

## Client Name

# PMSA Results Analysis

The PMSA Rollup report has been compiled from data gathered from **xx Client Name** associates. Individuals ranged in experience from <3 - 7+ years of PM experience.

The Project Management Skills Assessment is designed to assess an individual's competencies against each of the nine areas of the Project Management Body of Knowledge (PMBOK®). The PMBOK® is the industry standard body of knowledge created by the Project Management Institute (PMI®), the world's foremost association of Project Management.

Participants in the Skills Assessment were asked to evaluate their familiarity with Project Management concepts using the following rating scale:

- 5 – I am an expert in this area
- 4 – I can use it and adapt it if necessary to meet my needs
- 3 – I have used it successfully
- 2 – I understand the concept
- 1 – I can define it
- 0 – No knowledge of it

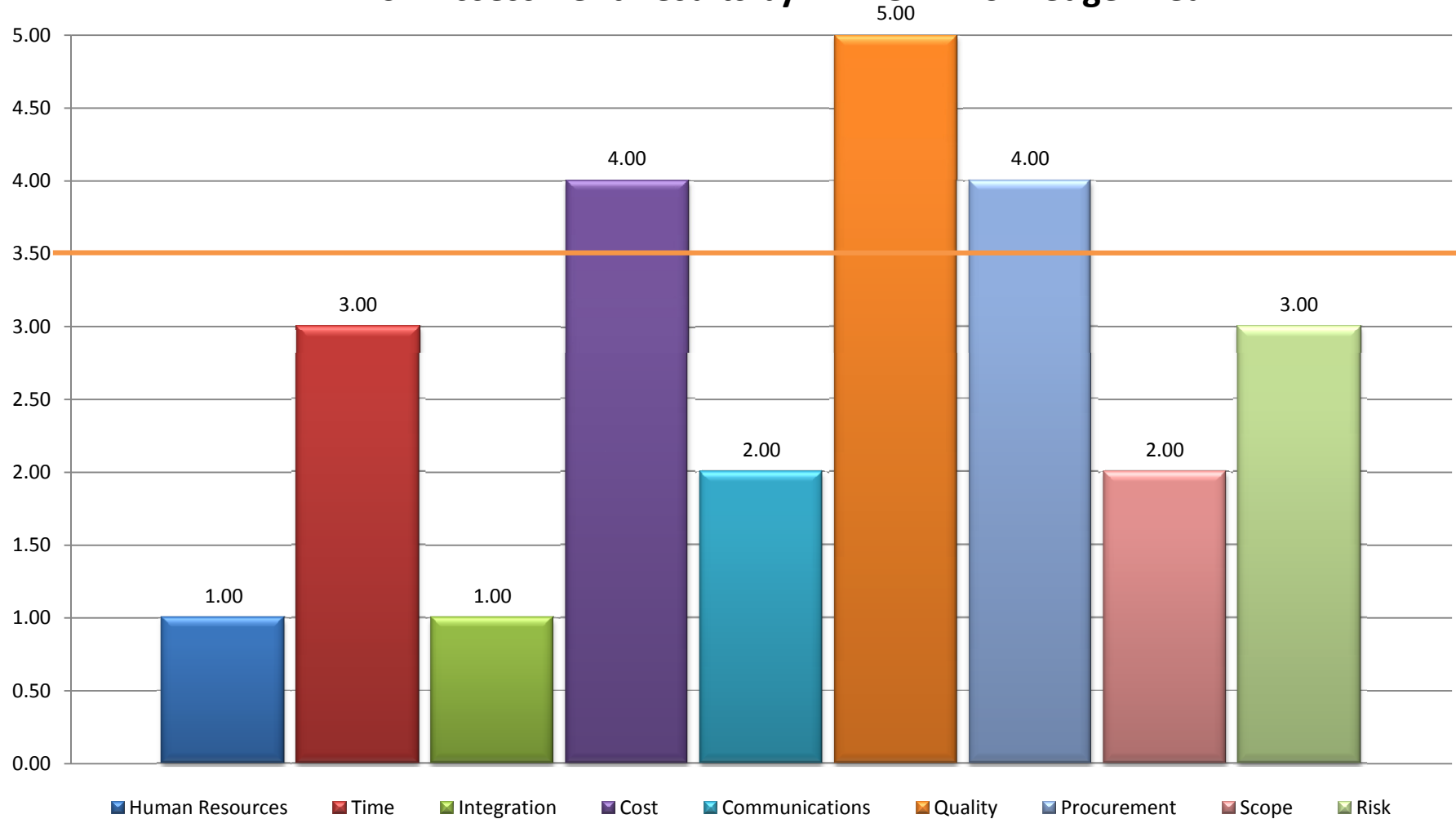
Overall, the group scored an average of **2.9 out of 5.0**. Skills in each area averaged as shown below:

Quality	5.00
Cost	4.00
Risk	3.00
Human Resources	1.00
Time	3.00
Procurement	4.00
Scope	2.00
Communications	2.00
Integration	1.00

The strongest areas are **Integration, Communications, and Scope**. The weakest areas are **Risk, and Procurement**.

The Results Data table worksheet shows the results from each individual. To protect privacy, identifying characteristics have been removed. However, we left in the number of years of experience each individual reported, as it may have relevancy to the overall results.

## PMSA Assessment Results by PMBOK Knowledge Area



**Rating Scale:** Limited: 0-2.5; Fair: 2.6-3.0 Good: 3.1-4.5 Excellent: 4.6-5.0

\*\*The orange line depicted above represents an acceptable level of proficiency

<b>Client Name, PMSA Results</b>																
		<b>Participant Number</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	<b>Totals</b>
		<b>Years of Experience</b>														
<b>Project Integration Management</b>	<b>Project plan development</b> – taking the results of other planning processes and putting them into a consistent coherent document	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project charter creation</b> - creating a document which formally authorizes a project	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project plan execution</b> – carrying out the project plan by performing the activities it contains	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Integrated change control</b> – coordinating changes across the entire project	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project close out</b> - finalizing project activities, including administrative and contract closeout	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project scope statements</b> - describing the characteristics and boundaries of the project in order to further plan the project	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project work</b> - monitoring and controlling the work of the project	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project selection methods</b> -measurement of value - return to the organization and/or project owner	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00
	<b>Project management tools</b> - using tools such as a project methodology, project management information system, or configuration management system to guide - integrate the project	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>Integration Average</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Project Scope Management</b>	<b>Scope planning</b> – developing a written scope statement as the basis for future project decisions	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Scope definition</b> – decomposing the major projected deliverables into smaller, more manageable components	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Scope verification</b> – formalizing acceptance of the project scope	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Scope change control</b> – controlling changes to the project scope	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Project constraints</b> – applicable restrictions that affect project performance	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Project scope statements</b> - describing the characteristics and boundaries of the project in order to properly plan the project.	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Scope management plan</b> - a document describing how the scope will be managed	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
	<b>Work breakdown structure</b> - description of how the project's scope will be decomposed	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00
<b>Scope Average</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>Client Name, PMSA Results</b>																
		<b>Participant Number</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	<b>Totals</b>
		<b>Years of Experience</b>														
<b>Project Time Management</b>	<b>Activity definition</b> – identifying the specific activities that must be performed to produce the various project deliverables	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Activity sequencing</b> – identifying and documenting logical relationships and dependencies among schedule activities	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Activity resource estimating</b> - estimating the type and quantities of resources required to perform each activity	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Activity duration estimating</b> – using a variety of techniques including analogous, parametric and 3 point to estimate the number of work periods that will be needed to complete individual activities	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Schedule development</b> – analyzing activity sequences, activity durations and resource requirements to complete the project schedule	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Schedule control</b> – creating a baseline and controlling changes to the project schedule, including project reporting	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Precedence, network, arrow diagramming methods</b> - illustration methods for project networks	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Critical path method</b> - schedule network analysis which includes the calculation of earl-late start and finish dates for the project, and task and path float	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Schedule compression</b> - methods to shorten the project without changing the scope	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Project management software</b> - working with a software program to assist with schedule development and monitoring	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Resource leveling</b> - form of network analysis in which the schedule is driven by resource availability concerns	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
<b>Time Average</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Project Cost Management</b>	<b>Resource planning</b> – determining what resources (people, equipment, materials, etc.) and what quantities of each should be used to perform project activities	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Cost estimating</b> – developing an estimate of the costs of resources required to complete project activities	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Cost budgeting</b> – allocating the overall cost estimate to individual work packages	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Project funding requirements</b> - using the cost and schedule baselines to establish project funding requirements	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Cost control</b> - controlling performance and changes to the project budget and cost accounts	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Estimating tools/types</b> - analogous, parametric, definitive methods...contingency analysis	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Cost management plan</b> - a description and process for managing the costs of the project	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Earned value management</b> - a measurement method for cost and schedule performance	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
<b>Cost Average</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

Client Name, PMSA Results																	
		Participant Number	1	2	3	4	5	6	7	8	9	10	11	12	13	Totals	
		Years of Experience															
Project Quality Management	<b>Quality planning</b> – identifying which quality standards are relevant to the project and determining how to satisfy them	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	
	<b>Quality management</b> - understanding how quality complements project management and the integration of customer satisfaction, prevention over inspection and continuous improvement	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	
	<b>Quality assurance</b> - evaluating overall project performance on a regular basis to provide confidence that the project will satisfy quality standards	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	
	<b>Quality control</b> - monitoring specific project results to determine if they comply with relevant standards and identifying ways to eliminate causes of unsatisfactory performance	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	
	<b>Quality tools</b> - pareto analysis, histograms, control and run charts for planning and control of projects	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	
	<b>Quality management plan</b> - describing how the project team will implement the quality policy, what metrics will be evaluated and how the processes will be improved	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	
	<b>Quality Average</b>	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Project Human Resource Management	<b>Human resource planning</b> – identifying, documenting and assigning project roles, responsibilities and reporting relationships	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Staff Acquisition</b> – getting the human resources needed assigned to and working on the project	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Team development</b> – developing individual and group skills/competencies to enhance project performance	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Project team management</b> - tracking team member performance, providing feedback and resolving team issues	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Role and responsibility assignments</b> – using tools such as a Responsibility Assignment Matrix to determine who does what and who decides what	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Staffing management plan</b> – description of how project human resources will be handled	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Co-location</b> – physical location of team members	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
	<b>Virtual teaming</b> – managing the challenges of a dispersed team	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1.00	
<b>Human Resources Average</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Project Communications Management	<b>Communications planning</b> – determining the information and communications needs of the stakeholders; who needs what information, when will they need it, and how will it be given to them	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Lessons learned analysis</b> – documentation and rationale behind project success and failure	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Information distribution</b> – making needed information available to project stakeholders in a timely manner	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Performance reporting</b> – collecting and disseminating performance information.	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Stakeholder management</b> - managing communications to satisfy the requirements of stakeholders	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Communication requirements</b> – analyzing the information requirements and selecting the appropriate technology for delivery	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Communications management plan</b> – an overview of the communications structure for the project	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Communication skills</b> – skills used to gather and disseminate information, includes listening, presentation, writing	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.00	
	<b>Communications Average</b>	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

<b>Client Name, PMSA Results</b>																
		<b>Participant Number</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	<b>Totals</b>
		<b>Years of Experience</b>														
<b>Project Risk Management</b>	<b>Risk management planning</b> – deciding how to approach and plan for risk	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Risk identification</b> – determining which risks are likely to affect the project and documenting the characteristics of each on a risk register	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Qualitative risk analysis</b> – performing a qualitative analysis including probability and impacts of the risks and conditions to prioritize their effects on project objectives	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Quantitative risk analysis</b> – measuring the probability and impact of risks and estimating their implications for project objectives using sensitivity analysis, decision trees, modeling and simulation	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Risk response planning</b> – developing procedures and techniques to enhance opportunities and to reduce threats to the project’s objectives from risk	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Risk monitoring and control</b> – keeping track of identified risks, monitoring residual risks and identifying new risks, ensuring the execution of risk plans, and evaluating their effectiveness in reducing risk	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
	<b>Risk management plan</b> – plan which describes how risk will be structured and managed in the project, including probability and impact matrix	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.00
<b>Risk Average</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Project Procurement Management</b>	<b>Plan purchases and acquisitions</b> – determining what to procure, how much to procure, and when. Make vs. buy.	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Buyer and seller relationships</b> - understand contract life cycles and differing roles sellers may take during different phases of the project lifecycle	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Plan contracting</b> - documenting products, services and results requirements and identifying potential sellers	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Request seller responses</b> – obtaining quotations, bids, offers or proposals as appropriate	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Select sellers</b> – choosing from among potential sellers	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Contract administration</b> – managing the relationship with the seller	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Contract closeout</b> – completion and settlement of the contract, including resolution of open items	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4.00
	<b>Procurement Average</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>