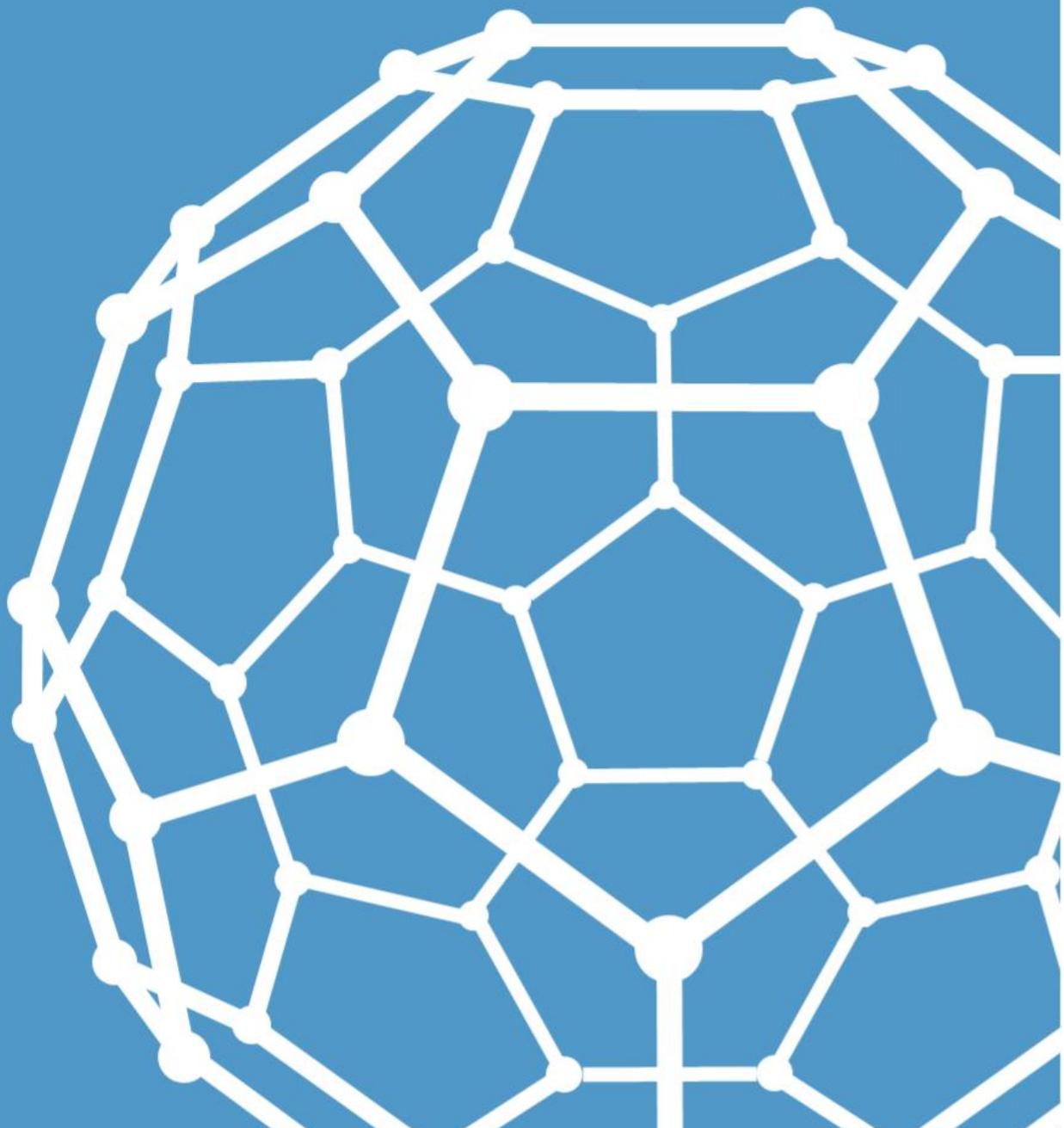




Using the Praxis Framework's  
Capability Maturity self-  
assessment tool



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## Introduction

This booklet is an anthology of the 14 separate guides to the Praxis Framework Capability Maturity self-assessment tool. Individual guides can be viewed on-line or downloaded as pdfs here: [Capability maturity help index - Praxis Framework](#)

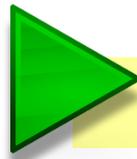
The self-assessment tool is a component of the Praxis Pathway that provides tools to embed good practice in the organisation. It has three component paths: Individual, team and organisation.



This booklet is primarily about how to use the Praxis checklists as inputs to a capability maturity assessment at project, programme or portfolio level. However, the checklists are also used in the individual and team paths as a means both to embed personal knowledge and develop a common understanding of applied good practice across a team.

The full Praxis Pathway is explained here: [Praxis Pathway - Praxis Framework](#).

## Overview

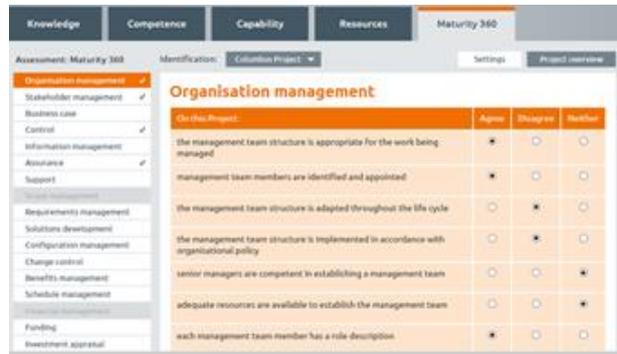


This guide provides an overview of the Capability Maturity assessment tool.

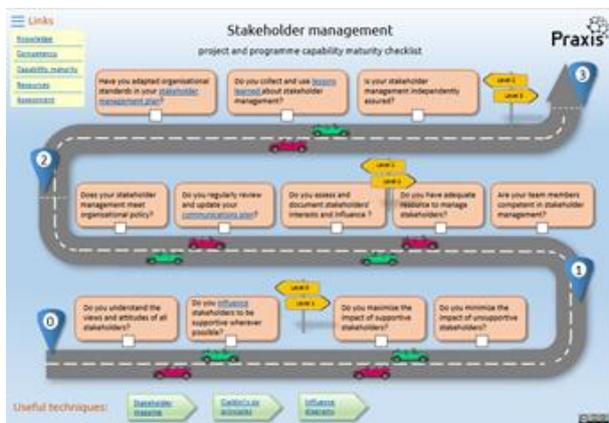
The Praxis capability assessment tool has two purposes. As the name suggests it can be used to assess the capability maturity of a project, programme or portfolio; but it also acts as a checklist that helps you adopt good practice and greatly improve your chances of success.

The features that make the Praxis capability maturity assessment tool unique are that it:

- includes 360° assessment that enables managers, team members and stakeholders to contribute to a rounded view of how the project, programme or portfolio is being managed
- allows projects to be consolidated with programmes and portfolios to give an integrated view
- provides instant feedback and creates a real-time dashboard of how good practice is being applied
- links seamlessly to the rest of the Praxis Framework – making it an integral part of a Centre of Excellence or assurance within a PMO.



And all this is completely FREE under the terms of a Creative Commons licence. Individual topic assessments can be performed without registration but to consolidate assessments and produce reports you will need to register and create an account.

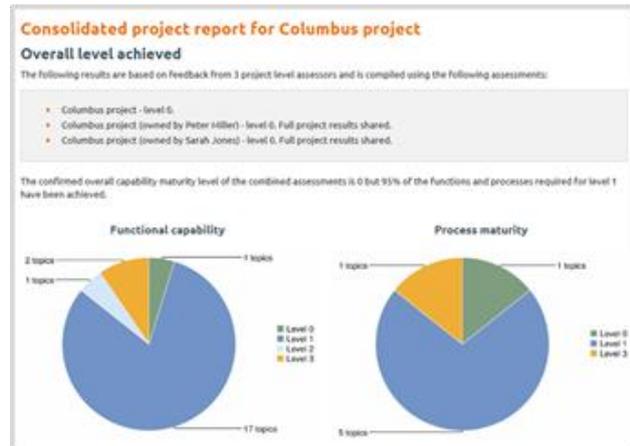


There are guides available to take you through every stage of using the assessment tool. A good place to start is the Guest Assessment and then move on to Creating a project or programme assessment (for which you will need to create an account).

Completing an assessment explains how to fill in the questionnaires and get instant feedback on a topic by topic basis. You can download our ‘infographic checklists’ to prepare for your assessment or to help others understand how to improve.

To learn more about the underlying principles of the assessment process have look at the capability maturity approach guide and consolidation principles.

The next step is to look at the assessment overview reports and, once you are ready, try inviting colleagues to contribute their reports so that you can produce consolidated project, programme or portfolio reports.



## Approach



This guide explains the principles of Praxis Framework’s approach to assessing capability maturity.

First of all, a quick recap on three key points about capability maturity models.

- The purpose of a capability maturity model is to objectively measure the ability of an organisation to implement good management practices and thereby improve its performance.
- The first widely used, and still best known, model was developed at Carnegie Mellon University and was specifically aimed at software development. This is known as the CMMI® model.
- The concept has since been applied to many other general business processes, including project, programme and portfolio management.



Level	Capability levels	Maturity levels
0	Incomplete	
1	Performed	Initial
2	Managed	Managed
3	Defined	Defined
4		Quantitatively managed
5		Optimising

An important element of the CMMI model is that it distinguishes between capability and maturity.

Capability goes from levels 0 to 3 and maturity from 1 to 5.

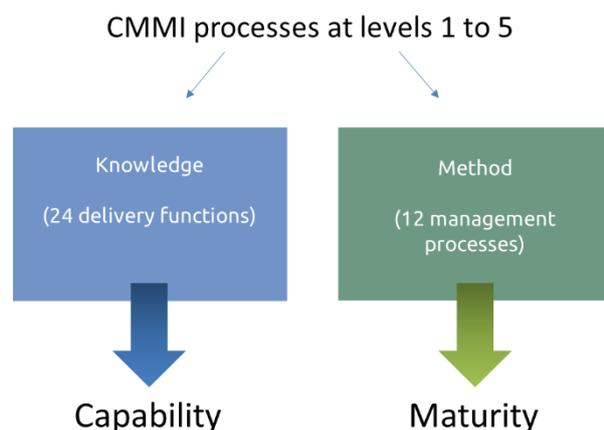
Lower level processes are more specific and higher level processes are broader and more integrative.

The Praxis Framework approach takes the philosophy of the CMMI model and adapts it to the project, programme and portfolio framework.

Praxis contains a body of knowledge made up of functions covering specific areas such as stakeholder management or risk management, and a method based on life cycle processes, such as the identification process and the definition process that broadly utilise and integrate the knowledge functions.

So the Praxis model adapts the CMMI approach by using the functions to measure capability and the life cycle processes to measure maturity.

This means that you can develop capability in specific areas such as stakeholder management



and risk management but maturity is only achieved when you apply and integrate these throughout the life cycle.

Each level in the model is assessed using certain attributes for each of the five levels.

At level 1, the specific goals set for the function or process are achieved. If you look at the Praxis web site you will notice that each topic starts with the set of goals that must be achieved to reach level 1. If you don't achieve them you are at level 0.

At level 1 the goals may have been achieved in an ad-hoc way but at level 2 they are achieved in structured, more repeatable and robust way.

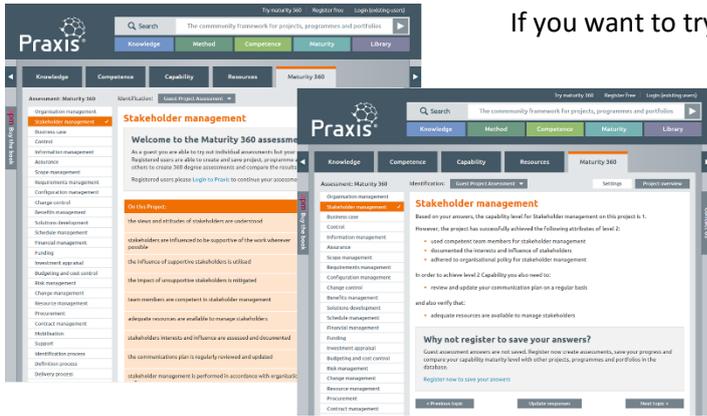
At level 3 the management approach is more proactive, the project, programme or portfolio management team will be adapting to different contexts and collecting lessons learned.

At level 4 performance targets are set and at level 5 there is continual improvement.



All of these indicators are used in a Praxis assessment making it compatible with the CMMI® approach.

The Praxis assessment tool enables you to measure your capability and maturity for individual functions and processes. At the basic level it acts as a checklist and real time dashboard for developing and improving your management practices on projects, programmes or portfolios.



If you want to try the assessment tool, you don't even have to register. Just go to the Praxis web site, select a function or process, look for the Maturity 360 tab and complete the questions

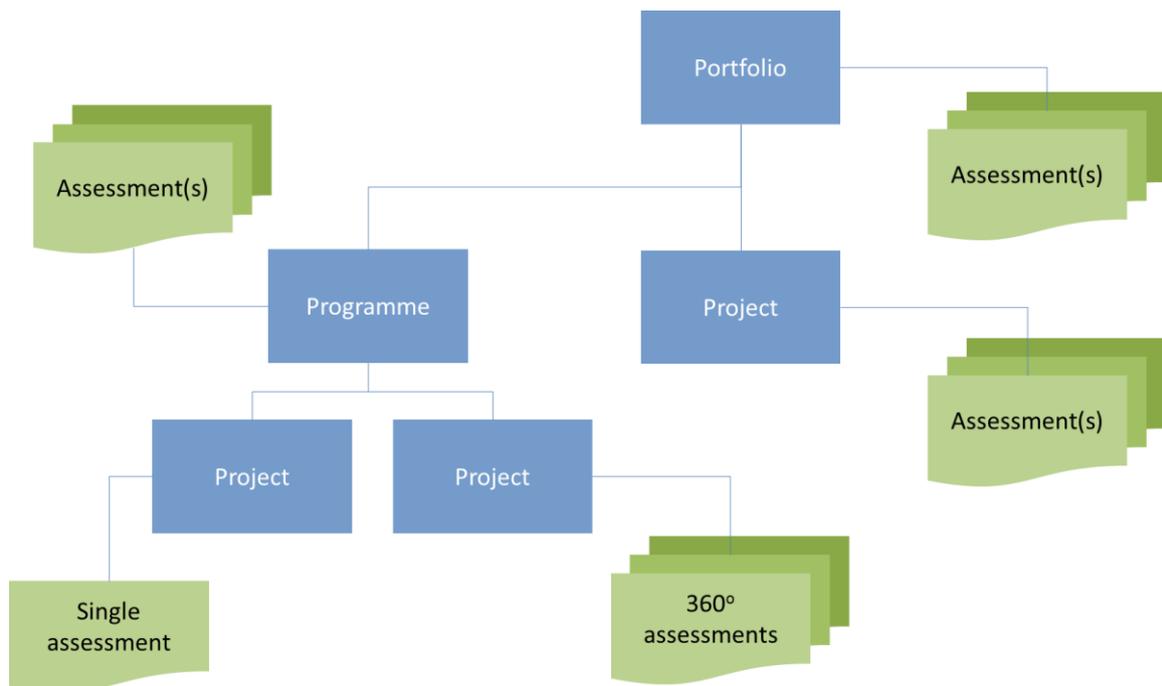
Your report will tell you your current level of capability or maturity and what you need to do to get to the next level.

This is all explained in the guest assessment training guide.

In this 'open' version your results will not be saved. If you want to perform an assessment for a complete project, programme or portfolio; store the results or benchmark against others, you will need to register.

But it doesn't stop there. Registered users can start with a simple one-person assessment of a project before progressing to a full 360 degree assessment by the project manager, sponsor and other stakeholders

Similarly, you can do a single or 360 assessment of a programme and then combine it with the results of its component projects. Ultimately, you can assess a portfolio, with or without consolidation of component programmes and projects.



## Guest assessment



This guide explains how to use the Praxis Framework self-assessment tool as a guest.

You do not need to register to complete guest assessments and view reports but your data will not be saved. It is useful as a means of trying out the assessments and seeing simple reports.

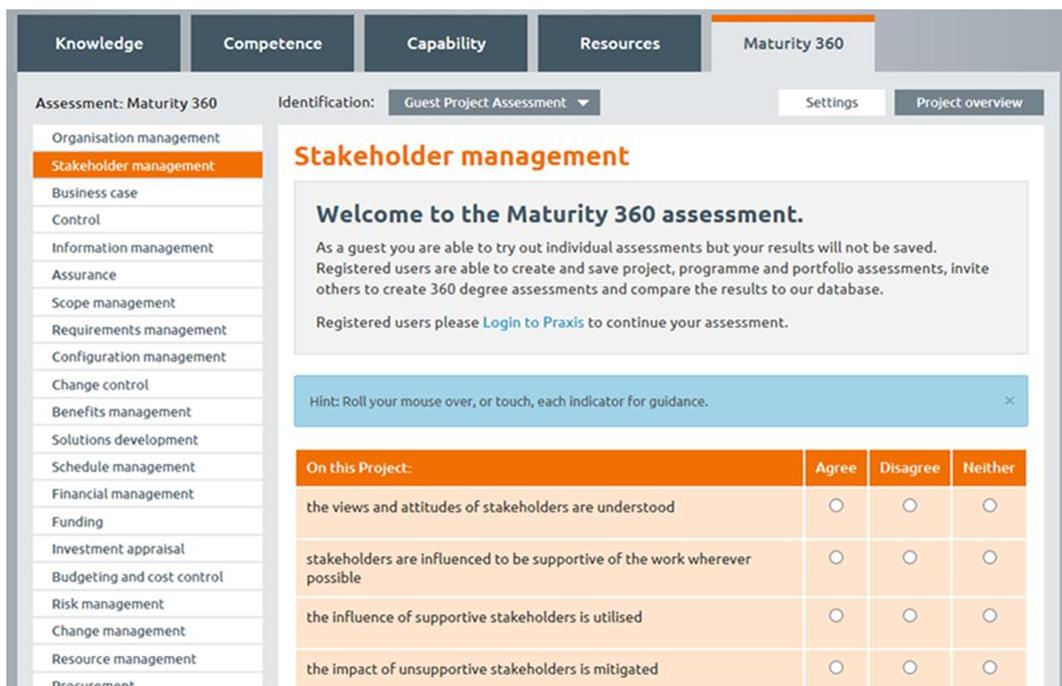
If you have already registered you should go to the 'Completing an assessment' guide.

To complete a guest assessment, visit the Praxis home page and click on 'Try maturity 360' at the top of the screen.



You will be taken directly to the assessment pages where you can choose the function or process that you want to assess.

You can also access the 'Maturity 360' tab at any time when you are viewing a knowledge, method, competence, capability maturity or resources page.



Each assessment page displays a series of statements. If you hover over (or touch) a statement a 'hint' will be displayed that provides additional information.

Hint: Roll your mouse over, or touch, each indicator for guidance. ✕

On this Project:	Agree	Disagree	Neither
the views and attitudes of stakeholders are understood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
particularly with respect to their support of, or opposition to, the objectives of the project or programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the work wherever	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the influence of supportive stakeholders is utilised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

You can clear the message in the blue box by clicking on the 'X' .

Each statement has three options: Agree, Disagree and Neither. Select 'Agree' if you believe the statement is true about your project and 'Disagree' if it is not.

On this Project:	Agree	Disagree	Neither
the views and attitudes of stakeholders are understood	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
stakeholders are influenced to be supportive of the work wherever possible	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
the influence of supportive stakeholders is utilised	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
the impact of unsupportive stakeholders is mitigated	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
team members are competent in stakeholder management	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
adequate resources are available to manage stakeholders	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
stakeholders interests and influence are assessed and documented	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
the communications plan is regularly reviewed and updated	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
stakeholder management is performed in accordance with organisational policy	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
application of the defined stakeholder management procedure is independently assured	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
organisational standards for stakeholder management have been adapted for this project	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
lessons learned about stakeholder management are captured and used	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

If you don't know enough about the project to be sure either way, select 'Neither'. You may also believe that the statement is only partially true, in which case you should also select 'Neither'.



The 'neither' option becomes more significant when you are consolidating assessments as it can highlight areas where stakeholders are not as well informed about a project as you might like.

Once you have answered all the questions, click on [View results](#) at the bottom of the page.

The results page gives you four pieces of information:

## Stakeholder management

- 1 Based on your answers, the capability level for Stakeholder management on this project is 1.  
However, the project has successfully achieved the following attributes of level 2:
  - 2
    - used competent team members for stakeholder management
    - documented the interests and influence of stakeholders
- In order to achieve level 2 Capability you also need to:
  - 3
    - review and update your communication plan on a regular basis
    - adhere to organisational policy for stakeholder management
- and also verify that:
  - 4
    - adequate resources are available to manage stakeholders

Firstly, the project's level of capability or maturity for this function or process. In this case, stakeholder management is currently at level 1.

Secondly, the attributes of the next level (in this case level 2) that have already been achieved.

Thirdly, what you definitely need to do to achieve the next level...

...and finally, if appropriate, things that you need to clarify to get to the next level.

At the bottom of the report page there is a button that allows you to go back and change your responses. Having changed a response you can return to the report and immediately see the effect. It is this ability that enables you to use the tool as a real-time checklist and dashboard rather than periodic, and often infrequent, assessment.

[Update responses](#)

Once you have finished with this topic you can click on another and check your capability in any of the functions listed in the vertical menu.



Caution: if you go to another topic you will lose the data relating to the current topic.

To keep your data you need to register:

### Why not register to save your answers?

Guest assessment answers are not saved. Register now create assessments, save your progress and compare your capability maturity level with other projects, programmes and portfolios in the database.

[Register now to save your answers](#)

As a registered user, you will be able to do much more, including:

- Create and save a complete set of assessments for a project, programme or portfolio (see [Creating a project or programme assessment](#) and [Creating a portfolio assessment](#)).
- Tailor the list of functions and processes to be assessed to match the specific context of your work (see [Creating a project or programme assessment](#) and [Creating a portfolio assessment](#)).
- Perform a full assessment and get a consolidated report (see [Assessment overview report](#)).
- Invite others to contribute to a 360<sup>o</sup> approach including, for example, the manager, sponsor, team members and other stakeholders (see [Inviting and accepting](#)).
- Use the assessments as checklists of good practice and the reports as dashboards for improvement by reviewing your answers at any time and instantly receiving an updated report.

## Creating a project or programme assessment



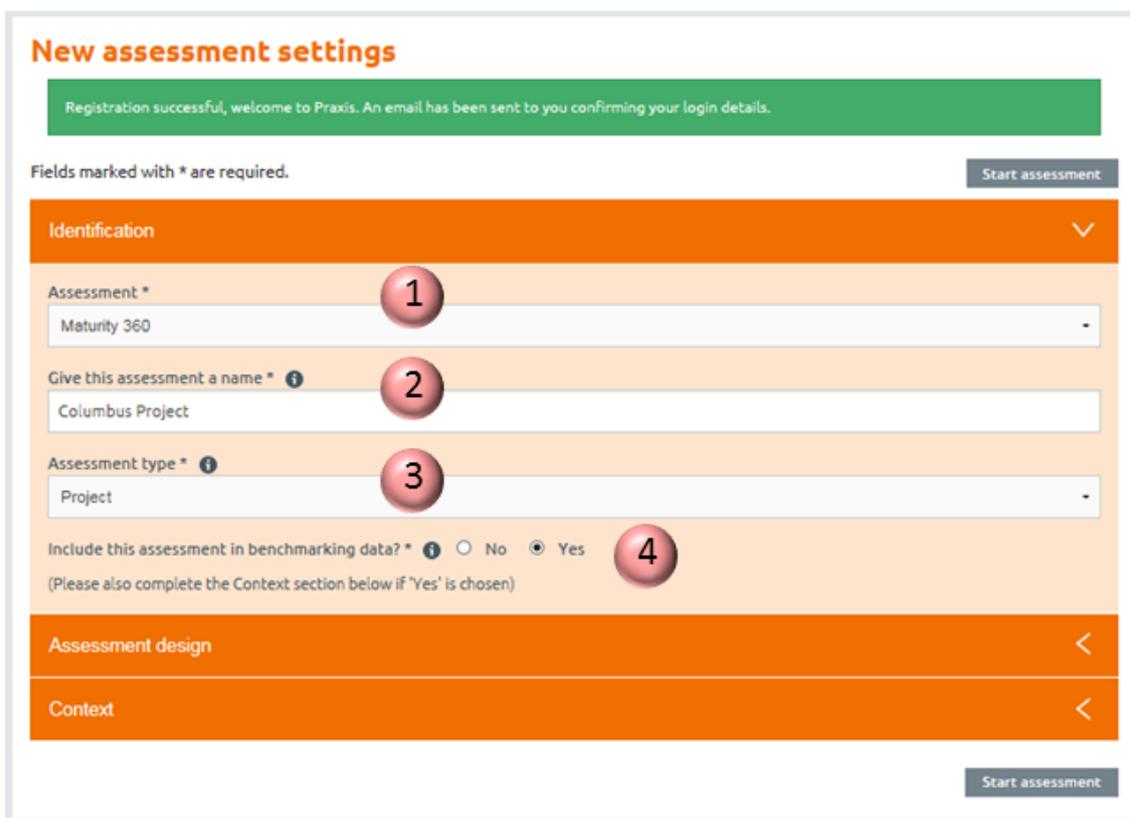
This guide explains how to create a capability maturity assessment for a project or programme.

If you have previously registered but haven't created an assessment yet, you will see this message when you login. Simply click on the link to go to the new assessment settings.

### Assessments overview

You haven't started any assessments yet. [Please click here to create a new assessment.](#)

Alternatively, if you go straight to assessment settings from the registration process, or click on create assessment on the assessments overview page, you will see the following screen.



This is the 'assessment settings' screen which has three sections:

- > Identification
- > Assessment design
- > Context

In the identification section there are four fields:

1. **Assessment:** the standard set of assessment questions in Praxis is 'Maturity 360'. Alternative question sets may be available if you are using a tailored corporate version of Praxis.
2. **Assessment name:** type in the name of your project, programme or portfolio.
3. **Assessment type:** select project, programme or portfolio from the drop down list.
4. **Benchmarking data:** if you select 'yes' your reports will include comparisons against assessments with the same context as yours.



If you are creating an assessment just to test the assessment tool, or completing an assessment with 'dummy' responses for any reason, please do not include it in the benchmarking data.

If you have previously created a programme or project assessment, you will be given an additional option to include this assessment within another. This feature allows you to assess a project and include it in a programme or portfolio, or assess a programme and include it within a portfolio.

## New assessment settings

Fields marked with \* are required.

Start assessment

Identification
▼

**Assessment \***

Maturity 360

**Give this assessment a name \*** ⓘ

Shackleton Project

**Assessment type \*** ⓘ

Project

Would you like this assessment to form part of another one of your programmes or portfolios? ⓘ  No  Yes

**Parent assessment**

--Select an assessment--

Brooke bicycles portfolio

Magellan programme

Include this assessment in benchmarking data: ⓘ  No  Yes

(Please also complete the Context section below if 'Yes' is chosen)

The assessment design section is where you can define the topics that you wish to be included in the assessment. These can be changed at a later time if required.

**Assessment design** ▼

Select the topics you wish to be included in the assessment from the list below.

Pre-select design: Basic Detailed

Capability	Maturity
<input checked="" type="checkbox"/> Organisation management	<input checked="" type="checkbox"/> Sponsorship process
<input checked="" type="checkbox"/> Stakeholder management	<input checked="" type="checkbox"/> Identification process
<input checked="" type="checkbox"/> Business case	<input checked="" type="checkbox"/> Definition process
<input checked="" type="checkbox"/> Control	<input checked="" type="checkbox"/> Delivery process
<input checked="" type="checkbox"/> Information management	<input checked="" type="checkbox"/> Boundaries process
<input checked="" type="checkbox"/> Assurance	<input checked="" type="checkbox"/> Development process
<input checked="" type="checkbox"/> Support	<input checked="" type="checkbox"/> Closure process
<input type="checkbox"/> Scope management	
<input checked="" type="checkbox"/> Requirements management	
<input checked="" type="checkbox"/> Solutions development	
<input checked="" type="checkbox"/> Configuration management	
<input checked="" type="checkbox"/> Change control	
<input checked="" type="checkbox"/> Benefits management	
<input checked="" type="checkbox"/> Schedule management	
<input type="checkbox"/> Financial management	
<input checked="" type="checkbox"/> Funding	
<input checked="" type="checkbox"/> Investment appraisal	
<input checked="" type="checkbox"/> Budgeting and cost control	
<input checked="" type="checkbox"/> Risk management	
<input checked="" type="checkbox"/> Change management	
<input type="checkbox"/> Resource management	
<input checked="" type="checkbox"/> Procurement	
<input checked="" type="checkbox"/> Contract management	
<input checked="" type="checkbox"/> Mobilisation	

Praxis allows you to tailor the assessment to suit the project or programme you are assessing. There are two initial settings: 'Basic' and 'Detailed'. Detailed is the default and is shown above.

You can use the check boxes to select the topics to be assessed. The only limitation is that you cannot select a summary topic and one or more of its component topics in the same assessment.

The third section is context. You only need to complete this if you have chosen to include your assessments in the benchmarking data. It will allow you to compare your project, programme or portfolio against others with the same context.

## New assessment settings

Fields marked with \* are required.

Start assessment

Identification	<
Assessment design	<
Context	∨

If you have chosen to benchmark your performance against the projects, programmes and portfolios in our database please complete the fields below so an additional comparison specific to your industry, sector and country can be shown.

Domain 

Business Change

Sector 

Private sector

Location 

United Kingdom

Start assessment

Once all three sections have been completed you are ready to click on 'start assessment' and start your first project or programme assessment.

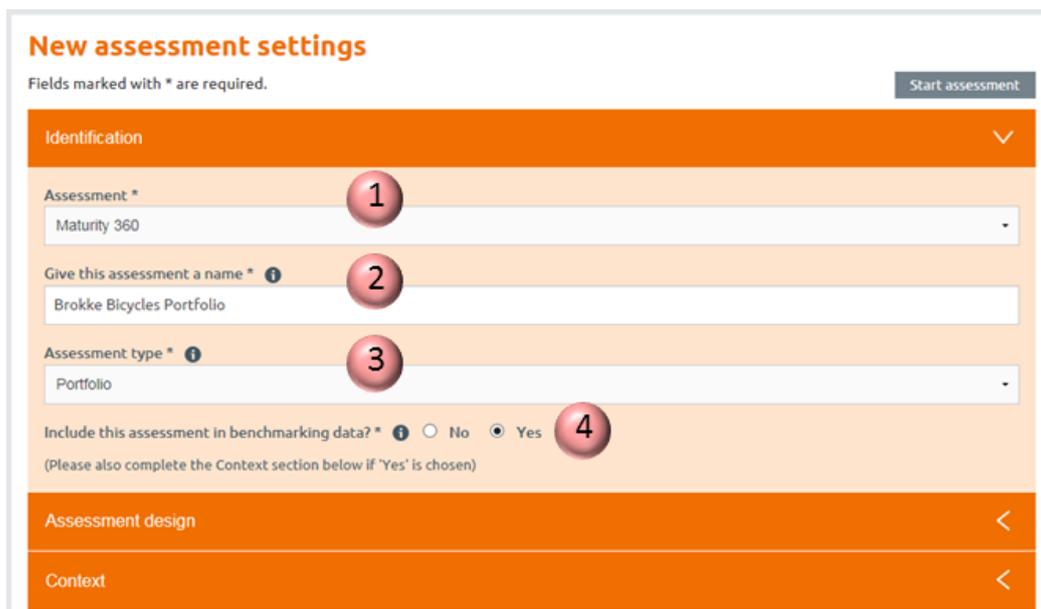
## Creating a Portfolio assessment



This guide explains how to create a capability maturity assessment for a portfolio.

This guide assumes you have previously created a project or programme assessment. Messages that will appear if this is your first assessment are explained in the creating a project or programme assessment guide.

From the assessments overview page, click on 'Create new assessment' to see the screen below.



This is the 'assessment settings' screen which has three sections:

- > Identification
- > Assessment design
- > Context

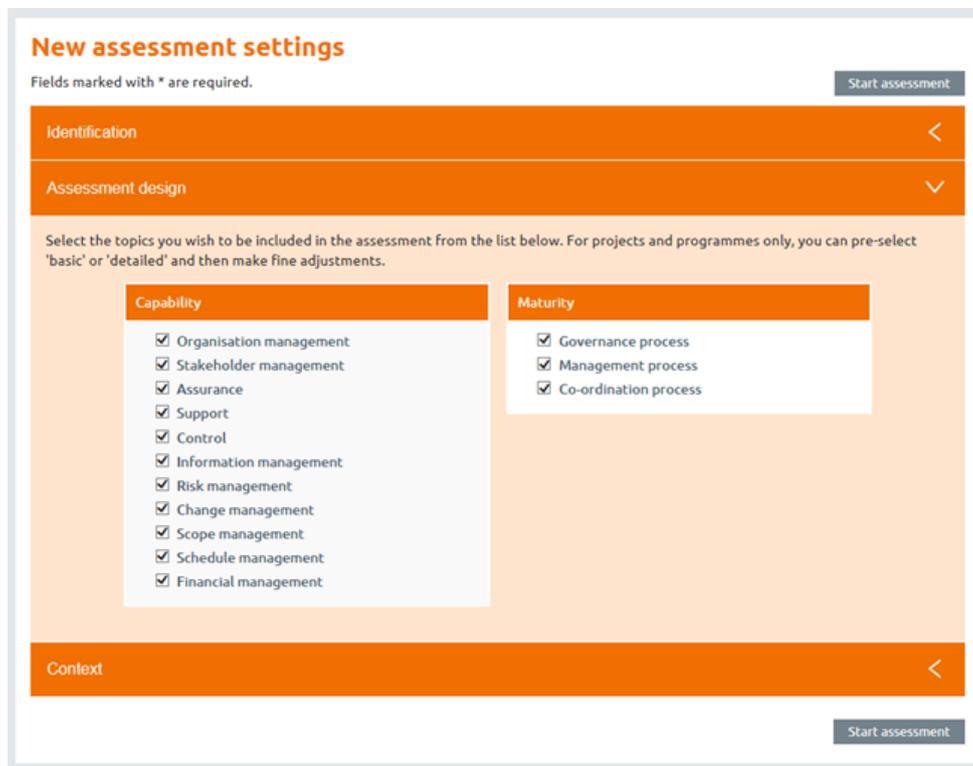
In the identification section there are four fields:

5. **Assessment:** the standard set of assessment questions in Praxis is 'Maturity 360'. Alternative question sets may be available if you are using a tailored corporate version of Praxis.
6. **Assessment name:** type in the name of your project, programme or portfolio.
7. **Assessment type:** select project, programme or portfolio from the drop down list.
8. **Benchmarking data:** if you select 'yes' your reports will include comparisons against assessments with the same context as yours.



If you are creating an assessment just to test the assessment tool, or completing an assessment with 'dummy' responses for any reason, please do not include it in the benchmarking data.

The assessment design section is where you can define the topics that you wish to be included in the assessment. These can be changed at a later time if required.



Praxis allows you to tailor the assessment to suit the portfolio you are assessing. Unlike the project or portfolio assessments there are no initial 'Basic' and 'Detailed' settings. In a portfolio assessment, functional capability is assessed for summary topics. While there are not as many topics, the questionnaires tend to be longer.

The third section is context. You only need to complete this if you have chosen to include your assessments in the benchmarking data. It will allow you to compare your project, programme or portfolio against others with the same context.

## New assessment settings

Fields marked with \* are required.

Start assessment

Identification	<
Assessment design	<
Context	∨

If you have chosen to benchmark your performance against the projects, programmes and portfolios in our database please complete the fields below so an additional comparison specific to your industry, sector and country can be shown.

Domain ⓘ

Business Change

Sector ⓘ

Private sector

Location ⓘ

United Kingdom

Start assessment

Once all three sections have been completed you are ready to click on 'start assessment' and start your first portfolio assessment.

## Completing an assessment



This guide explains how to complete an assessment and interpret the on-screen topic reports.

Once you have created a new assessment and clicked on 'start assessment' you will be taken to the screen shown below:



The screenshot shows the 'Organisation management' assessment interface. The top navigation bar includes 'Knowledge', 'Competence', 'Capability', 'Resources', and 'Maturity 360'. Below this, the 'Assessment: Maturity 360' section shows 'Identification: Columbus Project' and 'Settings' and 'Project overview' buttons. A vertical menu on the left lists various management topics, with 'Organisation management' selected. The main content area displays a table of assessment questions with 'Agree', 'Disagree', and 'Neither' response options. A hint box and a question text box are also visible.

1. **Assessment: Maturity 360:** tells you that you are using Praxis's standard question set.
2. **Identification:** shows the project, programme or portfolio you are currently assessing. If you have other assessments you can switch between them from this drop down list.
3. **Settings:** will take you back to the page where you created the assessment and allow you to change some of the settings.
4. **Project overview:** takes you to a consolidated report for the project, programme or portfolio
5. **Vertical menu:** All topics appear on the left of the screen but the ones that were not selected in the initial creation of the assessment are greyed out. This can be changed on the assessment settings page at any time.



If you uncheck a topic on the settings page, any existing responses will be lost.

- The green box reminding you that you have just created (in this example) the Columbus Project will disappear as soon as you start to enter responses to the statements. The blue box telling you about hints can be closed by clicking on the 'X'.
- Every statement has an associated hint that will help you to decide whether to 'Agree', 'Disagree' or do 'Neither'. To display this, just click on (or touch) the statement.

Now you are ready to start assessing the project.

The screenshot shows the 'Maturity 360' assessment tool interface. At the top, there are tabs for 'Knowledge', 'Competence', 'Capability', 'Resources', and 'Maturity 360'. Below these, the assessment is identified as 'Columbus Project'. A left-hand menu lists various topics, with 'Organisation management' selected and marked with a checkmark. The main content area displays 'Organisation management' with a table of statements for assessment.

On this Project:	Agree	Disagree	Neither
the management team structure is appropriate for the work being managed	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
management team members are identified and appointed	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
the management team structure is adapted throughout the life cycle	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
the management team structure is implemented in accordance with organisational policy	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
senior managers are competent in establishing a management team	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
adequate resources are available to establish the management team	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
each management team member has a role description	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

For each statement select 'Agree' if you believe the statement is true about your project and 'Disagree' if it is not.

If you don't know enough about the project to be sure either way, select 'Neither'. You may also believe that the statement is only partially true, in which case you should select 'Neither'.



The 'Neither' option becomes more significant when you are consolidating assessments as it can highlight areas where stakeholders are not as well informed about a project as you might like.

The ticks against the topic names in the left hand menu indicate completed topic assessments.

Once you have answered all the questions, click on [View results](#) at the bottom of the page.

The results page gives you four pieces of information, in this example for stakeholder management:

### Stakeholder management

- 1 Based on your answers, the capability level for Stakeholder management on this project is 1.  
However, the project has successfully achieved the following attributes of level 2:
  - 2
    - used competent team members for stakeholder management
    - documented the interests and influence of stakeholders
- In order to achieve level 2 Capability you also need to:
  - 3
    - review and update your communication plan on a regular basis
    - adhere to organisational policy for stakeholder management
- and also verify that:
  - 4
    - adequate resources are available to manage stakeholders

Firstly, the project's level of capability or maturity for this function or process. In this case, stakeholder management is currently at level 1.

Secondly, the attributes of the next level (in this case level 2) that have already been achieved.

Thirdly, what you definitely need to do to achieve the next level...

...and finally, if appropriate, things that you need to clarify to get to the next level.



Statements that need to be verified are drawn from 'neither' responses.

At the bottom of the report page, three buttons give you options to go to the previous topic, next topic or update your responses to this topic.

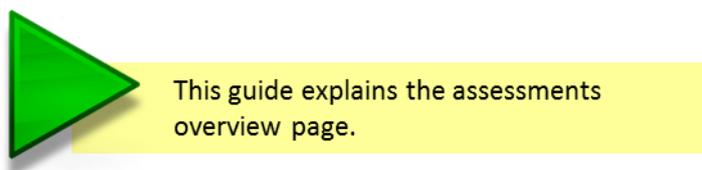
< Previous topic

Update responses

Next topic >

Once all the topics have been completed, you're ready to try the assessment overview report at the top right of the screen.

## Assessments overview page



This guide contains assessment overview pages from three assessors: John Haines (Project manager), Sarah Jones (Programme manager) and Peter Miller (Portfolio manager) who all work for a company called Brooke Bicycles. All three have completed and shared capability maturity assessments on a number of projects, programmes and portfolios.

The assessment overview page is effectively the ‘home page’ for your assessments. Once you have logged in, you can click on ‘assessments overview’ at the top of the screen to access the page.



The screen below is John Haines overview page and shows that he has assessed three projects. At the top of the page are two buttons (marked 1 and 2) that allow you to create a new assessment or invite a colleague to contribute an assessment that will be merged with one of yours.

Assessment	Type	Owner	Available actions	Consolidate	Report
▶ Columbus project	Project	Me	Resume Settings Del		
└ Columbus project	Project (Full)	Peter Miller		<input checked="" type="checkbox"/>	
└ Columbus project	Project (Full)	Sarah Jones		<input checked="" type="checkbox"/>	
Shackleton project	Project	Me	Resume Settings Del		
Amundsen project	Project	Me	Resume Settings Del		
└ Amundsen project	Project (Full)	Sarah Jones		<input checked="" type="checkbox"/>	

Some other features of this page are:

- The Columbus project is highlighted because this was the last one that John was working on. As well as the coloured highlight this project has a triangular arrow ▶ against its name.

4. If John wants to resume the assessment he would click here. This may be to update some of the answers based on recent improvements in the management of the project. These would be immediately reflected in the project reports.
5. This button allows John to revisit the parameters he set up when creating his assessment. He could chose to change the topics he wants to assess or perhaps change the context settings to benchmark against different parts of the database.
6. This button allows John to delete this project from his list of assessments.
7. The report icon shows multiple pages because there are multiple assessments for this project.

Assessment	Type	Owner	Available actions	Consolidate	Report
▶ Columbus project	Project	Me	Resume Settings Del		
↳ Columbus project	Project (Full)	Peter Miller		<input type="checkbox"/>	
↳ Columbus project	Project (Full)	Sarah Jones		<input type="checkbox"/>	

John has invited Peter Miller and Sarah Jones to assess the Columbus project. They have shared their assessments with John so that he can produce a report that takes all three people’s views into account.

John can choose to switch these component assessments on and off. The report will only reflect his own assessment plus the contributed assessments that are switched ‘on’. In the example above, he has switched off both contributing assessments so that the report only reflects his own views of the project.

The Columbus project is part of the Magellan programme and the programme manager, Sarah Jones, assessed the project in her capacity as the project sponsor.

Sarah has set up an assessment for the Magellan programme. She has assessed it herself and invited others to contribute. Her assessment overview page is shown below.

### Assessments overview

Create a new assessment Invite a colleague to contribute..

Assessment	Type	Owner	Available actions	Consolidate	Report
▶ Columbus project	Project	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		
Magellan programme	Programme	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		
← Columbus project	Project (Full)	John Haines		<input checked="" type="checkbox"/>	
← Shackleton project	Project (Full)	John Haines		<input checked="" type="checkbox"/>	
← Magellan programme	Programme (Full)	Peter Miller		<input checked="" type="checkbox"/>	
Brooke bicycles portfolio	Portfolio	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		
Amundsen project	Project	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		

There are four assessments in total for Magellan. Two of these (from Sarah and Peter Miller) assess the management of the programme. The other two are component projects – Columbus and Shackleton. Both were contributed by John Haines.

In the screen above, the report will consolidate the programme management level assessments with the component projects according to the Praxis consolidation principles. If Sarah wants a report based on the management of the programme without the component projects being taken into account, she simply needs to switch off the project assessments as shown below:

### Assessments overview

Create a new assessment Invite a colleague to contribute..

Assessment	Type	Owner	Available actions	Consolidate	Report
▶ Columbus project	Project	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		
Magellan programme	Programme	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		
← Columbus project	Project (Full)	John Haines		<input type="checkbox"/>	
← Shackleton project	Project (Full)	John Haines		<input type="checkbox"/>	
← Magellan programme	Programme (Full)	Peter Miller		<input checked="" type="checkbox"/>	
Brooke bicycles portfolio	Portfolio	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		
Amundsen project	Project	Me	<span>Resume</span> <span>Settings</span> <span>Del</span>		

Finally, we come to Peter Miller. Peter owns the Brooke Bicycles portfolio. He has assessed the portfolio himself and also asked Sarah to assess it. He has then invited Sarah and John to contribute the Magellan programme and the Amundsen project respectively.

Peter's overview page is shown below:

### Assessments overview

Create a new assessment
Invite a colleague to contribute..

Assessment	Type	Owner	Available actions	Consolidate	Report
Columbus project	Project	Me	Resume Settings Del		
Magellan programme	Programme	Me	Resume Settings Del		
► Brooke bicycles portfolio	Portfolio	Me	Resume Settings Del		
↳ Brooke bicycles portfolio	Portfolio (Full)	Sarah Jones		<input checked="" type="checkbox"/>	
↳ Amundsen project	Project (Full)	John Haines		<input checked="" type="checkbox"/>	
↳ Magellan programme	Programme (Full)	Sarah Jones		<input checked="" type="checkbox"/>	

He can choose to include or exclude assessments in exactly the same way as before.



When Peter includes the Magellan programme in his portfolio report he is also including Magellan's component projects.

The Praxis approach allows you to perform a full 360° assessment of any project, programme or portfolio. There is no limit on the number of assessments you can include and combine, and you can use the on/off buttons to analyse views of managers, sponsors, team members and stakeholders.

## Assessment overview report



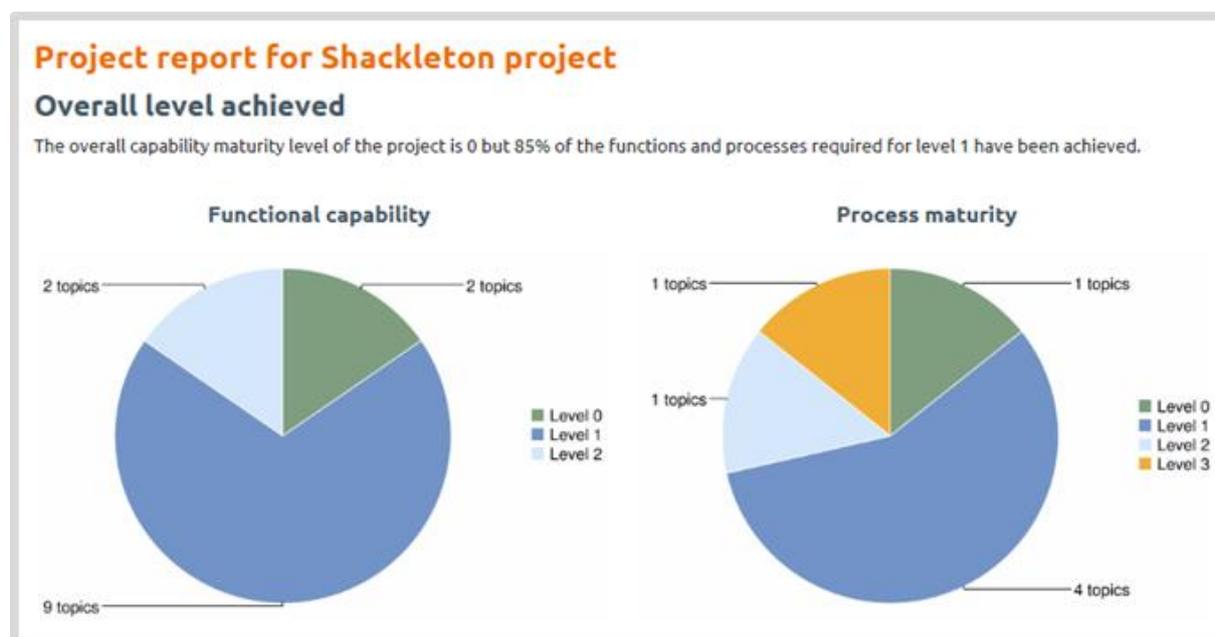
This guide explains the content and interpretation of an overview report based on one assessment.

The overview report for a single assessment contains the following sections:

- The overall level achieved
- A breakdown of functional capabilities and process maturities
- Benchmark comparisons of functional capability and process maturity

The distinction between capabilities and maturities in Praxis is explained in Capability maturity approach.

In the example project, the overall capability maturity level achieved is 0 but the project is close to achieving level 1 with 17 of the 20 topics assessed (85%) achieving or exceeding level 1.



The report shows that while three topics are at level 0; 13 topics have reached level 1; three have reached level 2 and one has reached level 3.

The next section of the report explains this in more detail.

### Functional capability

The combined functional capability level is 0 and the average functional capability level is 1.00.

The project has achieved capability **level 0** in the following functions:

- Stakeholder management
- Support

The project has successfully achieved capability **level 1** in the following functions:

- |                           |                        |
|---------------------------|------------------------|
| ▪ Organisation management | ▪ Schedule management  |
| ▪ Business case           | ▪ Financial management |
| ▪ Control                 | ▪ Change management    |
| ▪ Information management  | ▪ Resource management  |
| ▪ Scope management        |                        |

The project has successfully achieved capability **level 2** in the following functions:

- Assurance
- Risk management

### Process maturity

The combined process maturity level is 0 and the average process maturity level is 1.29.

The project has achieved maturity **level 0** in the following processes:

- Boundaries process

The project has successfully achieved maturity **level 1** in the following processes:

- Sponsorship process
- Identification process
- Definition process
- Closure process

The project has successfully achieved maturity **level 2** in the following processes:

- Delivery process

The project has successfully achieved maturity **level 3** in the following processes:

- Development process

Combined and average levels are given for both functional capabilities and process maturities. The combined level is based on the weakest links and the average level gives a more generalised view of the project.

Clearly, in the Shackleton Project, the focus needs to be on managing stakeholders, project support and managing the boundaries between stages. Addressing these three areas could quickly get the project to level 1.

The final section of the report only appears if you have included the assessment in the benchmark database.

Your functional capability and process maturity scores are compared to all projects in the database and those that have the same context as yours.

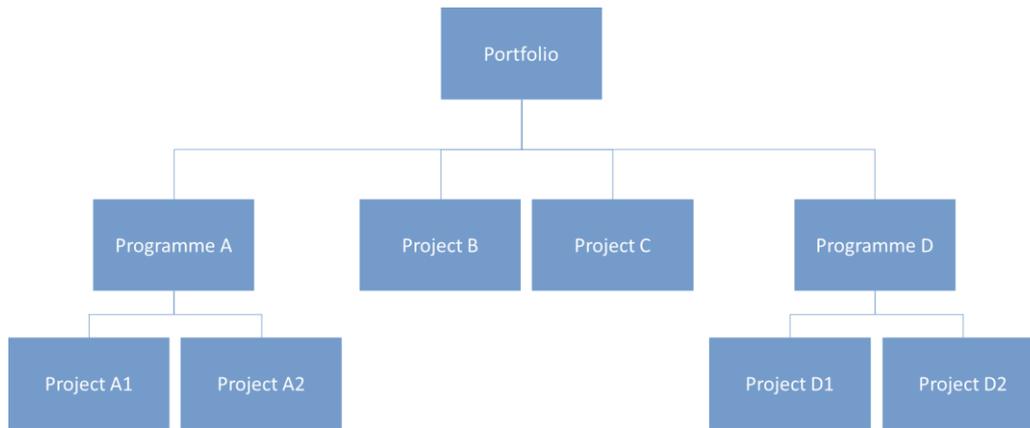


## Consolidation principles



This guide explains the principles of the Praxis approach to consolidating capability maturity assessments for programmes and portfolios.

Praxis allows assessments to be nested within other assessments. Portfolios will have component programmes and projects, and programmes will have component projects.



The hierarchy of portfolio, programmes and projects above would appear in your Praxis assessments overview page as an indented list:

**Assessments overview**

This page shows all of your personal assessments as well as those shared to you.  
 The last assessment you worked on is indicated with a ▶ icon in the list below.

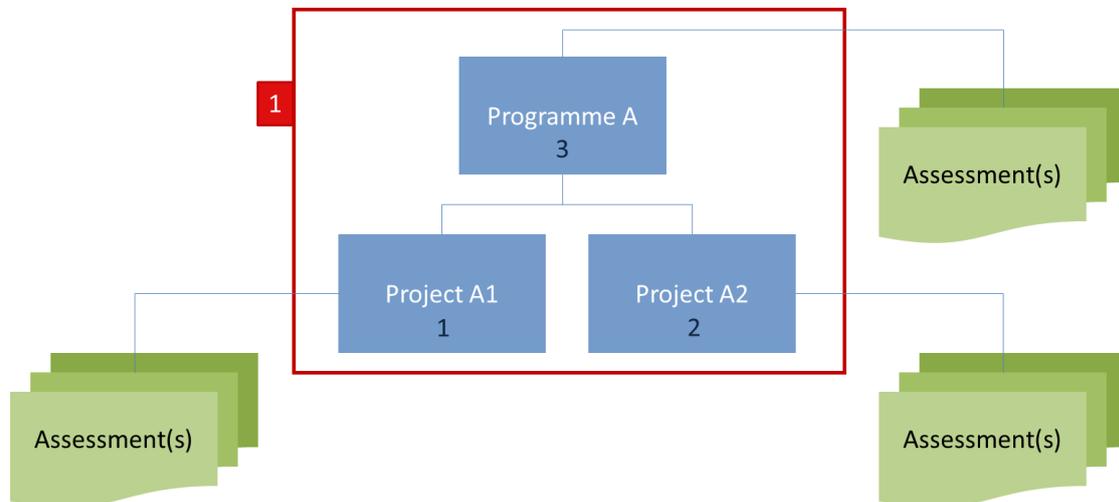
[Create a new assessment](#) [Invite a colleague to contribute..](#)

Assessment	Type	Owner	Available actions	Consolidate	Report
▶ Portfolio	Portfolio	Me	<a href="#">Resume</a> <a href="#">Settings</a>		
↳ Programme A	Programme	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Project A1	Project	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Project A2	Project	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Programme D	Programme	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Project D1	Project	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Project D2	Project	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Project B	Project	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	
↳ Project C	Project	Me	<a href="#">Resume</a> <a href="#">Settings</a>	<input checked="" type="checkbox"/>	



Note: the screen shot above is a simplified version as it doesn't show multiple assessments for any individual project, programme or portfolio.

For now, we'll just concentrate on Programme A.

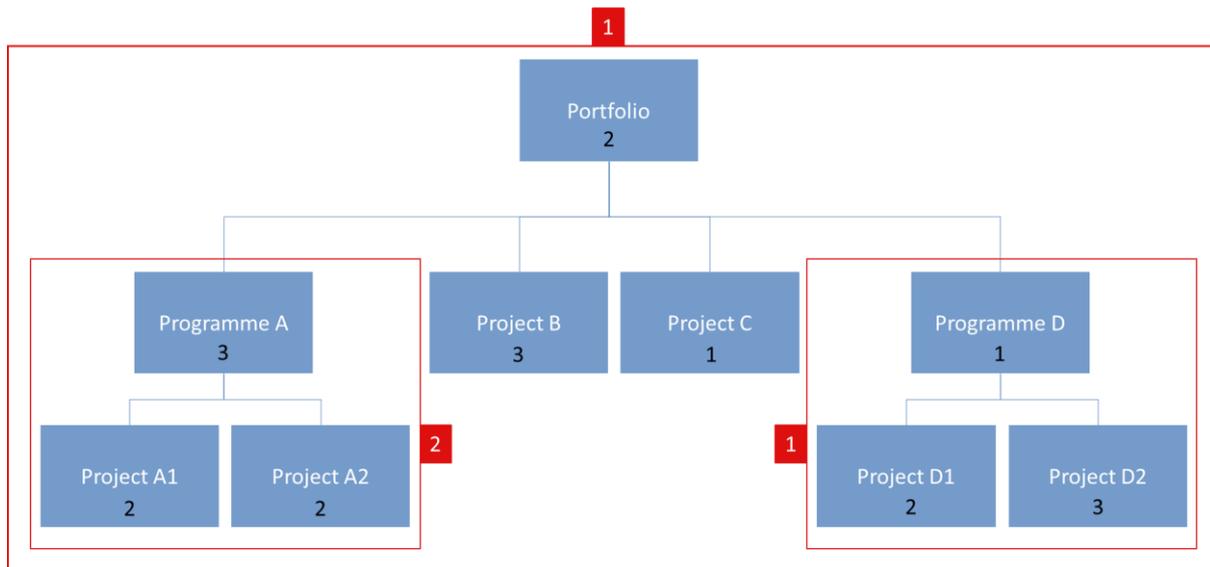


In this example, assessments of the management of Programme A have resulted in a capability maturity level of 3. However, assessments of Project A1 have resulted in a capability maturity level of 1. For Project A2 the level is 2.

This means that the overall capability maturity of Programme A is level 1 (as shown in the red box). Although the management team of Programme A are operating at level 3, the capability maturity of the overall programme is governed by the weakest link, i.e. Project A1.

If we could get Project A1 to level 2, then the overall programme would also be at level 2. To get the whole programme to level 3, we would need to improve both projects until they were operating at level 3.

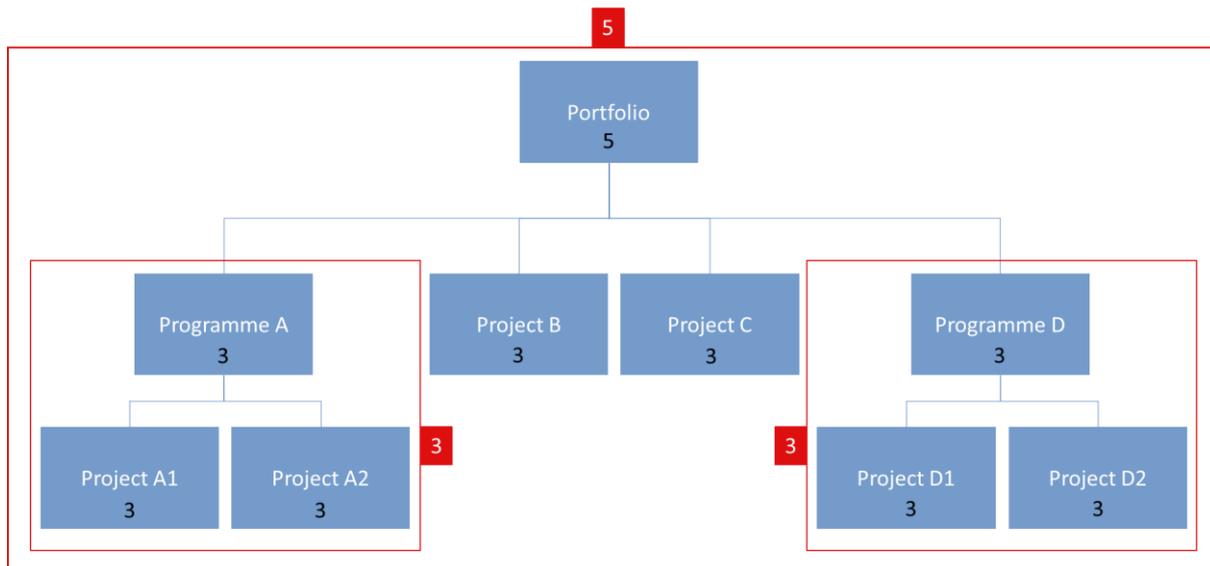
The same principles are applied when consolidating to portfolio level:



In this example, the management of the portfolio has been assessed at level 2, but the overall level of the portfolio is only 1 – because of Project C and Programme D. These should be our initial focus if we are to improve the overall capability maturity of the portfolio as a whole.

One final matter to consider is “how do we achieve capability maturity levels 4 and 5?”

Individual projects and programmes can achieve a maximum of level 3; levels 4 and 5 are concerned with how P3 management is governed, promoted and improved across a portfolio. Therefore levels 4 and 5 are only achieved at portfolio level.



To achieve levels 4 and 5 for a portfolio, you must first achieve the maximum of level 3 for all the component projects and programmes.

Achievement of levels 4 and 5 is then governed by your application of the portfolio management processes, and in particular those that indicate that you are setting quantitative targets for your P3 management and investing in initiatives that will ensure continuous improvement across the portfolio.

To summarise what we have discussed in this guide:

- Praxis differentiates between the capability maturity of programme management and the capability maturity of a programme.
- A programme is dependent upon the capability maturity of its component projects.
- The same principles are applied to portfolios and their component projects and programmes.
- Levels 4 and 5 of capability maturity are achieved through good governance and a commitment to improvement across the portfolio.

## Inviting and accepting



This guide explains how to send invitations to share assessments and how to respond to invitations you receive.

The ability to share assessments is at the heart of Praxis’s 360° approach to capability maturity assessment. This feature enables you to consolidate the views of managers, sponsors, team members and stakeholders into a combined view of a project, programme or portfolio.

In this example the project manager of the Amundsen project asks a stakeholder to contribute their assessment of the project.

The same process can also be used to incorporate project assessments into a programme, or project and programme assessments into a portfolio. See consolidation principles for how scores are calculated in this situation.

The project manager’s (John Haines) assessment overview screen is shown below. He wants his sponsor (Sarah Jones) to share her assessment of the project.

Assessments overview					
Create a new assessment			Invite a colleague to contribute..		
Assessment	Type	Owner	Available actions	Consolidate	Report
Columbus project	Project	Me	Resume Settings Del		
← Columbus project	Project (Full)	Peter Miller		<input checked="" type="checkbox"/>	
← Columbus project	Project (Full)	Sarah Jones		<input checked="" type="checkbox"/>	
Shackleton project	Project	Me	Resume Settings Del		
▶ Amundsen project	Project	Me	Resume Settings Del		

To do this, he clicks on the ‘Invite a colleague to contribute..’ button. This displays the invitation panel.

## Invite a colleague to contribute ✕

Here you can request that your colleagues share their user assessments with you for consolidation into a single Project, Programme or Portfolio assessment that you manage.

Simply enter the name and email address of the person you would like to invite into the fields below and choose the assessment you would like them to contribute towards. This will send an email to the recipient with a unique link allowing them to share assessments with you.

Invitation details

<p>Recipient name</p> <input style="width: 95%;" type="text" value="Sarah Jones"/>	<p>Recipient Email address *</p> <input style="width: 95%;" type="text" value="info@praxisframework.org"/>
<p>Your target Project, Programme or Portfolio *</p> <div style="border: 1px solid #ccc; padding: 2px;"> <span style="display: block; padding: 2px;">Amundsen project</span> <span style="float: right;">▼</span> </div>	
<p>Optional message to recipient</p> <div style="border: 1px solid #ccc; padding: 5px; min-height: 30px;">           Hi Sarah, please share your assessment of the Amundsen project. Regards, John         </div>	
<div style="background-color: #444; color: white; padding: 5px 20px; display: inline-block; cursor: pointer;">Send Invitation</div>	

John completes the form and clicks on 'Send invitation' and receives a confirmation that the invitation has been sent.

A short time later, Sarah receives the invitation.

### Invitation sent. ✕

The invitation has been sent to the email address info@praxisframework.org. You will receive an email notification if the recipient shares any assessments with you.

Dear Sarah Jones,

John Haines has invited you to contribute towards the **Amundsen project** assessment on the Praxis Framework website. You can do so by sharing appropriate assessments you have completed in Praxis, or if you are new to Praxis you can register for a login and complete an assessment for free.

[Accept >](#)

-----Personal message-----

Hi Sarah, please share your assessment of the Amundsen project. Regards, John

Sincerely,

The Praxis Framework Team.

You have received this email because you have previously registered for a free Praxis Framework login account. Please email [info@praxisframework.org](mailto:info@praxisframework.org) if you believe this email has been sent in error.

When Sarah clicks on [Accept >](#) she is taken to the Praxis log in page. Once she has logged in, she will be taken to the response page where she can select the relevant assessment and decide whether to share summary or full information.

If she hasn't previously assessed the Amundsen project she can start and share a new assessment.

Sharing a summary only lets John receive the capability and maturity levels for each topic. Sharing the full scores allows John's consolidated topic reports to show where responses to individual questions on the assessment forms are the same or different.

### Respond to Invitation

**John Haines** has invited you to contribute one or more of your assessments into the Project "**Amundsen project**".

To share assessments with John Haines set the level of detail to share in the corresponding drop down lists and press the 'Share selected' button below, or alternatively you can choose to contribute a new assessment. The recipient will be able to see your results, but not change any of your answers. You can manage the assessment shares from the Assessment Overview page should you change your mind in the future.

Share selected
Start and share a new assessment

Your most recently updated assessment is highlighted with a ▶ icon in the list below.

Assessment	Type	Level of detail to share
Columbus project	Project	Not shared
Magellan programme	Programme	Not shared
Brooke bicycles portfolio	Portfolio	Not shared
▶ Amundsen project	Project	<div style="border: 1px solid #ccc; padding: 2px;"> <span style="background-color: #3498db; color: white; padding: 2px;">Not shared</span>  <span style="padding: 2px;">Summary (only overall score)</span>  <span style="padding: 2px;">Full (all scores)</span> </div>

Having selected 'Full' or 'Summary' for the Amundsen project, Sarah clicks on 'Share selected' and receives a message of confirmation.

The following assessments have been shared with John Haines:

- Amundsen project

An email has been sent to the user to inform them.

If John invites Sarah to share another assessment at a later date, this screen will mark the Amundsen project as have been shared.

Amundsen project	Project	Full (all scores) detail already shared
------------------	---------	---



If someone else asks Sarah to share the Amundsen project it will not be marked as having been already shared.

John now receives an email telling him that the assessment has been shared....

Dear John Haines,

Sarah Jones has accepted the invitation you sent to contribute towards the **Amundsen project** assessment on the Praxis Framework website and has chosen to share the following assessments with you:

- Amundsen project

Please log in to the Praxis Framework website to see the shared assessments.

[Login to Praxis >](#)

Sincerely,

The Praxis Framework Team.

You have received this email because you have previously registered for a free Praxis Framework login account. Please email [info@praxisframework.org](mailto:info@praxisframework.org) if you believe this email has been sent in error.

....and when he logs in, he finds that Sarah's assessment has been included in his assessments overview.

### Assessments overview

The following assessments have been shared with you since your last login:

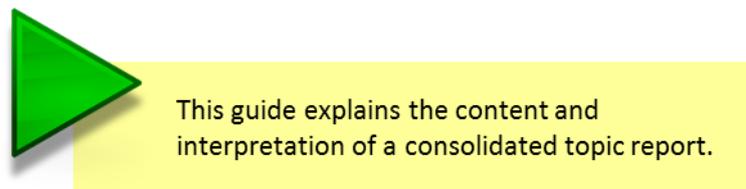
- **Amundsen project** from Sarah Jones.

Create a new assessment Invite a colleague to contribute...

Assessment	Type	Owner	Available actions	Consolidate	Report
Columbus project	Project	Me	Resume Settings Del		
← Columbus project	Project (Full)	Peter Miller		<input checked="" type="checkbox"/>	
← Columbus project	Project (Full)	Sarah Jones		<input checked="" type="checkbox"/>	
Shackleton project	Project	Me	Resume Settings Del		
▶ Amundsen project	Project	Me	Resume Settings Del		
← Amundsen project	Project (Full)	Sarah Jones		<input checked="" type="checkbox"/>	

The icon in the 'Report' column changes to indicate that the report will be based on multiple assessments.

## Consolidated topic report



In this example the project manager of the Columbus project has invited a team member and a stakeholder to share their assessments. These appear on the assessments overview page as shown below:

Assessment		Type	Owner	Available actions	Consolidate	Report
▶ Columbus project		Project	Me	Resume Settings Del		
←	Columbus project	Project (Full)	Peter Miller		<input checked="" type="checkbox"/>	
←	Columbus project	Project (Full)	Sarah Jones		<input checked="" type="checkbox"/>	

The consolidated topic reports are accessed by clicking on the ‘Resume’ button for the project. This takes you to your assessment but now you will find that the topic reports include data from the shared assessments.

Any topic can be selected from the left hand menu and each report starts in the familiar way based on your assessment.

Assessment: Maturity 360      Identification: Columbus project      Settings      Project overview

Organisation management ✓	<h3 style="margin: 0;">Stakeholder management</h3> <p>Based on your answers, the capability level for Stakeholder management on this project is 1 compared to an average capability score in the database of 1.38 (n=8).</p> <p>However, the project has successfully achieved the following attributes of level 2:</p> <ul style="list-style-type: none"> <li>▪ used competent team members for stakeholder management</li> <li>▪ utilised adequate resources to manage stakeholders</li> </ul> <p>In order to achieve level 2 Capability you also need to:</p> <ul style="list-style-type: none"> <li>▪ document stakeholders interests and influence</li> <li>▪ review and update your communication plan on a regular basis</li> <li>▪ adhere to organisational policy for stakeholder management</li> </ul>
Stakeholder management ✓	
Business case ✓	
Control ✓	
Information management ✓	
Assurance ✓	
Support ✓	
Scope management	
Requirements management ✓	
Solutions development ✓	
Configuration management ✓	
Change control ✓	

This is followed by information based on all three assessments of the project:

## Validation

The following results are based on feedback from 3 project level assessors and is compiled using the following assessments:

**1**

- Columbus project
- Columbus project (owned by Peter Miller) - **Full** results shared.
- Columbus project (owned by Sarah Jones) - **Full** results shared.

### Level achieved

The confirmed capability level for Stakeholder management on this project is 1 and the average capability is 1.00.

The assessors agree that the project has successfully achieved the following attributes of **level 2**:

**2**

- used competent team members for stakeholder management
- utilised adequate resources to manage stakeholders

### How to get to the next level

The assessors agree that in order to achieve level 2 capability you need to:

**3**

- document stakeholders interests and influence
- review and update your communication plan on a regular basis
- adhere to organisational policy for stakeholder management

The areas of disagreement or uncertainty that need to be clarified are whether:

**4**

- application of the stakeholder management procedure has been independently assured (1 agree and 2 disagree)
- organisational standards for stakeholder management have been adapted to the needs of this project (1 agree, 1 disagree and 1 neither)
- lessons on stakeholder management have been captured and used (1 agree, 1 disagree and 1 neither)

< Previous topic
Update responses
Next topic >

1. The three assessments are listed along with the names of the assessors and the level of information they have shared.
2. As well as the confirmed capability level of stakeholder management on the Columbus project, the report shows the average level achieved from the three assessments.

In this case the three assessors are in agreement and the average level is 1.00. If one of the assessors had rated stakeholder management as being level 2 or 3, this figure would be higher.

3. As the project has achieved level 1, the focus here is on what needs to be done to get to level 2. This list of attributes are the things that need to be done to reach level 2.

4. Finally, there is a list of areas where the assessors disagree or are uncertain. These include attributes at all levels of capability, not just the ones needed for the next level.



Areas of disagreement and uncertainty are only included where full assessments have been shared.

## Consolidated full report



This guide explains the full consolidated report for a project, programme or portfolio.

In this guide we'll look at reports that consolidate assessments from a variety of sources. The first example below is the same one as used in the explanation of consolidated topic reports. The project manager of the Columbus project has invited a team member and a stakeholder to share their assessments. These appear on the assessments overview page as shown below:

Assessments overview							
Create a new assessment			Invite a colleague to contribute...				
Assessment	Type	Owner	Available actions			Consolidate	Report
▶ Columbus project	Project	Me	Resume	Settings	Del		
← Columbus project	Project (Full)	Peter Miller				<input checked="" type="checkbox"/>	
← Columbus project	Project (Full)	Sarah Jones				<input checked="" type="checkbox"/>	

The consolidated report is accessed by clicking on the report icon on the right.

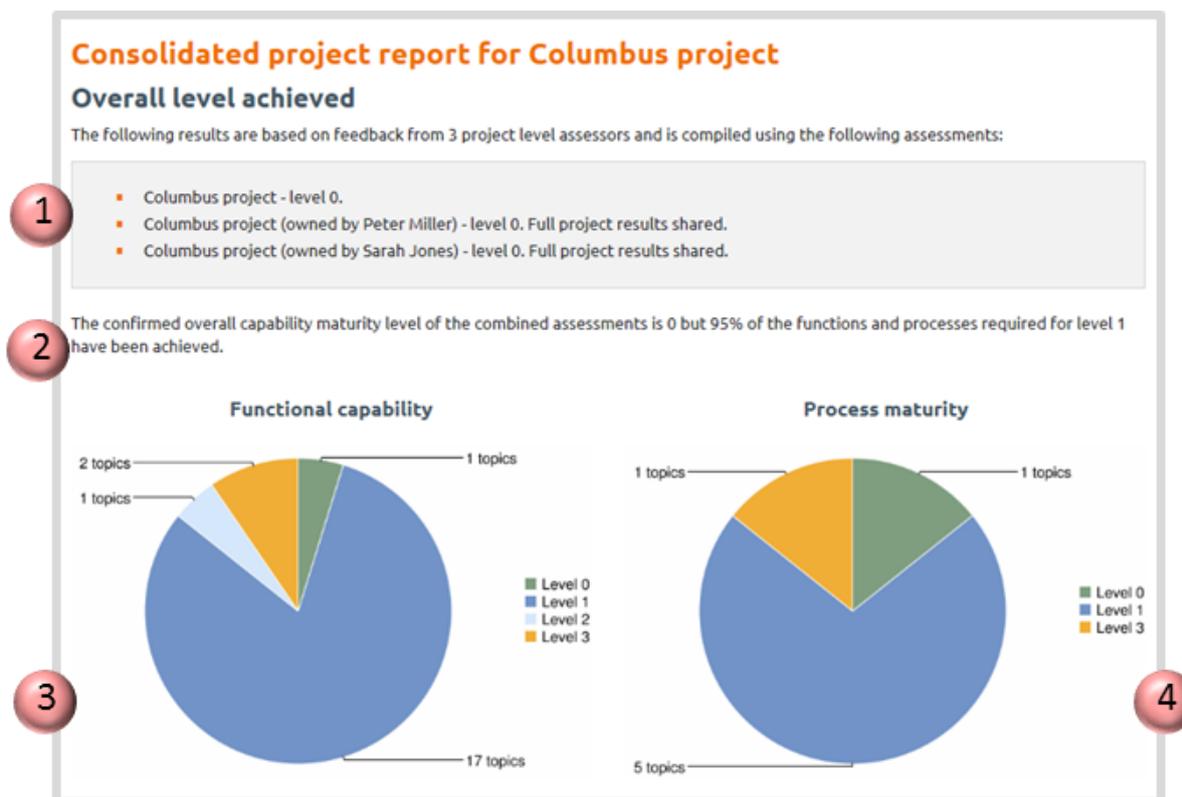


If your project contains contributing assessments but you want to produce a report based solely on your assessment, simply switch the contributing assessments 'off' in the consolidate column.

The report starts off by explaining the overall level that the project, programme or portfolio has achieved. It then goes on to provide detail about the functional capabilities and the process maturities.

Finally, you can see how this project, programme or portfolio rates against the database as a whole and those assessments with the same context.

In this example the Columbus project has three assessments.



- The first is by the Columbus project manager, John Haines who has rated the project at level 0. John has invited Peter Miller and Sarah Jones to contribute their assessments. Both contributors have also rated the project at level 0.
- The overall level of the project is confirmed at level 0 but it's not all bad news as the project is 95% of the way to being at level 1.
- The functional capability pie chart shows that only one function is at level 0 and all others are rated at level 1 or above. In fact one function has achieved level 2 and another two functions have achieved level 3.
- The process maturity pie chart reveals that one of the process maturities is rated at level 0, while all the others are level 1 or above.

It seems that there is one function and one process causing the project to be at level 0.

Before looking at this in more detail, let's just look at the opening part of a consolidated full report for a programme and its component projects. In the example below Sarah Jones has assessed the Magellan programme and asked Peter Miller to contribute his assessment of the programme.

She has also invited John Haines to contribute two projects that are part of the programme: Columbus and Shackleton.

## Consolidated programme report for Magellan programme

### Overall level achieved

The following results are based on feedback from 2 programme level assessors and 2 projects and is compiled using the following assessments:

- Magellan programme - level 1.
- Magellan programme (owned by Peter Miller) - level 1. Full programme results shared.
- Columbus project (owned by John Haines) - level 0. Full project results shared.
- Shackleton project (owned by John Haines) - level 1. Full project results shared.

The confirmed overall capability maturity level of the combined assessments is 0 but 98% of the functions and processes required for level 1 have been achieved.

The opening part of the report shows that while the management of the programme is rated as level 1 by both assessors, the programme as a whole is rated at level 0 purely because of project Columbus. If the Columbus project can achieve level 1, the Magellan programme will immediately achieve level 1 as well.

Click here for more about consolidation principles.

We saw previously that all but one of the functions in the Columbus project have achieved level 1 or above. The next section of the report shows the level achieved for each function.

### Functional capability

The confirmed functional capability level is 0.

The consolidated assessments show that the project has achieved capability **level 0** in the following functions:

- Change control

The consolidated assessments show that the project has successfully achieved capability **level 1** in the following functions:

- |                           |                              |
|---------------------------|------------------------------|
| ▪ Organisation management | ▪ Configuration management   |
| ▪ Stakeholder management  | ▪ Benefits management        |
| ▪ Business case           | ▪ Funding                    |
| ▪ Control                 | ▪ Investment appraisal       |
| ▪ Information management  | ▪ Budgeting and cost control |
| ▪ Assurance               | ▪ Change management          |
| ▪ Support                 | ▪ Contract management        |
| ▪ Requirements management | ▪ Mobilisation               |
| ▪ Solutions development   |                              |

The consolidated assessments show that the project has successfully achieved capability **level 2** in the following functions:

- Procurement

The consolidated assessments show that the project has successfully achieved capability **level 3** in the following functions:

- Schedule management
- Risk management

This reveals which function needs to be addressed to get to level 1. It also shows that we have a lot of work to do to get the project to level 2.

As far as processes are concerned, the next section shows that the focus needs to be on sponsorship.

### Process maturity

The confirmed process maturity level is 0.

The consolidated assessments show that the project has achieved maturity **level 0** in the following processes:

- Sponsorship process

The consolidated assessments show that the project has successfully achieved maturity **level 1** in the following processes:

- Definition process
- Delivery process
- Boundaries process
- Development process
- Closure process

The consolidated assessments show that the project has successfully achieved maturity **level 3** in the following processes:

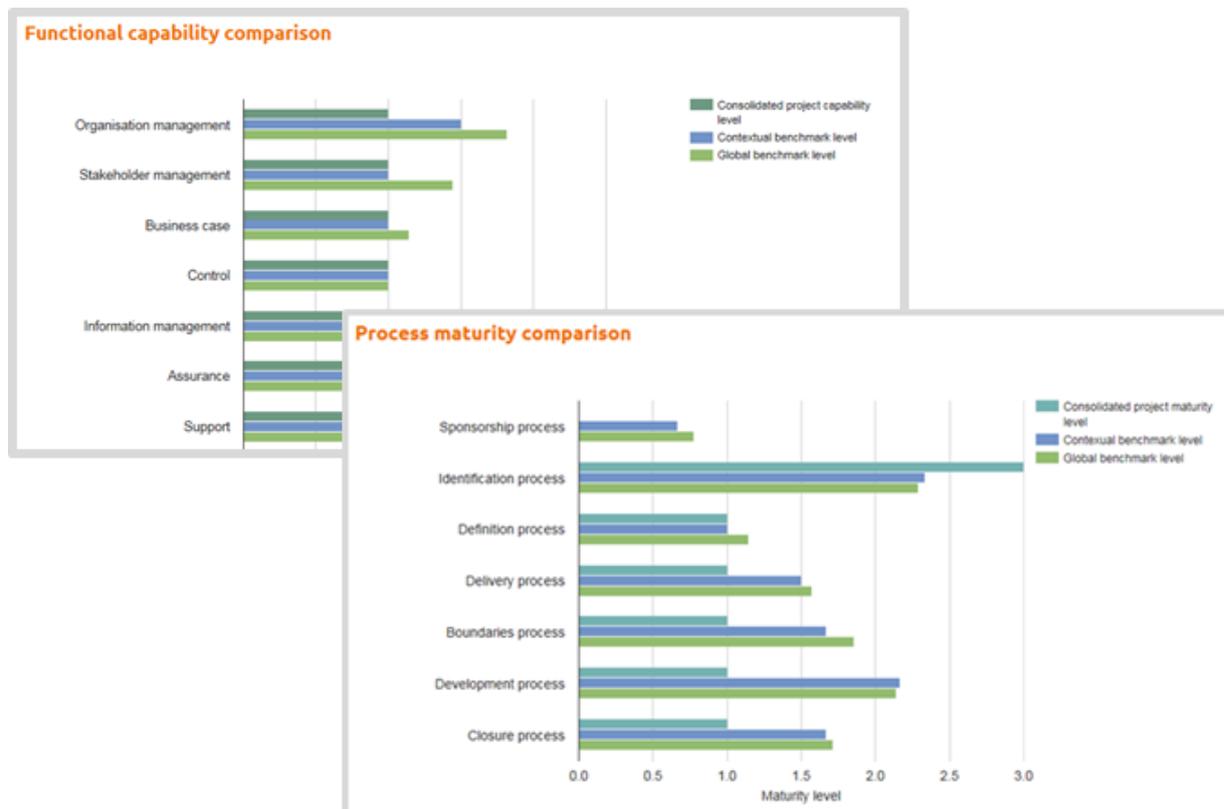
- Identification process

If we can improve change control and sponsorship the project will achieve level 1 (and so will the Magellan programme).

The final section of the report shows how this project compares to projects in the database with the same context and all projects in the database. Firstly for the functional capabilities and secondly for the process maturities.



The Praxis capability maturity assessment was launched in February 2016. It will take time to build a significant database of assessments for meaningful comparison.



The 'global benchmark level' relates to all assessments on the database. The 'contextual benchmark level' relates to assessments that have the same context profile. The context is defined when creating an assessment.



Context

If you have chosen to benchmark your performance against the projects, programmes and portfolios in our database please complete the fields below so an additional comparison specific to your industry, sector and country can be shown.

Domain ⓘ  
Construction

Sector ⓘ  
Private sector

Location ⓘ  
United Kingdom

You don't have to complete all three context fields but any you do complete will be used to match assessments for the contextual comparison. For example, if you were to amend the settings for Columbus so that the 'Sector' was not defined, the comparison would be for all UK construction projects regardless of sector. If 'Location' was not defined, the comparison would be for all construction projects worldwide.

## Hints and tips



This guide provides hints and tips that will enable you to get more out of the Praxis Capability Maturity assessment tool.

We will periodically add sections to this guide so check back from time to time to see what's new. Follow us on twitter to be notified when new material is available.

### It's not just about measuring maturity:

Much has been written about the effectiveness of checklists in all walks of life. In his book Atul Gawande\* explains how checklists have developed from their role in improving aircraft safety to significantly reducing mortality in surgical procedures.

The Praxis assessment pages are basically checklists. While the obvious function is to report on your current level of capability maturity they can also be used as simple checklists.

The questions are based on the well-established approach of the CMMI® model so working through the assessment questions and making sure they are happening on your project, programme or portfolio will greatly enhance its chances of success.

You don't need to worry about the level achieved, just make sure you are doing the things listed in the assessment.

Risk management			
On this Project:	Agree	Disagree	Neither
levels of risk are compatible with organisational objectives	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
individual risks and responses are identified	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
the impact of threats is minimised	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
opportunities are optimised	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
risk management is performed in accordance with organisational policy	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
team members are competent in risk management	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
adequate resources are available to manage risk	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
the probability, impact and timing of risks are assessed	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
planned responses are periodically reviewed	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
adherence to the defined risk management procedure is independently assured	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
organisational standards for risk management have been adapted for this project	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
lessons learned about risk management are captured and used	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

\*Atul Guwande, The Checklist Manifesto, 2010, Profile Books, London

### Do I have to assess parts of the life cycle we haven't reached yet?

The simple answer to this one is “No”. Let's say you have a project that has completed the identification phase and is just starting the definition phase of the life cycle.

You may want your reported capability maturity level to be based on the phase you have just completed and the phase you are about to start. But at this stage, it would be pointless to assess the project's maturity in the delivery or closing phases.



Maturity	
<input checked="" type="checkbox"/>	Sponsorship process
<input checked="" type="checkbox"/>	Identification process
<input checked="" type="checkbox"/>	Definition process
<input type="checkbox"/>	Delivery process
<input type="checkbox"/>	Boundaries process
<input type="checkbox"/>	Development process
<input type="checkbox"/>	Closure process

All you need to do is go to the 'settings' for your project and uncheck all processes that come after definition. You can then complete your assessment of the project (or programme or portfolio) and get a full report for just those phases that are relevant to your project.

### My consolidated report contains topics I didn't assess!

This can occur when assessments are consolidated that have different assessment designs.

In creating a project or programme assessment we explain how you can define the topics you want to assess. Ideally all assessments that are consolidated will have the same design but designs may vary, especially when you consolidate assessments that had previously been created independently.

In the extract from a consolidated report below, you will notice that the list of functional capabilities includes both Financial management and Investment appraisal. When designing an assessment you cannot include these in the same assessment since investment appraisal is a component of Financial investment.

In this example, several assessments have been shared and consolidated. Some use the 'basic' assessment design and some use the 'detailed' design.



Basic designs use the higher level Financial management function and detailed designs use the components: Funding, Investment appraisal and Budgeting and cost control.

When the report is consolidated, all functions are reported. To avoid this situation, you need to ensure that the design of all assessments is consistent. The design of an assessment can be adjusted at any stage so if assessments have been created inconsistently they can be retrospectively be made consistent.

## Get involved

If you have advice on any aspect of using the Praxis capability maturity self-assessment tool, please use our [contact](#) page or [email](#) us so that we can help others benefit from your ideas.

Published by Praxis Framework Ltd.

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