## Intro

Thank you for taking time to complete the following initial assessment. COMPANY is looking for a few exceptional people to join our team. We believe that one of the primary factors to your success with our company is finding a cultural fit. There are no right or wrong answers to this survey. The survey is a tool to help us identify the candidates with the best match, out of the many outstanding people who have expressed an interest.

Please save this file with your name in the filename. (For example: First name Last name PM\_Survey.doc) Email this survey to CONTACT.

|  |  |
| --- | --- |
| **Name:** |       |
| **Email Address:** |       |
| **Phone Number:** |       |
| **Preferred Contact Method:** |       |

## Skills

Please identify how important each of these skills are in performing the duties of a project manager.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Critical** | **Very Important** | **Helpful** | **Not Important** | **Not needed** |
| Reading comprehension | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Written communications | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Oral communications | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Listening skills | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Teaching ability | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| PM certification | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Formal project management training | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Programming knowledge | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Database admin experience | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Artistic ability | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Analytical skills | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Organizational skills | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Subject matter expertise (accounting experience for an accounting system, logistics experience for a track/trace system) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Ability to follow defined processes | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Ability to modify processes by project | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Acceptance of diversity | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Compassion | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Leadership ability | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Stress management | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Decision making ability | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Ability to define and manage technical details | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

### What are the three most important skills from the previous list?

Select three (3).

|  |  |
| --- | --- |
| [ ]  | Reading comprehension |
| [ ]  | Written communications |
| [ ]  | Oral communications |
| [ ]  | Listening skills |
| [ ]  | Teaching ability |
| [ ]  | PM certification |
| [ ]  | Formal project management training |
| [ ]  | Programming knowledge |
| [ ]  | Database admin experience |
| [ ]  | Artistic ability |
| [ ]  | Analytical skills |
| [ ]  | Organizational skills |
| [ ]  | Subject matter expertise (accounting experience for an accounting system, logistics experience for a track/trace system) |
| [ ]  | Ability to follow defined processes |
| [ ]  | Ability to modify processes by project |
| [ ]  | Acceptance of diversity |
| [ ]  | Compassion |
| [ ]  | Leadership ability |
| [ ]  | Stress management |
| [ ]  | Decision making ability |
| [ ]  | Ability to define and manage technical details |

### What are the three least important skills from the previous list?

Select three (3).

|  |  |
| --- | --- |
| [ ]  | Reading comprehension |
| [ ]  | Written communications |
| [ ]  | Oral communications |
| [ ]  | Listening skills |
| [ ]  | Teaching ability |
| [ ]  | PM certification |
| [ ]  | Formal project management training |
| [ ]  | Programming knowledge |
| [ ]  | Database admin experience |
| [ ]  | Artistic ability |
| [ ]  | Analytical skills |
| [ ]  | Organizational skills |
| [ ]  | Subject matter expertise (accounting experience for an accounting system, logistics experience for a track/trace system) |
| [ ]  | Ability to follow defined processes |
| [ ]  | Ability to modify processes by project |
| [ ]  | Acceptance of diversity |
| [ ]  | Compassion |
| [ ]  | Leadership ability |
| [ ]  | Stress management |
| [ ]  | Decision making ability |
| [ ]  | Ability to define and manage technical details |

##  Tools

Please identify how important each of these tools are in performing the duties of a project manager.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Critical** | **Very Important** | **Helpful** | **Not Important** | **Not needed** |
| Microsoft Office (Word, Excel, PowerPoint) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Flow charts (Visio or flowcharting software) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Microsoft Project or similar project management software | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Rational Rose software | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Email | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Phone | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Project schedules | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Daily project status reports | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Weekly status reports | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Milestones | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Software development lifecycle methodologies (SDLC) | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| White board | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Colored file folders | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Client project portal | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Web collaboration software | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| Webcam | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

### What are the three most important tools from the previous list?

Select three (3).

|  |  |
| --- | --- |
| [ ]  | Microsoft Office (Word, Excel, PowerPoint) |
| [ ]  | Flow charts (Visio or flowcharting software) |
| [ ]  | Microsoft Project or similar project management software |
| [ ]  | Rational Rose software |
| [ ]  | Email |
| [ ]  | Phone |
| [ ]  | Project schedules |
| [ ]  | Daily project status reports |
| [ ]  | Weekly status reports |
| [ ]  | Milestones |
| [ ]  | Software development lifecycle methodologies (SDLC) |
| [ ]  | White board |
| [ ]  | Colored file folders |
| [ ]  | Client project portal |
| [ ]  | Web collaboration software |
| [ ]  | Webcam |

### What are the three least important tools from the previous list?

Select three (3).

|  |  |
| --- | --- |
| [ ]  | Microsoft Office (Word, Excel, PowerPoint) |
| [ ]  | Flow charts (Visio or flowcharting software) |
| [ ]  | Microsoft Project or similar project management software |
| [ ]  | Rational Rose software |
| [ ]  | Email |
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| [ ]  | Daily project status reports |
| [ ]  | Weekly status reports |
| [ ]  | Milestones |
| [ ]  | Software development lifecycle methodologies (SDLC) |
| [ ]  | White board |
| [ ]  | Colored file folders |
| [ ]  | Client project portal |
| [ ]  | Web collaboration software |
| [ ]  | Webcam |

## Multiple Choice

Please choose the answer that best reflects your belief, opinion, or experience.

### The best project manager…

|  |  |
| --- | --- |
| [ ]  | Is first an expert in the subject matter for the project, and can solve detailed content or functionality problems as they occur. |
| [ ]  | Primarily manages based on the project schedule and responsible parties. The PM is able to quickly manage milestones and responsible parties. |
| [ ]  | Applies rigid project management methodologies to the project. Structure and proven techniques are required for a project to be successful. |
| [ ]  | Facilitates the projects to make sure each team member has what they need to complete their tasks. The PM coordinates activities of multiple groups by bridging the high level milestones to the low level tasks and deliverables. |
| [ ]  | Understands the fundamentals of business accountability, and ensures that someone else is always blamed when the project fails. |
| [ ]  | None of the above. |

### Project Management certification (PMI, PMP, APMC, etc.) is …

|  |  |
| --- | --- |
| [ ]  | Possible to follow project management standards without going through the certification process.  |
| [ ]  | Proof of a person’s ability to manage a project effectively. |
| [ ]  | Important for larger organizations and projects, but not as important for smaller project teams. |
| [ ]  | Looks great on your resume, but not required to be a solid project manager. |
| [ ]  | An experience which improves a project manager’s skills and approach. |
| [ ]  | None of the above. |

### I enjoy project management because…

|  |  |
| --- | --- |
| [ ]  | It’s a chance to tie together many moving pieces into one desired outcome. |
| [ ]  | I enjoy managing people more than coding, but still want to work with cutting edge technologies and systems. |
| [ ]  | I enjoy managing the project details, and ensuring every part is completed on time. |
| [ ]  | I think it will be a great chance to change my career focus, and explore a new area of software development. |
| [ ]  | I was tired of getting burned by the deep fryer. |
| [ ]  | None of the above. |

### Software and web applications are…

|  |  |
| --- | --- |
| [ ]  | Solutions that reduce operating cost and drive revenue by automating business processes. |
| [ ]  | Tools that facilitate business decisions by providing important information to the right people at the right time. |
| [ ]  | Only as powerful as the technology used to create them. |
| [ ]  | Generally poorly designed, and not consistent with a business’ goals. |
| [ ]  | A way to ensure quality results without having to worry about employee ability. |
| [ ]  | None of the above. |

### The primary value of a consulting and development company like S & K is…

|  |  |
| --- | --- |
| [ ]  | Solve a company’s problems by implementing solutions that worked for other companies. |
| [ ]  | Provides expertise in areas that a company doesn’t have internally. |
| [ ]  | Facilitate changes within a company by identifying areas with the highest return on investment. |
| [ ]  | Augment internal resources for special projects or rushed deliverables. |
| [ ]  | A waste of money. |
| [ ]  | None of the above. |

## Background and Employment Preferences

### What are your goals for this position?

|  |  |
| --- | --- |
| [ ]  | Manage other project managers immediately |
| [ ]  | Serve as project management team leader and mentor |
| [ ]  | Work as senior project manager on complicated and larger projects |
| [ ]  | Expand position to also work as a business requirements analyst |
| [ ]  | Transition to different role in company (Analyst, Developer, DBA, QA) |

### What are your formal educational goals?

|  |  |
| --- | --- |
| [ ]  | Formal education complete |
| [ ]  | Pursue graduate degree |
| [ ]  | Pursue advanced certification |
| [ ]  | Other:       |

### Where do you prefer to work?

|  |  |
| --- | --- |
| [ ]  | Onsite with S&K development team |
| [ ]  | Onsite with client |
| [ ]  | Work from home |
| [ ]  | Other:       |

## Word Pairs

Please select which is most important to you from the following pairs.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Much More | More | Equal | More | Much More |  |
| Formal education | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Experience |
| Document | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Communicate directly |
| Dictate | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Facilitate |
| Type A personality | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Type B personality |
| Lead | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Follow |
| Learn new things | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Existing knowledge |
| Technical skills | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | People skills |
| Job title | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Peer recognition |
| Work | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Vacation |
| Buy | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Rent/Lease |
| Disney | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Muppets |
| Self taught | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Formal instruction |
| Mentorship | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Certification |
| Client goals | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Employer goals |
| Employee goals | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Employer goals |
| Next new thing | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Tried and true |
| Established templates | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Custom documents |
| Use existing processes | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Create new processes |
| Stability | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Change |
| Pressure | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Relaxed |
| Policy | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Actions |
| Internet changed all business rules | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Business rules haven’t changed |
| Think | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  | Feel |

## Short Answer Questions

Please provide a brief answer to the following questions.

### What are three things you do exceptionally well that an average project manager doesn’t?

### What are the three most important qualities you look for in an employer?

### What is your philosophy on project management?

### What have you read lately?

### What do you expect to be doing 5 years from now?

### What were the three biggest influences in your career?

### Scenario: A project you’re working on has a customer that wants the project completed as soon as possible. The development team notifies you that they will not be able to complete the project in the estimated hours. What do you do?

### Scenario: After reviewing the project requirements and design documents, the team feels that an open source or third party software will meet the business need at a much lower cost to the client. However, this option will also reduce revenue the company was expecting for the project. What do you do?