



Project Manager Assessment System

The Art and Science of Transformation

Project and Program **Management**
Management Consulting
Corporate **Management**



Schroeder & Schroeder

THE SCHROEDER & SCHROEDER DIFFERENCE

Innovation, improvement, rationalization, expansion all these and other business objectives rely on the successful implementation of projects.

Yet projects often go wrong, resulting in significant financial and other business costs. Can you afford to take the risk?

What is often lacking in project management is a good balance of art and science.



As a business executive, manager or human resource specialist, how can you ensure that your organization has the right mix of art and science skills to deliver successful projects?

How can you maximize the benefits of project management in your organization, reducing risk and optimizing business success and growth?

Many conventional methods of assessing project management skills tend to focus on tools and techniques and overlook the “art” that is so crucial to project success.

They fail to recognize that different types of projects and organizations require a different mix of art and science skills.

High	Simple Multi - Stakeholder Project or Program The initiative requires significant involvement of stakeholders in decision making; using fairly straight forward methodologies and procedures.	Enterprise Wide Program The initiative requires high levels of customization, creativity and innovation – coupled with a high degree of stakeholder interaction during execution so as to fully achieve the benefits of the transformation.
Low	Single Simple Project The initiative is a relatively familiar one and requires limited stakeholder consultation or contact.	Single Stakeholder Highly Complex Project or Program The initiative requires innovative project management approaches and thinking to bear on a unique or complex transformation project; but little stakeholder interaction is required.
	Low	High

SCIENCE

Schroeder & Schroeder assesses project managers not only in terms of their knowledge and skills but on their ability to apply these effectively to the different types of project management situations that exist in your organization.

It's the holistic, tailored approach to assessing project management skills that creates the unique and superior value offered by the Schroeder & Schroeder Project Manager Assessment System (PMAS).

THE PMAS PROJECT MANAGER ASSESSMENT SYSTEM

Customized

Our highly qualified, specialised consultants work closely with you to understand your business environment.

We develop an assessment program that is tailored to your needs and will deliver real value to your organization.

Comprehensive

We ensure accuracy and completeness in the assessment process by triangulating data from multiple sources and perspectives:

- Individual resumés
- On-line questionnaire
- 360° feedback
- In-depth interviews

Multi-layered

We can report on the assessment of project skills at individual, departmental and organizational levels, to maximise the value of the results for use in:

- Project and Program Planning
- Selection and Deployment of PMs
- Performance Management
- Training and Development Plans

Value-added

We add real business value by interpreting the results of findings in the context of your business goals and needs.

We use the findings to develop practical, realistic recommendations for optimizing the project management function in your organization.

Art Skills	Definition	Score
1. Leadership	Engages, influences, inspires and guides others to meet goals; effectively represents team or organization to range of stakeholders.	
2. Business Acumen	Demonstrates apparently instinctive understanding of the strategies and resources needed to achieve business success and growth, and how to implement these.	
3. Strategic Awareness	Understands and consistently works towards the organizational strategy, mission and objectives.	
4. ...		

Science Skills	Definition	Score
1. Requirement Analysis and project Scoping	Demonstrates/applies the principles, methods and abilities required to clarify and formalize project objectives and scope, including development of project charter, specification of project deliverables and impact analysis.	
2. Financial Resource Planning and Management	Demonstrates/applies the principles, methods and abilities required to estimate financial resource requirements to achieve project goals, including cost-benefit analysis, and to secure, manage and monitor these cost-effectively.	
3. Project Time Planning and Management	Demonstrates/applies the principles, methods and abilities required for estimating, planning and monitoring project activity time requirements and durations.	
4. ...		

THE PMAS DELIVERABLES

On completion of the PMAS process, your organization can elect to receive one or more of:

- A presentation to senior executives of the key results of the assessment, emphasising the specific actions needed to optimize project management within the organization.
- An organizational report providing an overall assessment of project management skills along with recommendations and a proposed action plan for the enhancement of the project management function.
- Reports to specified team leaders or departmental heads, collating the individual assessment reports within their area of command and providing team or departmental recommendations.
- An individual report for each assessed project manager, including training and development recommendations.

Individual Assessment

Key Findings and Recommendations

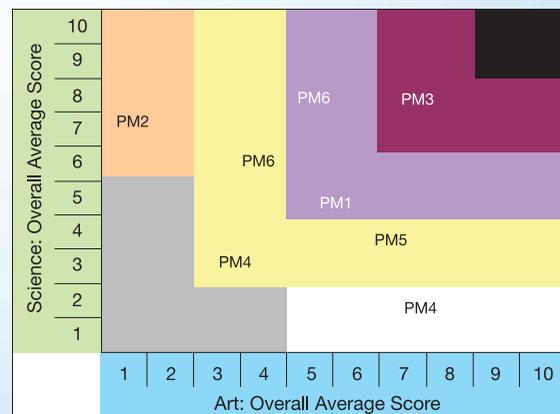
Overall, Mr. Smith has particularly strong science project management skills, especially those in the project scoping and planning area, which he should continue to develop and build on in order to make a very positive contribution to the organization.

Mr. Smith is somewhat weaker in some areas of art skill. This suggests that his career progression to date may have been dependent largely on formal training and learned techniques rather than the development and application of more personal attributes through experiential teaming. There is a need to consider how best to develop these skills in order to complement more effectively his strong science project management skills and expertise.

The organization should consider allocating Mr. Smith to projects in which a high degree of interpersonal contact with a range of stakeholders is required, as well as the need to build effective teams. This will help him to develop his art skills while also making good use of his existing science skills. In the longer term, there is a need to seek both job and training...

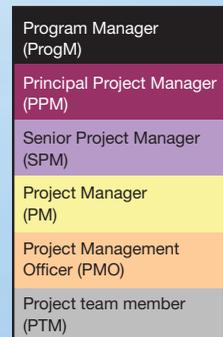
Summary Evaluation

Comparative Results



Overall Findings

- Moderate to strong project management function at present
- Extensive range of art and science skills and experience of managing different types of projects
- Severe lack of program management experience
- Some evidence of skill gaps in specific areas especially science skills (e.g. evaluation, performance measurement, quality control)
- Some project managers under skilled for requirements of current jobs
- Project managers see lack of financial and non-financial support from senior stakeholders as a major barrier to effectiveness





THE BENEFITS

If your organization employs project managers, the PMAS will have a significant positive impact on the achievement of your business goals.

- **Reduced risk** – You'll be able to implement projects with confidence, knowing that your project and program managers are well-equipped to deliver positive outcomes.
- **Cost effective staffing** – Selection and deployment of Project and Program Managers will be more effective and efficient, ensuring that the right people are in charge of the projects that make best use of their skills and capabilities.
- **Higher return on investment** – You'll be better equipped to develop training and development plans that are closely aligned with business and project goals, making cost-effective use of training and development budgets to deliver maximum value.
- **Better control** – You have a basis for tracking improvements over time
- **Maximum utilization of skill sets** – Under-utilized skills and expertise will come to light, which can be usefully employed in improving your business.
- **Improved resource planning** – You'll become more aware of your organization's project management skill requirements and how to ensure that these are met.
- **Enhanced overall project management** – You'll identify specific strengths and weaknesses in project management, and a clear roadmap for the improvement of the project management function.
- **Improved project team functioning** – You'll benefit from many spin-off business benefits, such as improved team working, fewer conflicts, greater efficiency and enhanced leadership.

AVOID THE COST OF FAILURE

- *Mission critical results not achieved*
- *Wasted financial and people resources*
- *Missed business opportunities*
- *A stressed or dysfunctional organization that is worse off than when it began the project*



“To ensure project success, you not only need strong governance but also superior *art and science* - project management skills”

Harold Schroeder
President

OUR CLIENTS SAY IT CLEARLY...

I particularly appreciated the questions relating to the science of project management ... they really got me thinking about the areas where I feel most competent and least competent ... they forced me to take stock of things, and think about where I may want to focus in terms of training and development, something I might not have done on my own.

Renata Neufeld
Project Manager
Manitoba Health

I really enjoyed doing the online survey and the interview. I found them interesting and thought-provoking. The debrief conversation has changed the way I think about the challenges I face at work, and has given me a new way to move forward.

Anne Cooper
Director of Programs
Learning Initiative

... it got me to think more about what I am actually doing and what I have done ... it kind of put everything into perspective for me personally.

Agnieszka Madej
Project Coordinator
Canadian Grocery HR Council

They made it very easy to answer the questions honestly ... were personable, so I felt like I could be honest and open with them.

Shannon Brett
Project Manager, eHealth
North Simcoe Muskoka Local Health
Integration Network

It highlighted that project management just isn't the hard methodology. There is a little bit of art to it ... the people skill requirement. It even comes down to personality and the ability to be able to work together with people and motivate them.

Bruce Pusch
President
Ambel Inc.

It's given me a framework in which to think about ... to look at some kind of a competency framework for our PMs and come up with some kind of a training plan or strategy ... it's been very helpful to me.

Marti Stewart
Senior Project Manager
HealthLink BC

You often will have a leader who is not familiar with project management; and so, it gives them a level of confidence that they have people working for them who actually know what they're doing.

Mary Flynn-McRae
Director, Visa Application Center
Citizenship and Immigration Canada

On seeing the results it looks pretty accurate. Actually, I was a little surprised at how accurate and in depth it seemed to get.

Barry McCaig
Project Manager
Regina Qu'Appelle Health Region

If I was going to use this to evaluate a PM for hire, I would say it's actually a pretty interesting tool. The psychometric assessment can be very helpful ... it would give me a pretty interesting sense of the person on the other side. So, to me that was helpful.

Tom Wahl
Principle
TW Systems Ltd.

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