

Programme Maturity Questionnaire

Please would you provide some brief details of the programme. Guidance on how to complete is provided at the end of the Questionnaire

Ref	Question	Response
0.1	How big is the programme — maximum number of people working on it at any point in time.....
0.2	How long will the programme last (months)
0.3	What is the maximum number of component projects/work-streams within the programme at any point in time
0.4	How long since the programme was officially started (months)
0.5	What is your role in this programme - Programme Manager/Director Project Manager Sponsor Quality Manager Other (please describe)	<i>Please Tick</i> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
0.6	What type of programme is this Software Development /other IT development Construction/Civil Engineering Organisational or Management Change Other (please describe)	<i>Please Tick</i> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
0.7	What industry sector is this programme for _____ Telecomms Finance Energy & Utilities Government/Public Sector Manufacturing Transport Retail Other (please describe)	<i>Please Tick</i> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
0.8	Is this an "In-house" programme or an externally managed one.....	<i>Please Tick</i> <input type="checkbox"/> In-house <input type="checkbox"/> External
0.9	Please give a brief description of the programme — what it does, what it is intended to achieve, any key issues 	
0.10	Please give the geographical location of the prime programme office and the number of significant locations involved in the programme (e.g., <i>London, 20 locations in UK</i>) 	

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Please answer the following questions about the **management organisation** of the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
1.1	The roles and responsibilities of component project/work-stream managers are defined and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	The roles and responsibilities of all programme management staff are defined and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	A programme support office or its equivalent exists with defined and agreed terms of reference, with adequate tools and resources and with defined and agreed processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	The relationship between the programme and the rest of the “client” organisation, including other relevant programmes and initiatives, is defined and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	Regular and effective mechanisms are in place to report the progress of the programme to the “client” organisation, and to other relevant programmes and initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about the **planning** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
2.1	Individual projects/work-streams are planned in terms of activities, milestones, deliverables.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	The programme is planned — i.e. relationships between component projects/work-streams are understood and inter-project dependencies are identified and agreed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	Resource utilisation is planned on a programme-wide basis, with mechanisms in place for sharing common resources (e.g. staff, infrastructure, 3 rd -party services).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	Effective systems are in place to monitor the progress of all projects/ work-streams and of the dependencies and relationships between them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Effective co-operation exists between projects/work-streams so that surplus resources are transferred between them in order to maximise the effectiveness and/or efficiency of the whole programme.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about the **management of benefits** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
3.1	The business benefits that the programme is expected to deliver are identified, defined and agreed in clear and unequivocal terms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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3.2	The relationship between individual benefits and the costs of achieving them is understood and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	Plans have been defined and agreed on how benefits will be achieved within the business and on how achievement will be measured.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4	Responsibilities have been allocated to, and agreed by individuals for ensuring the delivery of all expected business benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5	Mechanisms are successfully operating to monitor and report progress on the achievement of all business benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about the **management of stakeholders** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
4.1	All stakeholders have been identified and contacted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	The specific interests and involvement of each stakeholder have been defined and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	A stakeholder communication strategy has been defined and agreed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4	The stakeholder communication strategy is fully operational.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5	Evidence exists to show that the stakeholders understand and support the programme.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about **issue & risk management** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
5.1	Each component project/work-stream has effective working risk and issue register(s) at the "project level" for project level risks and issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	The programme has effective working risk and issue register(s) for "programme level" risks and issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	Effective processes exist for escalating issues and risks from "project/work-stream" to "programme level".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Effective processes exist for the escalation of issues and risks from the "programme level" upwards to the "strategic level".	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Effective management of "programme level" risks and issues exists; including appropriate arrangements for the resolution of issues, for the mitigation/containment of risks and for the management of risk contingencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Please answer the following questions about **quality management & auditing** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
6.1	The quality requirements of all deliverables are defined and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2	Component projects/work-streams have defined and agreed plans for verifying and validating the quality of all their deliverables.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3	The projects/work-streams' quality plans are effectively implemented and the programme has a defined and agreed plan for confirming the quality of all deliverables.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4	Effective audit arrangements are in place to verify the conformance of all parts of the programme to agreed plans, processes and quality requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5	The quality performance of all parts of the programme is measured, monitored, reported and used as a basis for initiating on-going improvements in programme performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about **configuration management** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
7.1	Items to be subjected to configuration management have been defined and agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.2	Adequate plans exist for establishing and maintaining control over configuration items.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.3	Configuration plans are effectively implemented and are providing comprehensive information on the status and relationships of all configuration items.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.4	Audits or similar review activities are undertaken to confirm the accuracy of configuration management information and effective action is taken to resolve any discrepancies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.5	Configuration management activities are integrated with other programme processes so that all change to configuration items can be traced back to the originating event (such as a Change Request) and forward to the programme's products and deliveries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about the **internal communication** within the programme. Please tick one box for each question.

Ref	Question	<i>Tick one box per question</i>		
		<i>None</i>	<i>Partly</i>	<i>Fully</i>
8.1	Project/work-stream and Team Managers pass <u>down</u> the relevant information to those working within their projects and teams.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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|-----|--|--------------------------|--------------------------|--------------------------|
| 8.2 | The programme has formal processes and/or mechanisms for communicating key information <u>down</u> to all working within the programme. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.3 | Processes or mechanisms exist to support effective <u>two-way</u> communication between “programme level” management and all working within the programme. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.4 | Effective processes or mechanisms exist for all working on the programme to access key information about plans, progress or issues of any other part of the programme. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.5 | The internal communication between all parts of the programme is measured, monitored, reported and used as a basis for initiating on-going improvements. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*Please answer the following questions about the control of the programme's **accounts and finances**. Please tick one box for each question.*

- | Ref | Question | <i>Tick one box per question</i> | | |
|------------|--|----------------------------------|--------------------------|--------------------------|
| | | <i>None</i> | <i>Partly</i> | <i>Fully</i> |
| 9.1 | The programme monitors its total use of resources (e.g. staff) against estimates. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.2 | Component projects/work-streams monitor their use of resources against individual project/stream estimates. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.3 | The programme monitors all expenditure (including that of staff resources) against estimates and budgets at programme level | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.4 | The programme estimates and monitors all changes to budget, including those that result from change requests, exceptions and concessions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.5 | The programme generates effective management information enabling it to identify areas within the programme where money could be spent more effectively and periodically compares latest estimates with expected benefits. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

*Please answer the following questions about the **management of scope & change** within the programme. Please tick one box for each question.*

- | Ref | Question | <i>Tick one box per question</i> | | |
|------------|--|----------------------------------|--------------------------|--------------------------|
| | | <i>None</i> | <i>Partly</i> | <i>Fully</i> |
| 10.1 | A clear baseline of the scope and contents for the whole programme is defined and agreed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10.2 | The division of the programme's scope and contents into component projects/work-streams has been defined and agreed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10.3 | Consistent mechanisms are in place to ensure that all changes to the programme's scope are recorded. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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|------|---|--------------------------|--------------------------|--------------------------|
| 10.4 | Consistent mechanisms are in place to ensure that all changes to the programme's scope are fully assessed for impact and formally authorised prior to implementation. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10.5 | The assessment of changes includes evaluating the impact on the programme's expected business benefits and programme budgets. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Finally, please indicate your **overall rating** of the programme's maturity by indicating which of the following statements best describes it. Please tick only one box in this section for the statement that best describes the overall state your programme.

- | <i>Ref</i> | <i>Question</i> | <i>Please Tick
<u>one box only</u></i> | | |
|------------|--|--|--------------------------|--------------------------|
| 11.1 | The programme is primarily a collection of projects or work-streams with few "programme level" functions and little co-ordination. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11.2 | The programme is planned as a co-ordinated entity, there is relatively little effective co-ordination between projects/work-streams or control at the "programme level". | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11.3 | There is a significant degree of co-ordination between projects/work-streams and of control at "programme level", although further could be achieved if there were more resources or tools at "programme level". | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11.4 | There is a high degree of co-ordination between projects/work-streams and "programme level" control of projects/streams, with all necessary "programme level" tools and resources available, although there is scope for significant further improvement in pro-active management of benefits and the linking of the programme into the relevant parts of the "client" organisation's overall strategy.. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11.5 | There is a high-degree of co-ordination of projects/work-streams and programme level control; programme management have all the visibility and control that is required and are pro-actively managing benefits and the programme is contributing to the relevant parts of client organisation's overall strategy. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Please add your name, contact address, etc in case we need to clarify any points with you.

Name:

Completion Date:

Contact Address:

E-mail Address:

Telephone:

Guidance on Completion of Programme Maturity Questionnaire

This guidance material is designed to ensure that the questionnaires are completed in a consistent manner, which will allow valid comparisons to be made between them.

The key requirement is to base all responses on an objective assessment of the programme at a particular point in time — not how it was in the past, or how it will be in the future. The questionnaire should only be used to describe genuine programmes – i.e.

A co-ordinated portfolio of projects that is designed to change the organisation so as to achieve business benefits that are of strategic importance.

Below is guidance on how to complete each section of the questionnaire.

Note that within this questionnaire, we refer to projects/work-streams. Work-streams are deemed to be comparable to projects in that they are they major units of work that need to be combined as a coherent programme.

Section 0 — Brief Details of Programme

This section will allow questionnaires to be categorised and different types of programme to be compared.

- 0.1 Programme size — give the number of people currently working on it, including contractors, part-timers and direct sub-contractors or consortium partners. Include all working in component projects, but not senior management outside the programme.*
- 0.2 Programme duration — give the expected number of months from kick-off to completion of all development. If the programme is primarily concerned with developing some new facility or capability, leave out any subsequent, on-going maintenance or support phases.*
- 0.3 Complexity — give the number of projects (or equivalent component parts) into which this programme is divided.*
- 0.4 How long since official start. Give the time in months since the programme was kicked off. (Programmes in their early stages can be expected to be less mature than those in later stages)..*
- 0.5/6/7 Self-explanatory — this will allow analysis of responses according to different categories of project or viewpoint.*
- 0.8 An "In house" programme is one where the people undertaking the programme and the customer(s) of the programme all work for the same organisation.*
An "External" programme is one where those undertaking the programme work for a different organisation to the users or customers and there is thus a formal, contract-based, commercial relationship between the programme provider and the customer.
- 0.9 Brief description — Without giving away any confidential information, please indicate what the programme is about and any key features. E.g.*

“This programme will create a nation-wide learning network, based on the World-Wide Web. It involves creating Internet sites, content management facilities, training material, a central computer park with back-up and a nationwide communication facility. Work is being undertaken against tight timescales by a consortium of eight

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British and overseas companies ranging in size from 50 to 5,000 employees. Currently, it is in the start-up phase and is thus fairly simple in structure, but it will become more complex later."

0.10 *Please indicate the location at which the programme is based and the location of other sites. E.g.*

"Centred in Leeds, work at 5 other sites in UK and three elsewhere in Europe."

Sections 1-10 —

These sections are largely self-explanatory. They are based upon the overview of programme management contained within "Managing Successful Programmes", written by the Central Computer and Telecommunications Agency and published by the Stationery Office.

The questions are largely self-explanatory, but some general points to keep in mind when answering any these sections are given below

- *You should tick a single box for each question — Thus for every question you should reply either*
 - *None — the programme does not currently meet any (or hardly any) of the requirements embodied in the question, or*
 - *Partly — the programme meets some, but not all of the requirements embodied in the question, or*
 - *Fully — the programme meets all (or almost all) of the requirements embodied in the question.*
- *"Defined and agreed" means defined in writing and formally agreed, for example, with signatures on master copies of documents.*

Some specific points about individual questions and sections are given below.

Question 1.2 — "Programme management staff" includes Programme Director, Programme Sponsor and Programme Board, as well as the management and staff of any programme support office.

Questions 1.4 & 1.5 — The "client organisation" means whoever the programme is being undertaken for. In the case of "in house" programmes, the "client organisation" will be some other part of the business, such as the user department(s) or the Main Board.

"Other relevant programmes and initiatives" reflects the fact that sometimes a programme, although large, is itself only one of a portfolio of programmes. In such circumstances all programmes within the portfolio will need to be communicated with.

Question 2.3 — "Common resources" can include development staff, infrastructure, tools and 3rd-party services.

Section 3 — "Business benefits" are the commercial, financial or other benefits that the organisation is expecting to obtain as a result of completing the programme. They are distinct from the technical features or capabilities to be provided by new developments. For example, the Channel Tunnel Rail Link will provide the technology to run trains at 120 m.p.h. between Folkestone and St Pancras. The business benefit will be that 10,000s of fare paying passengers will chose to travel by train as a result.

Business benefits are usually calculated on the basis of a certain scope for the programme. This scope (and changes thereto) are covered in section 10.

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Section 4 — “Stakeholders” can include sponsor, Steering Board, owners, shareholders, executive management, customers, suppliers, internal/external auditors, security staff, press/media, risk/compliance management, regulatory bodies, trade unions.

Question 4.5 — “Evidence” will typically be provided by some form of measurement of effectiveness, typically based on an audit or survey.

Question 5.4 — “Strategic Level” means the level within the organisation to which the Programme reports. In the case of a programme being managed by an external contractor, this might be the client’s Main Board. Alternatively, where the programme is part of an “in-house” portfolio of programmes, it might be a “Strategic Change Steering Group”, or equivalent.

Questions 6.2 & 6.3 — The “projects’ quality plans” referred to in question 6.3 are the same as the plans referred to in question 6.2 in which methods for verifying and validating the quality of deliverables are defined. They may be referred to as quality plans, method statements, test plan, etc.

Question 6.4 — The “audit arrangements” are the reviews or audits that are used to verify the conformance to the programme’s quality system. They are not usually the same as the financial audit arrangements that exist within all large organisations, which do not normally provide such verification.

Section 7 - Configuration Management is the process of keeping related information complete and up-to-date. Depending upon the type of the programme, such information could include contracts, requirements definitions, specifications, designs, software, tools, test data and results, user documentation, training courses and acceptance certificates.

Section 8 — This section refers to communication within the programme. It does not refer to communication outside the programme, such as that with stakeholders which is covered in section 4.

Question 10.1 & 10.2 — Scope and content is not usually the same thing as detailed requirements. These latter are frequently produced and agreed as part of the programme.

Section 11

In this section you should indicate your overall opinion of the maturity of the programme by ticking the single statement that best matches the programme.

Contact Details

Finally, please provide your name and contact details so that we may get back to you in the event of a question.

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