented based on progress relative to the project management plan.

0 = under 10 per cent of projects
1 = 10-24 per cent of projects
2 = 25-49 per cent of projects
3 = 50-69 per cent of projects
4 = 70-90 per cent of projects
5 = over 90 per cent of projects

55. To what extent do projects have documentation that clearly defines the authorities that enable a manager to approve changes to scope, cost, and schedule in a timely manner?

- Demonstrate that roles and responsibilities are clearly outlined and documented to ensure that managers have authority to execute necessary changes.
- Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that they will have documentation that defines the authorities that enable a

0 = under 10 per cent of projects
1 = 10-24 per cent of projects
2 = 25-49 per cent of projects
3 = 50-

	manager to approve changes to scope, cost, and schedule in a timely manner.	69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
56. To what extent is the management of project change (time, scope, and cost) practiced to ensure integrity of project deliverables as rework and changes occur?	<ul style="list-style-type: none"> • Demonstrate that processes are in place to ensure that changes are smoothly and efficiently executed and completed. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the management of project change will be efficiently practiced. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
57. To what extent are the objectives, expected outcomes, and success criteria as defined in	<ul style="list-style-type: none"> • Demonstrate that the organization completes reviews 	0 = under

<p>the project's business case and/or project charter reviewed at each project close-out?</p>	<p>of projects at the project close-out phase to ensure that projects have met the intended objectives and expected outcomes.</p> <ul style="list-style-type: none"> Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project objectives, expected outcomes and success criteria will be reviewed at project close-out. 	<p>10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>58. To what extent are lessons learned captured and documented throughout the project and then analyzed and communicated at project close-out?</p>	<ul style="list-style-type: none"> Demonstrate that lessons learned are identified throughout the project life cycle and are documented and communicated. Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that documented lessons learned will be communicated at project close-out. It is expected that the lessons learned from the project are captured, documented and analyzed and communicated for the purposes of scoring this 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects</p>

	question. If projects capture the lessons learned but there is no evidence that they are communicated, then they are not to be counted in the response.	4 = 70-90 per cent of projects 5 = over 90 per cent of projects
59. To what extent is a transition plan (a management plan encompassing all activities related to managing the business change successfully) prepared and executed to ensure smooth handover and sustainability at project close-out (e.g. post-project life cycle support, reassignment of project resources, transition of project office functions to an operational model, sign-off of product or deliverables, or formal acceptance process)?	<ul style="list-style-type: none"> • Demonstrate that the organization prepares transition plans to ensure smooth transitions at the close-out of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that a transition plan will be prepared and executed. • An organization is expected to prepare and execute the plan to count for the purposes of scoring this question. If a plan is prepared, but not executed, then it is not to be included as there is no evidence to substantiate the answer. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
60. To what extent are project close-out checklists employed?	<ul style="list-style-type: none"> • Demonstrate that project close-out processes are identified and implemented throughout the organization. • Based on the organization's 	0 = under 10 per cent of projects

portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project close-out checklists will be employed.

1 = 10-24 per cent of projects
 2 = 25-49 per cent of projects
 3 = 50-69 per cent of projects
 4 = 70-90 per cent of projects
 5 = over 90 per cent of projects

[Top](#)

3.5 Project Scope Management (4 Questions)

Question	Clarifications	Rating
61. To what extent is a project work breakdown structure prepared which clearly defines all required work packages?	<ul style="list-style-type: none"> • Demonstrate that work breakdown structures are created in order to clearly define the project work to be completed. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that a work breakdown structure will be prepared along with clearly defined work packages. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects

		<p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>
62. To what extent are work packages within the work breakdown structure assigned a single accountable lead?	<ul style="list-style-type: none"> • Demonstrate that for projects there is a single assigned lead for individual work packages. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the work breakdown structure will include the identification of assigned single accountable leads for work packages. 	<p>0 = under 10 per cent of projects</p> <p>1 = 10-24 per cent of projects</p> <p>2 = 25-49 per cent of projects</p> <p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>
63. To what extent is the	<ul style="list-style-type: none"> • Demonstrate that the work breakdown structures 	0 =

<p>work breakdown structure at a level such that a single work package does not exceed 10 per cent of the cost or duration of the project?</p>	<p>are detailed enough to clearly define the individual work packages.</p> <ul style="list-style-type: none"> Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the work breakdown structure will be at a level such that a single work package does not exceed 10 per cent of the cost or duration of the project. 	<p>under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>64. To what extent are the business requirements baselined and formally approved by stakeholders prior to project implementation?</p>	<ul style="list-style-type: none"> Demonstrate that key individuals or organizations are consulted on project business requirements prior to the implementation phase of projects. Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that stakeholders will formally approve baselined business requirements prior to project implementation. Documentation to support this question could include business requirements approval documentation that is signed by the relevant stakeholders. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of</p>

projects
4 = 70-
90 per
cent of
projects
5 =
over 90
per
cent of
projects

▢ Top

3.6 Project Time Management (5 Questions)

Question	Clarifications	Rating
65. To what extent is a project schedule, such as a GANTT chart or project evaluation and review technique (PERT) chart, prepared?	<ul style="list-style-type: none"> • Demonstrate that the organization prepares detailed and documented project schedules. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that detailed project schedules are to be prepared. 	<p>0 = under 10 per cent of projects 1 = 10- 24 per cent of projects 2 = 25- 49 per cent of projects 3 = 50- 69 per cent of projects 4 = 70- 90 per cent of projects 5 = over 90 per</p>

		cent of projects	
66. To what extent do schedules align with the approved work breakdown structure for projects?	<ul style="list-style-type: none"> • Demonstrate that project schedules are effectively aligned with the work breakdown structure for projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project schedules are to be aligned with approved work breakdown structures. • This question seeks to compare the externally driven time requirements for a project with what is actually planned and documented from a project management plan perspective. For example, a work breakdown structure could indicate that it will take 18 months to complete all the tasks required to deliver the project. If the stakeholder expectation or deadline is 12 months, then there is misalignment in the schedules. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects	
67. To what extent is the project schedule dependency-driven?	<ul style="list-style-type: none"> • Demonstrate that the organization ensures that project schedules identify any dependencies between tasks. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project schedules will be dependency-driven. • Dependencies are to be identified between tasks. Dependencies can be within the project or externally driven such as requirements from another project or organization. Tasks are then linked based on these dependencies. The schedule should take into account these linkages. In other words, if tasks cannot be 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of	

	completed independently then the schedule should reflect these conditions.	projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
68. To what extent are project schedules approved and baselined during the project definition phase, including the proposed frequency of progress updates?	<ul style="list-style-type: none"> • Demonstrate that the organization approves and baselines project schedules defined during the definition phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project schedules will be approved and baselined during the project definition phase. • This question looks to understand to what degree the standard processes for project planning and identification used in Question 24 are implemented in the organization. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects

<p>69. To what extent is progress against the baseline project schedule captured and analyzed to assess performance, risks, and needed corrective action as frequently as required?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization tracks and analyzes project progress versus the approved schedule that was baselined during the definition phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that progress against the baselines project schedule will be captured and analyzed. • The organization should define reporting frequency based on project requirements and organizational needs. Reporting should be frequent enough to allow for timely corrective action without significant impacts to the schedule. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
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[Top](#)

3.7 Project Cost Management (7 Questions)

Question	Clarifications	Rating
<p>70. To what extent is the cost of each work package estimated and documented?</p>	<ul style="list-style-type: none"> • Demonstrate that the organization identifies and documents the costs of all project work packages. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the cost of each work package will be estimated and 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of</p>

	documented.	projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
71. To what extent is bottom-up project costing conducted at the work package level?	<ul style="list-style-type: none">• Demonstrate that the organization estimates project costs based on the scope of projects as defined by the work packages.• Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the bottom-up project costing will be conducted.	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90

		per cent of projects	
72. To what extent is bottom-up project costing conducted based on historical estimates, industry standards or benchmarks, industry best practices, or organization-specific detailed project cost models?	<ul style="list-style-type: none"> • Demonstrate that the organization takes into account various elements when conducting bottom-up project costing. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the bottom-up project costing will be conducted based on historical estimates, industry standards or benchmarks, industry best practices, or organization-specific detailed project cost models. 	0 = under 10 per cent of projects 1 = 10- 24 per cent of projects 2 = 25- 49 per cent of projects 3 = 50- 69 per cent of projects 4 = 70- 90 per cent of projects 5 = over 90 per cent of projects	
73. To what extent are cost estimates approved and baselined during the project definition phase?	<ul style="list-style-type: none"> • Demonstrate that the organization approves and baselines project costs during the definition phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that the cost estimates will be approved and baselined during the project definition phase. • This question looks to understand to what degree the standards used in Question 26 	0 = under 10 per cent of projects 1 = 10- 24 per cent of projects 2 = 25- 49 per	

	are implemented in the organization.	cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
74. To what extent are the mechanisms, processes, and information systems for tracking project costs fully defined and set up during the project definition phase using a Project Management Information System (PMIS) to enable project performance analysis?	<ul style="list-style-type: none"> • Demonstrate the extent to which <u>PMIS</u>, as identified in question 35, are fully established during the definition phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that a <u>PMIS</u> will be fully defined and set up during the project definition phase. • This question looks to understand to what degree the <u>PMIS</u> identified in Question 26 is fully established during the definition phase. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects

75. To what extent are cost code structures and processes for tracking project costs aligned with corporate financial systems?

- Demonstrate that project cost management aligns with corporate financial management practices.
- Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that cost code structures and processes for tracking project costs will be aligned with corporate financial systems.

0 = under 10 per cent of projects
1 = 10-24 per cent of projects
2 = 25-49 per cent of projects
3 = 50-69 per cent of projects
4 = 70-90 per cent of projects
5 = over 90 per cent of projects

76. To what extent are project costs captured (through a financial system or a PMIS) and analyzed as frequently as required throughout the implementation of a project to determine if corrective action is needed?

- Demonstrate that project costs are revisited and managed throughout the life-cycle of projects.
- Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that cost code structures and processes for tracking project costs will be aligned with corporate financial systems.
- The organization should define reporting frequency based on project requirements and organizational or TB/TBS expectations. Reporting should be frequent enough to

0 = under 10 per cent of projects
1 = 10-24 per cent of projects
2 = 25-49 per cent of projects
3 = 50-

	allow for timely corrective action without significant impacts on the budget.	69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
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[Top](#)

3.8 Project Risk Management (4 Questions)

Question	Clarifications	Rating
77. To what extent is a formal risk assessment conducted using organization approved tools, templates, and processes during the definition phase of projects?	<ul style="list-style-type: none"> • Demonstrate that risk assessments are conducted in the definition phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that a formal risk assessment will be conducted during the project definition phase. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 =

		over 90 per cent of projects
78. To what extent are risks mitigated during the definition phase and residual risk (the risk that is present after mitigation strategies have been applied) integrated into the project schedule and estimated cost?	<ul style="list-style-type: none"> • Demonstrate that the mitigations necessary to respond to identified risks are considered in project schedules and project costs. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that risks mitigated during the definition phase will be integrated into the project schedule and estimated cost. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
79. To what extent do projects integrate risk management practices during project implementation on an ongoing basis in order to assess the potential effects of risk and take appropriate mitigating action?	<ul style="list-style-type: none"> • Demonstrate that on-going risk assessments and management practices are applied during the implementation phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that projects will integrate risk management practices into project implementation. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-

		49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
80. To what extent are risks continuously communicated to key stakeholders during a project's life cycle?	<ul style="list-style-type: none"> • Demonstrate that the organization communicates risk to individuals or organizations involved or affected by projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that risks will be communicated to stakeholders during a project's life cycle. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of

3.9 Project Quality Management (2 Questions)

Question	Clarifications	Rating
81. To what extent are the relevant quality standards, designed to address both the management of the project itself and the outputs of the project, documented and metrics (performance indicators) established during the project definition phase?	<ul style="list-style-type: none"> • Demonstrate that the organization establishes appropriate quality standards and metrics for monitoring quality. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that quality standards will be documented and established. • This question refers to quality management activities that are identified in the definition phase of a project. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
82. To what extent is quality assurance undertaken to ensure that deliverables meet standards and expectations?	<ul style="list-style-type: none"> • Demonstrate that quality standards are applied during the implementation phase of projects to ensure quality project management and quality project outputs. 	0 = under 10 per cent of projects 1 = 10-

	<ul style="list-style-type: none"> Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that quality assurance will be undertaken. This question looks for the execution of quality management activities during the project implementation phase. Evidence of these activities is expected to be documented to substantiate the answer. 	24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
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[Top](#)

3.10 Project Procurement Management (4 Questions)

Question	Clarifications	Rating
83. To what extent are the authorities, process, team, and timing for acquisition and procurement defined and documented during the project definition phase for projects that require procurement?	<ul style="list-style-type: none"> Demonstrate that procurement is appropriately considered and planned for during the definition phase of projects. Based on the organization's portfolio of all planned projects included in its investment plan that require procurement, calculate the percentage of projects for which it is expected that procurement activities will be defined and documented during the project definition phase. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-

		69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
84. For projects that require procurement, to what extent are the aspects of procurement within the organization's control monitored to ensure they are delivered according to the project baseline plan (schedule and cost) during the project implementation phase?	<ul style="list-style-type: none"> • Demonstrate that procurement activities that the organization controls are monitored during the implementation phase of projects. • Based on the organization's portfolio of all planned projects included in its investment plan that require procurement, calculate the percentage of projects for which it is expected that the aspects of procurement will be appropriately monitored. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
85. For projects that require procurement, to what extent are major	<ul style="list-style-type: none"> • Demonstrate that contracted activities/deliverables are monitored and 	0 = under

<p>contracted deliverables directed, monitored, and regularly assessed to ensure they are in accordance with the contract (e.g. through assignment and reporting against task authorizations)?</p>	<p>regularly assessed.</p> <ul style="list-style-type: none"> Based on the organization's portfolio of all planned projects included in its investment plan that require procurement, calculate the percentage of projects for which it is expected that major contracted deliverables will be monitored and assessed to ensure they are in accordance with the contracts. 	<p>10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects</p>
<p>86. At the closure of project contracts, to what extent are processes in place to ensure that all work and deliverables were acceptable, that disagreements are resolved, and that payments are accurately made and recorded?</p>	<ul style="list-style-type: none"> Demonstrate that the organization ensures that all contracted activities/deliverables are fulfilled at the completion of contracts. Based on the organization's portfolio of all planned projects included in its investment plan that require procurement, calculate the percentage of projects for which it is expected that measures will be in place to bring closure to a contract. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects</p>

4 = 70-90 per cent of projects
5 = over 90 per cent of projects

[Top](#)

3.11 Project Human Resource Management (4 Questions)

Question	Clarifications	Rating
87. To what extent do project managers prepare a staffing plan and secure authorization for necessary resources (employees and consultants) before project implementation?	<ul style="list-style-type: none"> • Demonstrate that the organization appropriately plans to meet the human resource needs of its planned projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that staffing plans will be prepared and approved prior to project implementation. 	<p>0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of</p>

		projects
88. To what extent are staffing plans developed and executed based on required skills for the project (as opposed to available resources)?	<ul style="list-style-type: none"> • Demonstrate that the organization selects resources based on skill need and not on availability. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that staffing plans will be developed and executed based on required skills for the project. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
89. To what extent do project managers manage and resolve project team issues and update the staffing plan as necessary?	<ul style="list-style-type: none"> • Demonstrate that the organization encourages cohesive project teams. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project managers manage will resolve project team issues and update the staffing plan as necessary. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects

		<p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>
90. To what extent do project managers contribute to the performance review of project human resources?	<ul style="list-style-type: none"> • Demonstrate that the organization considers the performance of project as part of performance reviews. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that project managers will contribute to the performance review of project human resources. 	<p>0 = under 10 per cent of projects</p> <p>1 = 10-24 per cent of projects</p> <p>2 = 25-49 per cent of projects</p> <p>3 = 50-69 per cent of projects</p> <p>4 = 70-90 per cent of projects</p> <p>5 = over 90 per cent of projects</p>

3.12 Project Communications Management (2 Questions)

Question	Clarifications	Rating
91. To what extent are processes in place to ensure that the requirements for collection, dissemination to stakeholders, and storage of project information are defined and documented?	<ul style="list-style-type: none"> • Demonstrate that the organization properly manages project information and communications. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that processes will be in place for appropriate management of project information. • Project information can include the business base, project charter, project implementation plan, project reports, revises, evaluations, status of schedule and budget, deliverables, earned value, resource allocation, risk management information, change requests (such as to scope, cost or schedule), and presentations to stakeholders, etc. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects 2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
92. To what extent are processes in place to ensure that stakeholders external to a project (e.g. project champion, clients, funders, and users) are kept informed of a project's performance?	<ul style="list-style-type: none"> • Demonstrate that the organization ensure that project stakeholders are kept informed of the performance of projects. • Based on the organization's portfolio of all planned projects included in its investment plan, calculate the percentage of projects for which it is expected that stakeholders will be kept informed of a project's performance. 	0 = under 10 per cent of projects 1 = 10-24 per cent of projects

		2 = 25-49 per cent of projects 3 = 50-69 per cent of projects 4 = 70-90 per cent of projects 5 = over 90 per cent of projects
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[Top](#)

1

A Guide to the Project Management Body of Knowledge, third edition, Project Management Institute, 2004

2

The Standard for Program Management, Project Management Institute, 2006

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The Standard for Program Management, Project Management Institute, 2006

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[Top of page](#) 