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PMA Assessment Report

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Job Title: Project manager

PMA v5-1

Overall summary

You described your overall project role as senior project manager in that you deliver through other managers large or complex projects end to end. This overall project role is used in comparisons of your scores to the industry benchmarks.

Your experience overall is lower than (i.e. by between 5% and 20%) the industry benchmark and your strongest experience includes the areas of requirements and feasibility, and organisation and governance. In terms of specific experience in these areas, you have managed all aspects of requirements and optimised them on a major strategic programme or are a recognised expert across multiple large complex projects; and, designed and implemented a comprehensive governance organisation and support office for a major strategic programme and its projects or are a recognised expert across multiple large complex projects.

Your decision making ability score of 66% is about the same as (i.e. within 5%) the industry benchmark. The highest ability scores are in areas of planning, and project team building.

Overall, your knowledge score is 63% which is lower than (i.e. by between 5% and 20%) the industry benchmark. You have relatively good knowledge compared to the industry benchmarks in the areas of team management, schedule and resource management, and risk management.

In terms of personality indicators, you are certain of own thoughts, actions and decisions; may be more inclined to take certain risks in decisions; and, are highly structured and organised. You might look to others in the team for direction; and, use more soft data in problem solving situations.

The following four pages of detailed report gives the breakdown of scores and comparisons to industry benchmarks for project management experience, ability, knowledge and personality indicators.



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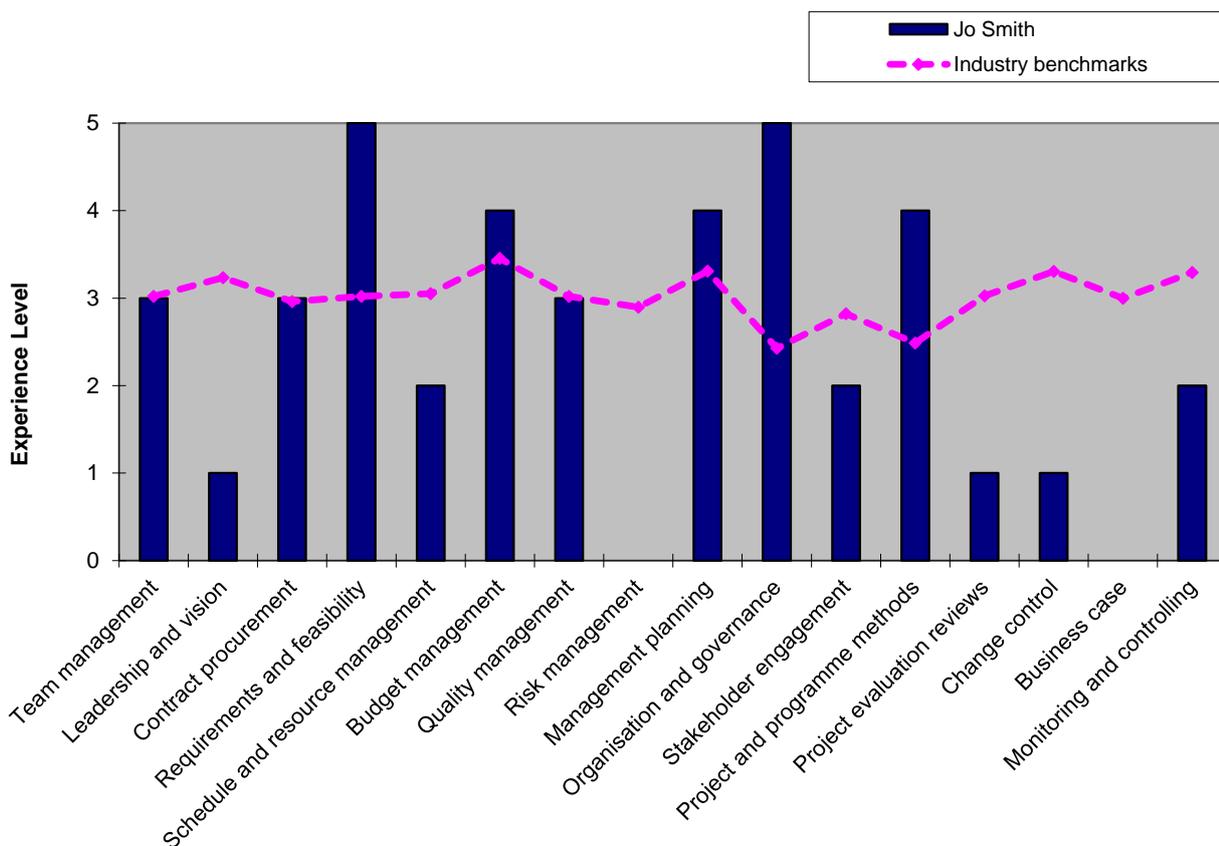
You described your overall project role as senior project manager in that you deliver through other managers large or complex projects end to end. This overall project role is used in comparisons of your experience, knowledge and decision making ability scores to the industry benchmarks.

Experience

You assessed your experience across 16 topics of programme and project management on a scale ranging from level 0 to level 5. The graph below shows the levels you gave for each of the 16 topics together with the industry benchmarks for your role of senior project manager.

Your average score is 2.5 which is lower than (i.e. by between 5% and 20%) the industry benchmark for your project role.

Competence Based Experience



In broad terms, level 1 indicates a supportive role in the specific area (e.g business case), level 2 a contributing role, level 3 a management role on significant projects, level 4 a management role on a major complex project and level 5, a management role on a strategic programme.

Qualifications and recent project management training

You stated that your highest educational qualification is Masters degree.

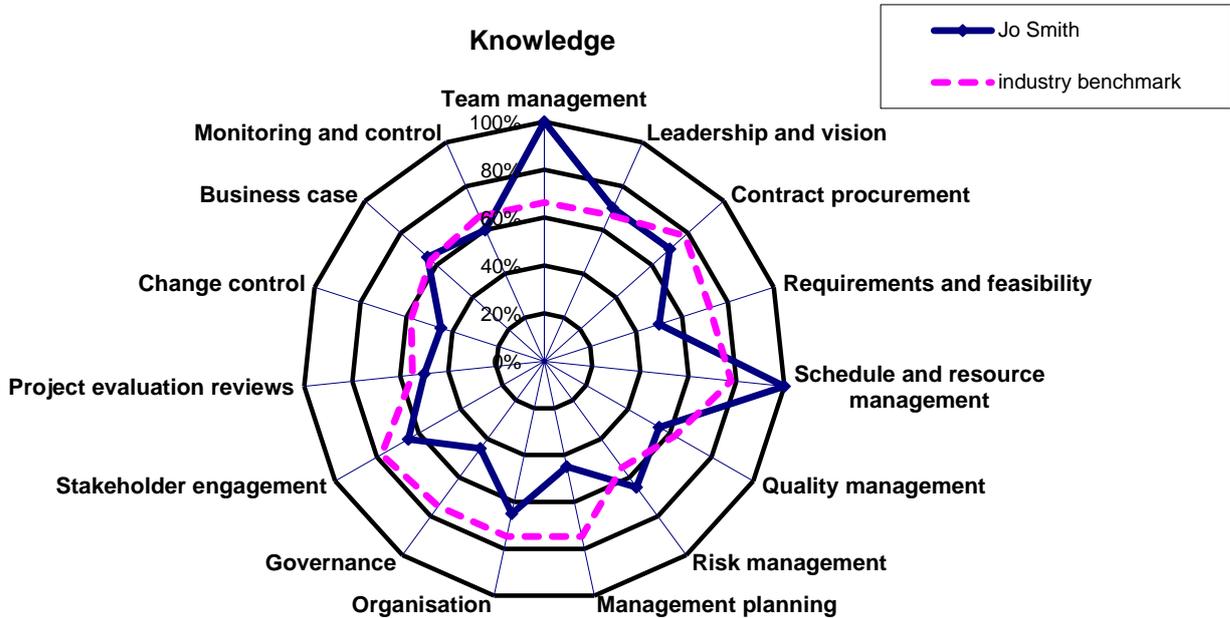
You also indicated that you have passed the following qualifications: APM PMQ (formerly APMP):Other Equivalent Qualification.

In the past three years, you have had 8-14 hours of project management training.

Knowledge

The 50 multiple choice knowledge questions are based on the key topic areas from the Association for Project Management's Body of Knowledge. Each question is categorised into one of 14 competence areas for which your average score is calculated as well as an overall average. Your knowledge scores are compared with the industry benchmarks for your overall project role.

Your overall knowledge score is 63% which is lower than (i.e. by between 5% and 20%) the industry benchmark for your project role. Your knowledge across the 14 areas used in the assessment is shown on the graph below together with the industry benchmark.



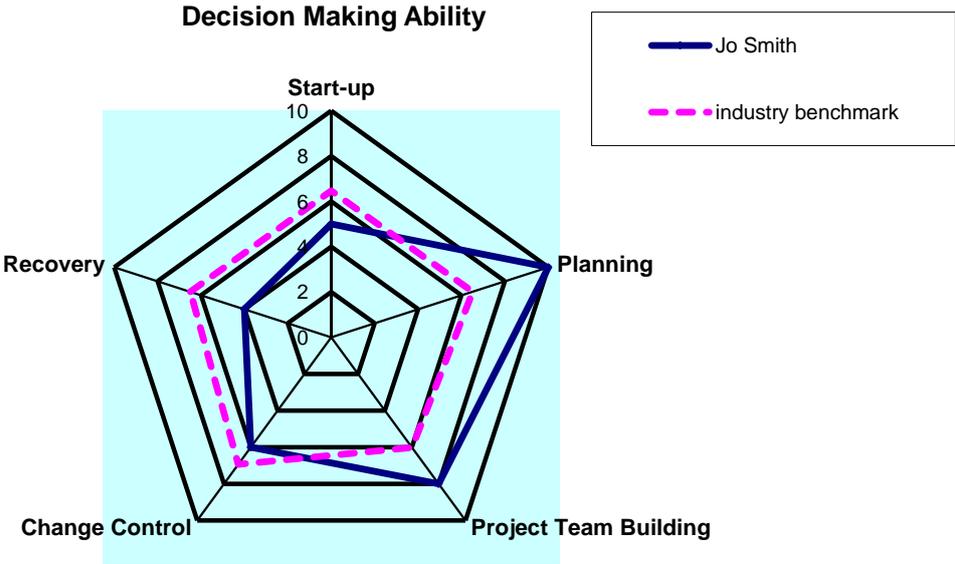
The specific question topics which you did well on are given for each of the 14 areas in the column headed Topic Strengths in the table below. Question topics in which you need development are shown in the adjacent column. These will often refer to a single question and so it is important to look holistically for overall combinations of strengths or development topics and not focus too much on a single item.

Area	Topic Strengths	Topics for Development
Business case	Project Context, Success Criteria.	Investment Appraisal Purpose.
Change control	Change Process, Uncontrolled Changes.	Change Register.
Contract procurement	Contract Pricing, Procurement Definition.	Supplier Selection.
Governance	Governance Definition, Project Management.	Methods and Procedures, Programme Mngt. Benefit.
Leadership and vision	Leadership & Motivation, Situational Leadership.	Decision Taking.
Management planning	Success Definition.	Configuration Mngt. Definition, Iterative Lifecycle, Project Environment Analysis.
Monitoring and control	Analogous Estimating, Cost Performance Index.	Parametric Estimating, Project Estimating.
Project evaluation reviews	Project Lifecycle Definition.	Effective Lifecycle, Lifecycle Characteristics.
Quality management	Quality Assurance Definition, Quality Responsibilities.	Continuous Improvement.
Requirements and feasibility	Requirements Mngt. Attributes, Requirements Mngt. Sequence.	Requirements Definition.
Risk management	Risk Exposure, Risk Mitigation.	Risk Quantification.
Schedule and resource	Critical Path Definition, Project Response, Schedule Levelling.	
Stakeholder engagement	Conflict Resolution, Negotiation Strategies.	Stakeholder Analysis, ZOPA Benefit.
Team management	Project Organisation Choice, Team Definition, Team Emotions.	

Situation decision making ability

Five situation questions were presented which each score up to 10 points. The questions covered five different aspects of a project. Each part of the question had up to eight possible answers. Scores allocated to each possible answer is weighted in proportion to the answers given over time by senior project managers. Again your total score is compared to the industry benchmark for your selected overall project role.

Your total decision making ability score based on the situational questions was 33 points out of a possible 50 points (i.e. 66%). This is about the same as (i.e. within 5%) the industry benchmarks for your project role. A breakdown of the scores by topic is shown on the graph below.



APM Qualification - Recommendation

Based on your chosen project role, your recent training and qualifications and Provek's experience of the required PMA scores ahead of taking each qualification, the table below provides you with an indication of the appropriate APM qualification for you. Five green shaded boxes in a column indicates that you are clearly suitable for that APM qualification.

Qualification	APM Project Fundamentals Qualifications (PFQ)	APM Project Management Qualification (PMQ)	APM Project Professional Qualification 2nd Edition (PPQ)	APM Chartered Project Professional (ChPP)
IPMA level		Level D		
Focus and method	Knowledge (multiple choice)	Knowledge (written)	Capability (role play/oral exam/written report)	Competence (portfolio and interview)
Study time	10-15 hours	40-60 hours	8-16 hours	40 hours
Project role:	Met	Met	Met	Met
Prior training and qualifications:	Met	Met	Met	Met
PMA experience score:	Met	Met	Met	Not met
PMA knowledge score:	Not met	Not met	Not met	Not met
PMA decision ability score:	Met	Met	Almost met	Not met



Personality indicators

The graph below shows your scores on seven personality indicators chosen to reflect those aspects important in project managers. Your score has been normalised to the population which means that a score in the centre is average. Each unit represents 10% of the population.

The descriptions on the left and the right hand side of the graph explain the meaning of scores in those directions. These do not mean good or bad but indicate the extent to which a particular aspect of personality is displayed relative to the population.

