

1. Welcome and introduction

Welcome to Global Organizational Project Management Index, GOPMI !

You will respond to questions concerning your estimation on the maturity of seven processes important for project management in your organization.

A background to the investigation and a description of the processes can be found in a separate information package.

You can "walk" forward and backward in the questionnaire, but as you finish and leave you can not reopen and change your answers.

Approximately 15 minutes will be needed to respond to all questions and your answers will be kept confidential.

As the responses are collected we can analyze differences and similarities between various groups - business areas, type of projects and roles.

Welcome to deliver your answers.

Baseline Management AB, Stockholm

*** Name and e-mail (please use your business address, not gmail etc), so we can deliver a report and confirm your position. (Mandatory)**

Name

E-mail

*** In which country are you mainly operating? If outside Europe, please choose "Other" (last choice) !**

Mark the professional role of most significance for you:

- | | |
|---|--|
| <input type="radio"/> projectowner/chair of steering group | <input type="radio"/> future user |
| <input type="radio"/> member of steering group | <input type="radio"/> financial officer/controller |
| <input type="radio"/> role in PMO (Project Management Office) | <input type="radio"/> human relations/HR-manager |
| <input type="radio"/> project manager | <input type="radio"/> line manager/resource owner |
| <input type="radio"/> member of the project team | |
| <input type="radio"/> Other role | |

In which business is your organization operating?

- ☐ Banking/Finance/Insurance
- ☐ Real Estate/housing/commercial
- ☐ Trade
- ☐ Health and Care
- ☐ Information Technology
- ☐ Consultancy
- ☐ Culture, theatre, film, exhibitions
- ☐ Medicine
- ☐ Telecom
- ☐ Manufacturing/industry
- ☐ Construction and building
- ☐ Service/Hotel/Tourism
- ☐ Other business

In what type of project are you mainly involved?

- ☐ System and software development
- ☐ Construction/infrastructure (Electricity, Water, Heat/Cooling, Road, Landscaping)
- ☐ Change management
- ☐ Business development, markets and concepts
- ☐ Product or service development
- ☐ Events and campaigns, trade fairs and shows
- ☐ Engineering, calculations, planning and architecture
- ☐ Training and education
- ☐ Other type of project

What type of organization are you working with?

- ☐ Private corporation or NGO
- ☐ Federal
- ☐ Regional
- ☐ Local authority
- ☐ Other type of organization

Ordering party of your projects is mainly:

- ☐ External part in another organization
- ☐ Internal part in our organization

Add any comments on your role and position

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2. Internal control of projects Process 1 of 8

By internal control we mean how projects are managed and followed up over their life cycle
Good internal control implies that there exist:

- clear direction, goals, timeline and scope for the project
- checkpoints and an established decision process
- a clear description of what the project is to deliver and its desired effect
- routines for dealing with problems and changes

Our internal control of projects can best be described by:

- ☐ 1. Projects are executed and controlled according to individual preferences. Project management terms and concepts are applied inconsistently and are not understood by all stakeholders.
- ☐ 2. Most coworkers in our organization understand what project management implies. Some experts, experienced project managers, do exist and are working on our most important projects.
- ☐ 3. A shared and documented view of projects and how they are to be controlled does exist. Our project methodology is applied for all projects.
- ☐ 4. Projects are considered to be the most important tool for managing change within our organization.
- ☐ 5. Our internal control ensures that the projects are directed toward the overall goals for the operation. The whole organization accepts that change initiatives be managed in project form. We work with continual improvement.

Open question: We should, within one year, have carried out the following in order to improve our internal control and follow-up of projects

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3. Benefits realization in our business Process 2 of 8

Benefits realization is the process for achieving the business impact from a completed project. Benefits may be financial or nonfinancial.

Benefits realization implies that:

- the desired impact of the project are clearly defined and measurable
- members of the organization responsible for achieving the benefits realization are appointed
- top management approves the estimate of the benefits
- a plan for benefits realization exists and is actively followed up
- an overall view of the effect of the benefits on the organization exists

Our benefits realization can best be described by:

- ☐ 1. There exists a little insight that benefits can be something other than the final delivery/product from the project.
- ☐ 2. Benefits are part of a Business Case. There may be individuals appointed as accountable for the various benefits and their realization. However it is unlikely that the benefits are followed up.
- ☐ 3. There exists a centrally controlled framework for defining and monitor the benefits realization.
- ☐ 4. We ensure realization of the business impact from the project to the organization by integrating methods for benefits realization in the project model.
- ☐ 5. Benefits realization is integrated in the way the organization carries through changes and the benefit is linked to the operational goals (i konsekvens med ovan) . We work with continual improvement.

Open question: We should, within one year, have carried out the following in order to improve our benefits realization.

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4. Financial control Process 3 of 8

Financial control ensures that the costs for a project are identified, calculated, followed up and evaluated throughout its life cycle.

Financial control implies that:

- **project costs are calculated and followed up throughout the project life cycle**
- **there exists a basis for decisions, a Business Case, showing the value of the project for the sponsor**
- **the finance department is involved in the work**
- **financial decisions are approved/supported within the enterprise**
- **the financial requirements of the project are ensured**

Our financial control can best be described by:

- ☐ 1. There is little or no financial control at the project level. There is a lack of accountability and follow-up of project costs.
- ☐ 2. A Business Case is put together, but it can have various forms and contents. The total costs for the project are not followed up and no one is clearly accountable.
- ☐ 3. Our organization has established a standard for how to produce a Business Case. The finance department has processes and guidelines for how the project manager is to follow up the project over its life cycle.
- ☐ 4. We prioritize projects in relation to available financial and other resources. The accrued costs for the project are followed up continuously.
- ☐ 5. Financial control of the projects is completely integrated into the control of the whole organization. We continuously compare actual with estimated costs in order to improve our ability to make forecasts. We work with continual improvement.

Open question: We should, within one year, have carried out the following to improve our financial control.

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5. Stakeholder management Process 4 of 8

Proactive stakeholder management is the key to success for all projects. Stakeholders are all parties affecting or affected by the project and/or the result of the project. Stakeholders can exist at various levels, both within and outside the organization.

Stakeholder management includes:

- **identification and analysis of stakeholders**
- **understanding of stakeholder needs**
- **information management**
- **develop a communications plan**
- **execution of communications activities**
- **use of various communications channels and methods**

Our stakeholder management can best be described by:

- ☐ 1. Engagement of and communication with stakeholders is seldom dealt with in our projects.
- ☐ 2. Some projects have effective communications management, but this is more tied to individual initiatives than to any structured way of working for the whole organization.
- ☐ 3. There exists a centrally managed and consistent approach for dealing with stakeholders and communications which is applied to all projects.
- ☐ 4. We use advanced techniques for identifying, analyzing and engaging stakeholders. Quantitative data is used to support evaluation of the effectiveness of the stakeholder management.
- ☐ 5. We have a profound understanding of the various stakeholders. We can therefore adapt and optimize communications so that projects are more likely to achieve their goals. There exists proof of continual improvement.

Open question: We should, within one year, have carried out the following to improve our stakeholder management.

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6. Risk management Process 5 of 8

Risk management concerns how the organization deals with risks and opportunities arising during realization of the project.

Risk management implies that the organization:

- **takes into account both internal and external risks affecting the project**
- **sees how project risks affect the organization**
- **minimizes threats and maximizes opportunities**
- **takes appropriate measures to eliminate/reduce the probability of the risk becoming reality**
- **identifies factors which increase the risks**
- **takes measures which are both appropriate and proactive**

Our risk management can best be described by:

- ☐ 1. There are few indications that risk management has been of any benefit to the projects.
- ☐ 2. We know of risk management and it is used in some projects. There is, however, no consistent approach resulting in varying degrees of commitment and effectiveness.
- ☐ 3. Risk management is based on a centrally defined process coordinated with the whole organization's policy for risk management.
- ☐ 4. The risk management is effective and integrated into the organization. The value of risk management is clear to everyone and is an important component in the decision process for the organization.
- ☐ 5. Risk management is an integral part of the culture for our organization. It supports decision-making within projects and there is proof of continual improvement.

Open question: We should, within one year, have carried out the following to improve our risk management:

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7. Strategic control Process 6 of 8

Strategic control deals with how the projects support the strategic goals and direction of the organization. In contrast to internal control, strategic control focuses on harmonizing the projects with both the overall strategies of the organization and changes in the outside world.

Strategic control includes:

- active sponsorship by top management
- effects from legal and regulatory requirements
- application of standards
- level of support from stakeholders
- to what extent stakeholders' requirements have been taken into consideration when defining project deliverables
- compliance to overall goals and strategies for the organization

Our strategic control can best be described by:

- ☐ 1. Informal management of projects does exist, but has no clear links to the overall business control. Formal roles have probably not been defined.
- ☐ 2. Project control from an operational perspective is starting to take shape, but is still only applied in isolated cases. There is no general check as to whether the projects support the strategic goals of the business. Roles, responsibilities and reporting channels are inconsistent.
- ☐ 3. A centrally defined control model is used for all projects. A process for taking decisions linked to the business control is in place.
- ☐ 4. The decision process for projects is integrated with the overall control of the organization. Roles within projects are coordinated with other job descriptions for the organization.
- ☐ 5. A project management model is a key issue in the business control. There exist clear reporting channels, ownership and checks within the organization. The control is linked directly to top management. We work with continual improvement.

Open question: We should, within one year, have carried out the following to improve our strategic control.

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8. Resource management Process 7 of 8

Resource management includes the personnel, premises, equipment, information, tools and support required for the delivery of a project.

Resource management includes:

- routines for acquiring resources
- capacity planning
- prioritization to give effective and optimal utilization of resources
- follow up of resource utilization
- analysis of the potential for better utilization of current resources

Our resource management can best be described by:

- ☐ 1. The business has partly understood the benefits of effective resource management.
- ☐ 2. Some projects have a working method for planning, acquiring and controlling resources, but lack a common process for handling the resources.
- ☐ 3. The operation has a number of centrally defined and adopted processes for acquiring, planning and controlling project resources.
- ☐ 4. Resource management for the project work takes place centrally within the organization in order to meet the varying needs of the projects.
- ☐ 5. Resources are used optimally with efficient utilization of capacity. There exists harmony between internal and external resources and proof of continual improvement.

Open question: We should, within one year, have carried out the following to improve our resource management.

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9. Agility Process 8 of 8

Agility is nowadays presented as an alternative to "conventional project management". In all projects, methodology must support the mission and therefore each project manager must possess the power to question bureaucracy and regard agility as the eighth process aiming to assess and adopt formality and routines. Agility covers several flexible procedures that can be used in many types of projects.

Agile project management means that you combine project methodology with one or several of the agile methods with the intention to create a higher flexibility. Project methodology is the framework to overview the full entity and content. Agility focusses on how the project is performed, demand management and how the day to day work is monitored.

Our agile capacity can best be described by:

- ☐ 1. Agility is used from an individual understanding, not used consequently and not understood by all stakeholders
- ☐ 2. The majority of the employees understand how agility can be used in projects. There are some experts, experienced leaders, using agility when appropriate.
- ☐ 3. There is a general and documented view on how we should act agile and where agility should be used. We have skilled staff controlling the methodology and available to support.
- ☐ 4 Agile project methodology is predominant in our project management, also at a portfolio level. When a project is started, it is decided if the project should be agile or not.
- ☐ 5. In our business, agility is a strategic tool to create change. we see continuous improvement in the area.

Open question: We should, within one year, have carried out the following to improve our agile capacity.

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10. Other questions

How can the analysis of project maturity become a tool for your continued development?

What do you see as your next step towards greater project maturity?

Which key performance indicators, KPI's, do you use in order to control and develop project business ?
Other comments.

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11. Finally, an overview concerning your project management.

For a moment, take a helicopter perspective and assess your project management. How ideal is project management performed? Use our scale 1 to 10. 1 = far from ideal....10 as ideal as possible.

1=far from ideal, 10=as ideal as possible

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

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12. Thanks for you response!

**You can still return and view questions & answers above. Press Prev below and step back.
But, if you leave the questionnaire you can not reopen it! Press Done.**

Thank you.