Introduction

The aim of this document is to describe the objectives of and process for a free and open capability maturity on-line self-assessment. It also includes draft screen designs but at this stage these are illustrative only.

The Praxis approach to Capability Maturity is explained here:

http://www.praxisframework.org/knowledge/capability-maturity

Overview

The Praxis Framework contains a Capability Maturity model comprising 24 capabilities and 12 maturities. Capabilities correspond to functions from the knowledge section of Praxis and maturities relate to processes from the method section.

Ideally, capability maturity assessment is something instigated by senior management with a view to designing an organisation-wide improvement programme. However, individual project, programme and portfolio managers may be interested in assessing and improving their personal sphere of authority without awaiting an organisation-wide initiative.

The aim of the Praxis capability maturity self-assessment (CMSA) tool is to allow users to complete assessments in a very flexible, non-prescriptive way. In a full and detailed assessment of capability maturity in a complex environment there could be up to 36 functions and processes to assess. In practice few people will need to complete all of these. In this CMSA tool the scope of any project, programme or portfolio assessment is designed by the manager instigating the assessment.

This self-assessment process is not intended to be a one-off event. It will support regular, incremental improvement and will be straightforward for users to update their assessment regularly. Reporting will be automated and ‘real-time’ with calculated levels of maturity and recommendations for action being revised as the assessment is updated. This will provide everyone involved with instant feedback on any improvements made.

Assessments may be completed for projects, programmes, portfolios and even individual functions and processes. The tool will allow reports to be viewed at any level in the breakdown structure shown below.
Working from the bottom level:

Each assessment will invite the user to assess whether certain attributes have been met in each of the relevant functions, such as stakeholder management and risk management, and relevant processes such as the identification process or definition process.

Each completed assessment will generate a report. When all the relevant function and process assessments have been completed, these will be consolidated to create a project report.

A programme will comprise one or more programme level assessments (completed by members of the programme team) and multiple project assessments completed by the project teams. These will be consolidated to give an overall programme report.

A portfolio will comprise one or more portfolio level assessments (completed by members of the portfolio team) and multiple project and/or programme assessments completed by the appropriate teams. These will be consolidated to give an overall portfolio report.
Process

The process for using the CMSA tool is shown below:

Register/log in
Access to the CMSA will be from the Praxis Framework home page. Users will be asked to register with a user name and password or log in if already registered.

Create project, programme or portfolio
Each px will be given a name and designated as either project, programme, portfolio. Programmes and portfolios will have additional questions in each assessment.

The user will be asked permission to include anonymised assessment data in the Praxis capability maturity database. If this is not given the user will be unable to produce comparison reports and the comparison data questions will be removed from the screen.
Permission can be changed from ‘no’ to ‘yes’ at any time but cannot be changed from ‘yes’ to ‘no’ since this could encourage users to ‘include’ temporarily for the purpose of a comparison report. If all users did this the database would be unusable as a benchmark.

There are two aspects to a project, programme or portfolio:

- **Comparison data:** Assuming users will wish to compare their results with similar projects, programmes and portfolios, the system needs to collect data that enables categorisation. The more comparison data captured the better the comparison, however, users may be put off by extensive forms at this early stage. This data could be as simple as Turner’s goals and methods matrix (four types of project), or as detailed as a complexity questionnaire. Options are currently being researched.

- **Assessment design:** A key principle of the Praxis capability maturity model is that not all projects and programmes apply the same functions and processes. Each project, programme or portfolio should be assessed against the relevant functions and processes rather than a fixed set. Similar, in principle, to an assessment against ISO9000. The assessment design will allow functions and processes to be included or excluded as appropriate. This can be amended at any stage.

**View prototype screen**

**Overview**

Users can set up a hierarchy of projects, programmes and portfolios. They then create their own assessments and invite others to submit their assessments for consolidation.

An individual would create an assessment for any project, programme or portfolio they have created. An individual can only create one assessment for any given project, programme or portfolio but may invite others to submit their assessments for inclusion in consolidated reports (see below).

The creation screen will show the breakdown of projects, programmes and assessments owned by an individual. The breakdown will show:

- The owners of individual assessments
- The status of the assessments (i.e. whether or not they have been completed)
- The level of detail that has been granted for consolidation (i.e. ‘full’ includes all assessment detail; ‘summary’ only includes the calculated capability and maturity levels)

The reason for allowing ‘summary only’ consolidation is to enable stakeholders to keep their detailed views private should that be preferred.

The overview page will show the progress of a user’s assessments, i.e. whether they are partially or fully complete.

**View prototype screen**
Send invitations

There will be two types of invitation:

- **‘Please complete an assessment’**: This is used when the owner of a project, programme or portfolio sends an invitation to another person to create and complete an assessment for their project etc.
- **‘Allow me to incorporate your assessment’**: If another user has separately created an assessment then an invitation may be sent to incorporate it into a specific project, programme or portfolio. This option would typically be used where the owner of a programme or portfolio requests permission from the owner of a component project or programme to incorporate their results.

When granting permission to consolidate an assessment, a user may specify whether full or summary data may be included. Granting of summary data will restrict the range of reports available.

Multiple assessments are automatically consolidated prior to creating reports. A project, programme or portfolio owner has the ability to include/omit elements in the breakdown structure from a consolidation.

Complete assessment

An assessment comprises a page of questions for each relevant function or process. These are accessed via the left-hand vertical menu.

A pdf version of the assessment will be available to facilitate assessment prior to data entry on-screen.

**View prototype screen**

Assessment reports

Individual report

An individual assessment report covers one function or process on one project, programme or portfolio from a single assessment.

**View prototype screen**

Consolidated report

A consolidated assessment report covers one function or process on one project, programme or portfolio from multiple assessment by different people.

**View prototype screen**

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Project reports

Capability maturity report
These provide a view of the project, programme or portfolios capability maturity. They provide a consolidation of each function or process explaining what attributes have been achieved, where there is disagreement between assessors and what needs to be done to achieve the next level.

View prototype screen

Status report
Tables showing the degree of completion of each assessment within a project, programme or portfolio for each function and process. This also provides a measure of consensus amongst assessors.

View prototype screen

What next?
This is a preliminary specification which illustrates the overall process and key features of the Praxis Framework CMSA.

Our objective in distributing this specification is to get feedback on the overall process and judge whether the pm community feels that this tool would be of use in improving capability maturity.

Feedback can be given via the comments button at the top of the CMSA page or via email to info@praxisframework.org.

We will endeavour to respond to all comments and a consolidated list of comments and responses will be maintained on the web site:

[Page address here]

If the project is authorised and you would like to be an early adopter/beta tester please email us at info@praxisframework.org
Page prototypes:
Create project, programme or portfolio page

Note: The comparison and assessment design features have not yet been specified.
Overview (including ‘create assessment’ and ‘send invitation’)

The ‘view’ link would take the user to the initial setup information.

The arrow and highlighted row indicates which reports will be seen when navigating via the vertical menu.

The check box column allows assessment to be included or excluded – for example to see the maturity of a programme if one rogue project is excluded from the consolidation.

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Assessment

Stakeholder management – Columbus Project

<table>
<thead>
<tr>
<th>On this project:</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. the views and attitudes of stakeholders are understood;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. stakeholders are influenced to be supportive of the work wherever possible;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. the influence of supportive stakeholders is utilised;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. the impact of unsupportive stakeholders is mitigated;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. there is an organisational policy that requires stakeholder management to be performed;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. guidance for managing stakeholders exists and this describes a procedure for stakeholder management;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. team members are competent in stakeholder management;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. there are organisational standards for stakeholder management and these have been tailored to the project or programme;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>9. lessons learned are captured and utilised.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>10. stakeholders are identified; their interests and influence are assessed and recorded;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11. multiple techniques are used to identify stakeholders (such as lessons learned records, workshops and consultation);</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>12. the assessment of stakeholders follows organisational standards that have been adapted for this project or programme;</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>13. stakeholder communications are aligned.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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Individual assessment report

Stakeholder management – Columbus Project

Based on your assessment, the capability level for stakeholder management on this project is 0 compared to an average for all projects in the database of 0.67 (n=6).

However, the project has successfully achieved the following attributes of level 1:

- use the influence of supportive stakeholders;
- understand the views and attitudes of your stakeholders;
- influence your stakeholders to support the work;
- plan stakeholder communications.

In order to achieve level 1 capability you also need to:

- mitigate the impact of unsupportive stakeholders;
- record stakeholder interests and influence.

This report shows the status of stakeholder management on a project according to one personal assessment.
Consolidated report (stakeholder management)

This report shows the status of stakeholder management on a programme by consolidating multiple people's assessment.

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Capability maturity report

Full report – Columbus Project

The average capability of the project is 0 compared to an average for all projects in the database of 0.67 (n=6).

In order to achieve level 1 (performed), particular attention should be paid to:

- Stakeholder management
- Benefits management
- Schedule management

As well as providing the results, this page will also allow setting for comparison to be chosen.
The responses columns indicate the level of capability or maturity derived from each assessor. The overall score reflects the majority opinion while the degree of consensus reflects the degree to which assessors agreed about individual attributes.