Coding scheme APM Survey Opportunity Management (Final)

Introduction and Consent

Question or Alternative [Only 1 selection possible]	Code	Variable Name
I have read the above information about purpose, privacy, security and processing of the survey data, and I consent to participate in the survey and to have my answers stored and processed as indicated	1	Proceed
I do not want to proceed with the survey	2	Stop

≪ if "No" is answered, all further questions will be skipped ≫

1. Company and Project Management Roles

Q1. How would you classify the primary role of your company in projects (choose one)?

Alternative [Only one selection possible]	Code	Variable Name
Mainly as a contractor to others	1	Contractor
Mainly as a client/owner using contractors	2	Client
Sometimes as a contractor, sometimes as a client/owner, depending on the project	3	Contractor/Client
As an organisation that typically executes projects fully internally	4	Internally
As a consultant or service organisation for projects	5	Consultant
As a training, educational, or research organisation for project management	6	Training
Other, namely [_____]	7	Other
Prefer not to answer / don't know	0	N/A

Q2. In what sector(s) is your company active (you can choose more than one)?

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
Agriculture, forestry and fishing	1	Agriculture
Mining and quarrying	2	Mining
Oil & Gas	3	Oil
Manufacturing	4	Manufacturing
Energy and electricity supply	5	Energy
Water supply, sewage and waste management	6	Water
Construction	7	Construction
Wholesale and retail trade	8	Wholesale
Transport and storage	9	Transport
Accommodation and food services	10	Accommodation
Information and communication	11	Information
Finance, insurance and real estate	12	Finance
Professional, scientific and technical activities	13	Professional
Administrative support services	14	Administrative
Public administration and defence	15	Public
Education and training	16	Education
Pharmaceuticals and health care	17	Pharmaceuticals
Other, namely [_____]	18	Other
(*) Prefer not to answer / don't know	0	N/A

Q3. For Project Management (PM), my company uses the following standards:

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
APM	1	APM
PMI	2	PMI
Axelos (e.g., PRINCE2, MSP, M_o_R)	3	Axelos
IPMA	4	IPMA
BSI (e.g., BS 6079)	5	BSI
ISO (e.g., ISO 21500 or ISO 31000)	6	ISO
Internal PM standards	7	Internal
Other PM standards by professional bodies, namely [_____]	8	Other
No fixed PM standards, standards are determined by the project or the client	9	Not_fixed
(*) No standards at all	10	None
(*) Prefer not to answer / don't know	0	N/A

Q4. My **current** typical roles in projects of my company are

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
Project Board / Steering Group member	1	Project_Board
Sponsor / SRO	2	Sponsor
Portfolio Manager	3	Portfolio_Manager
Programme Director / Programme Manager	4	Programme_Director
Project Director / Project Manager	5	Project_Director
Business Change Manager / Business Opportunity Manager	6	Change_Manager
Project Risk Manager / Risk Facilitator / Risk Engineer / Risk Coordinator	7	Risk_Manager
Project Engineer	8	Project_Engineer
Business Developer	9	Business_Developer
PMO / Project Services / Project Controls	10	PMO
Project Support	11	Project_Support
Product owner (Agile)	12	Product_Owner
SCRUM Master	13	SCRUM_Master
Other, namely [_____]	14	Other
(*) Prefer not to answer	0	N/A

Q5a. What is the main seat of operation for your organisation?

Alternative [Only one selection possible]	Code	Variable Name
UK	1	UK
Ireland	2	Ireland
Mainland Europe	3	Europe
USA	4	USA
Other, namely [_____]	5	Other
Prefer not to answer / don't know	0	N/A

Q5b. In what countries does your organisation carry out its projects? (multiple answers possible)

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
UK	1	UK
Ireland	2	Ireland
Mainland Europe	3	Europe
Asia	4	Asia
Africa	5	Africa
North-America	6	NorthAmerica

South-America	7	SouthAmerica
Australia and New Zealand	8	Australia
Other, namely [_____]	9	Other
(*) Prefer not to answer / don't know	0	N/A

Q6a. To support me in my current project roles, I have the following qualifications / certifications:

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
APM PFQ	1	APM_PFQ
APM PMQ	2	APM_PMQ
APM PQ or PPQ	3	APM_PQ
APM Risk Level 1	4	APM_Risk_1
APM Risk Level 2	5	APM_Risk_2
APM ChPP	6	APM_ChPP
Axelos PRINCE2	7	Axelos_PRINCE2
Axelos MSP	8	Axelos_MSP
Axelos MoP	9	Axelos_MoP
Axelos M_o_R	10	Axelos_M_o_R
APMG Agile	11	APMG_Agile
IPMA Level D	12	IPMA_D
IPMA Level C	13	IPMA_C
IPMA Level B	14	IPMA_B
IPMA Level A	15	IPMA_A
IRM Certificate in Risk Management	16	IRM_Certificate
IRM Diploma in Risk Management	17	IRM_Diploma
PMI CAPM	18	PMI_CAPM
PMI PMP	19	PMI_PMP
PMI PBA (Business Analysis)	20	PMI_PBA
PMI PgMP (Program Management)	21	PMI_PgMP
PMI PfMP (Portfolio Management)	22	PMI_PfMP
PMI SP (Scheduling)	23	PMI_SP
PMI RMP (Risk Management)	24	PMI_RMP
External or internal training course(s) on Project Management	25	External_PM
External or internal training course(s) on Risk Management	26	External_RM
Other, namely [_____]	27	Other
(*) No specific training	28	None
(*) Prefer not to answer	0	N/A

Q6b. Others in my organisation who are involved in project management roles, typically have training through:

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
APM	1	APM
IPMA	2	IPMA
PMI	3	PMI
Axelos (e.g., PRINCE2, MSP, M_o_R)	4	Axelos
APMG	5	APMG
Independent external training courses	6	External
Internal training courses	7	Internal
(*) No specific training	8	None
(*) Prefer not to answer / don't know	0	N/A

Q7. My experience in Project Management is:

Alternative [Only one selection possible]	Code	Variable Name
0-5 years	1	Y0_5
6-10 years	2	Y6_10
11-20 years	3	Y11_20
More than 20 years	4	Y20
Prefer not to answer	0	N/A

Alternative [Only one selection possible]	Code	Variable Name
0-5 years	1	Y0_5
6-10 years	2	Y6_10
11-20 years	3	Y11_20
More than 20 years	4	Y20

2. Your Experiences with Risk (Threat and Opportunity) Management on a Selected Project

Q8. Please give a short description of the project in a few lines, and in general terms, without identifying the exact project or your organisation

Question or Alternative	Code	Variable Name
None -- text box	-	-

Q8a. How would the size of this project be characterised in your organisation?

Alternative [Only one selection possible]	Code	Variable Name
Small	1	Small
Medium	2	Medium
Large	3	Large
Prefer not to answer / don't know	0	N/A

Q8b. Is the project using an iterative project life cycle, e.g., Agile?

Alternative [Only one selection possible]	Code	Variable Name
Yes	1	Yes
No	2	No
Prefer not to answer / don't know	0	N/A

Q9. I am involved in the following phase(s) of the life cycle of the selected project:

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
Concept (Project identification / Feasibility study, to Business Case)	1	Concept
Definition (Project planning, ending with the PMP)	2	Definition
Deployment (Project execution / Implementation / Construction...	3	Deployment
Transition (Commissioning and hand-over)	4	Transition
Adoption	5	Adoption
Benefits realisation	6	Benefits_Realisation
Operations	7	Operations
Termination (Disposal)	8	Termination
(*) Prefer not to answer	0	N/A

Q10. Take the project you have selected as a reference. Considering the above definitions, how do the following statements apply to that particular project?

Question	Code
a. For this project, we identified and discussed project risks	Q10_a
b. In this project, we distinguished clearly between risks and issues	Q10_b
c. The identified risks for this project typically concern events that may or may not happen	Q10_c
d. In this project, we had a person taking the role of risk manager	Q10_d
e. In this project, we followed a formal (following an internal or external standard) Risk Management process	Q10_e
f. For this project, we distinguished between Risk Analysis (Identification and Assessment) and Risk Management (Response Planning and Implementing Responses)	Q10_f
g. In this project, we applied Quantitative Risk Analysis (QRA) to assess the effect of risks on the schedule and cost estimates	Q10_g

Alternative [Only one selection possible]	Code	Variable Name
Yes	1	Yes
No	2	No
N/A	0	N/A

Q11. In what phases of the project that you selected was Risk Management carried out?

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
Concept (Project identification / Feasibility study, to Business Case)	1	Concept
Definition (Project planning, ending with the PMP)	2	Definition
Deployment (Project execution / Implementation / Construction…)	3	Deployment
Transition (Commissioning and hand-over)	4	Transition
Adoption	5	Adoption
Benefits realisation	6	Benefits_Realisation
Operations	7	Operations
Termination (Disposal)	8	Termination
(*) Explicit Risk Management was not (yet) carried out	9	None
(*) Prefer not to answer	0	N/A

Q12a. For this project, opportunities were identified in addition to threats

Alternative [Only one selection possible]	Code	Variable Name
Yes	1	Yes
No	2	No
Prefer not to answer / don't know	0	N/A

≪ if "No" is answered, questions 12b to 12e will be skipped ≫

Q12b. The identified opportunities for the project contained more of a business perspective, whereas threats were more technical

Alternative [Only one selection possible]	Code	Variable Name
Strongly disagree	1	SD
Somewhat disagree	2	D
Neither agree nor disagree	3	N
Somewhat agree	4	A
Strongly agree	5	SA
Prefer not to answer / don't know	0	N/A

Q12c. On this project, opportunities were seized quickly in the early project phases (Concept and Definition), whereas responding to threats was deferred to the Deployment phase

Alternative [Only one selection possible]	Code	Variable Name
Strongly disagree	1	SD
Somewhat disagree	2	D
Neither agree nor disagree	3	N
Somewhat agree	4	A
Strongly agree	5	SA
Prefer not to answer / don't know	0	N/A

Q12d. Were risks taken into account to establish the project estimates for schedule and cost? [No / Yes, only threats

Alternative [Only one selection possible]	Code	Variable Name
No	1	No
Yes, only threats	2	Threats
Yes, only opportunities	3	Opportunities
Yes, both threats and opportunities	4	Both
Prefer not to answer / don't know	0	N/A

Q12e. Opportunities played a role in the quantitative risk analysis (QRA) to assess the effect of risk events on the project estimates

Alternative [Only one selection possible]	Code	Variable Name
Yes	1	Yes
No	2	No
No QRA performed	4	No_QRA
Prefer not to answer / don't know	0	N/A

Q13a. For this project, we maintained a risk register (or risk log / risk repository)

Alternative [Only one selection possible]	Code	Variable Name
Yes	1	Yes
No	2	No
Prefer not to answer / don't know	0	N/A

≪ if "No" is answered, question 13b will be skipped ≫

Q13b. The **opportunities** in the risk register contained

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
(*) No opportunities, only threats	1	No_opportunities
Technical or engineering opportunities	2	Technical
Business, economic or commercial opportunities	3	Business
Opportunities related to the project stakeholders	4	Stakeholders
Opportunities related to the environment or sustainability	5	Environment
Opportunities related to logistics and supply chain	6	Logistics
Opportunities related to quality control	7	Quality
Other types of opportunities, namely _____	8	Other
(*) Prefer not to answer / don't know	0	N/A

3. Risk (Threat and Opportunity) Management in Your Organisation

Q14. Considering the definitions for Risk Events and Issues, how do the following statements apply to the Project Management Practices in your organisation in general?

Question	Code
a. Our organisation identifies and discusses project risks	Q14_a
b. Our organisation distinguishes clearly between project risks and issues	Q14_b
c. In our organisation, identified risks concern events that may or may not happen	Q14_c

Alternative [Only one selection possible]	Code	Variable Name
Strongly agree	5	SA
Somewhat agree	4	A
Neutral	3	N
Somewhat disagree	2	D
Strongly disagree	1	SD
N/A	0	N/A

Q15. For **smaller** projects in my organisation:

Question	Code
a. A risk register is created and used	Q15_a
b. We have a person taking the role of risk manager	Q15_b
c. We follow a formal Risk Management process (following an internal or external standard)	Q15_c
d. We apply Quantitative Risk Assessment (QRA) to assess the effect of risks on the schedule and cost estimates	Q15_d

Alternative [Only one selection possible]	Code	Variable Name
Always	5	Always
Often	4	Often
Half	3	Half
Sometimes	2	Sometimes
Never	1	Never
N/A	0	N/A

Q16. For **larger** projects in my organisation:

Question	Code
a. A risk register is created and used	Q16_a
b. We have a person taking the role of risk manager	Q16_b
c. We follow a formal Risk Management process (following an internal or external standard)	Q16_c
d. We apply Quantitative Risk Assessment (QRA) to assess the effect of risks on the schedule and cost estimates	Q16_d

Alternative [Only one selection possible]	Code	Variable Name
Always	5	Always
Often	4	Often
Half	3	Half
Sometimes	2	Sometimes
Never	1	Never
N/A	0	N/A

Q17. When does the identification of the risks in **smaller** projects in your organisation take place?

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
Concept (Project identification / Feasibility study, to Business Case)	1	Concept
Definition (Project planning, ending with the PMP)	2	Definition
Deployment (Project execution / Implementation / Construction...	3	Deployment
Transition (Commissioning and hand-over)	4	Transition
Adoption	5	Adoption
Benefits realisation	6	Benefits_Realisation
Operations	7	Operations
Termination (Disposal)	8	Termination
(*) No explicit risk identification is typically carried out	9	No_RM
(*) Prefer not to answer	0	N/A

Q18. When does the identification of the risks in **larger** projects in your organisation take place?

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
Concept (Project identification / Feasibility study, to Business Case)	1	Concept
Definition (Project planning, ending with the PMP)	2	Definition
Deployment (Project execution / Implementation / Construction...	3	Deployment
Transition (Commissioning and hand-over)	4	Transition
Adoption	5	Adoption
Benefits realisation	6	Benefits_Realisation
Operations	7	Operations
Termination (Disposal)	8	Termination
(*) No explicit risk identification is typically carried out	9	No_RM
(*) Prefer not to answer	0	N/A

Q19. Please take a look at the above definitions for Threats and Opportunities, and see how the following statements apply to the Project Management Practices in your organisation in general.

Question	Code
a. When we identify opportunities for our projects, these contain more of a business perspective, whereas threats are more technical	Q19_a
b. For our projects, opportunities are seized quickly in the early phases (Concept and Definition)	Q19_b
c. For our projects, responding to threats is typically deferred to the Deployment phase	Q19_c
d. The main reason for my organisation to carry out Risk Management is because the client requests it (answer N/A if you don't work with clients)	Q19_d
e. We (would) only include opportunities in our risk process when the client requests it (answer N/A if you don't work with clients)	Q19_e
f. We do typically not include opportunities in the risk process because we do not know how to respond to the opportunities after their identification	Q19_f
g. We take threats very seriously because they consider risk events that could harm the project by surprise	Q19_g
h. Opportunities are different from threats, since they often involve a conscious choice whether to seize the opportunity or not	Q19_h

Alternative [Only one selection possible]	Code	Variable Name
Strongly agree	5	SA
Somewhat agree	4	A
Neutral	3	N
Somewhat disagree	2	D
Strongly disagree	1	SD
N/A	0	N/A

Q20. For projects in our organisation, the following types of opportunities are typically identified:

Alternative [Multiple selections possible; (*) = exclusive]	Code	Variable Name
(*) We never identify opportunities, only threats	1	No_opportunities
Technical or engineering opportunities	2	Technical
Business, economic or commercial opportunities	3	Business
Opportunities related to the project stakeholders	4	Stakeholders
Opportunities related to the environment or sustainability	5	Environment
Opportunities related to logistics and supply chain	6	Logistics
Opportunities related to quality control	7	Quality
Other types of opportunities, namely [_____]	8	Other
(*) Prefer not to answer / don't know	0	N/A

≪questions 21 and 22 are skipped when the answer to Q20 was "We never identify opportunities"≫

Q21. For **smaller** projects in my organisation:

Question	Code
a. Opportunities are identified in addition to threats	Q20_a
b. The risk registers contain opportunities	Q20_b
c. Opportunities are taken into account to establish the project estimates (schedule, cost)	Q20_c
d. Opportunities play a role in the quantitative risk analysis (QRA) simulation to assess the effect of risk events on the project estimates	Q20_d

Alternative [Only one selection possible]	Code	Variable Name
Always	5	Always
Often	4	Often
Half	3	Half
Sometimes	2	Sometimes
Never	1	Never
N/A	0	N/A

Q22. For **larger** projects in my organisation:

Question	Code
a. Opportunities are identified in addition to threats	Q21_a
b. The risk registers contain opportunities	Q21_b
c. Opportunities are taken into account to establish the project estimates (schedule, cost)	Q21_c
d. Opportunities play a role in the quantitative risk analysis (QRA) simulation to assess the effect of risk events on the project estimates	Q21_d

Alternative [Only one selection possible]	Code	Variable Name
Always	5	Always
Often	4	Often
Half	3	Half
Sometimes	2	Sometimes
Never	1	Never
N/A	0	N/A

Q23. Risks can be both positive and negative; the term 'Threat' is used for a negative risk (downside risk), whereas 'Opportunity' is used for a positive risk (upside risk). One of the critiques is that the term "Opportunity" is overused and can lead to confusion in organisations. We are interested in your (and your organisation's) opinion about this confusion.

Question	Code
a. The term "opportunity" to denote risk with positive impacts on the project objectives is confusing	Q22_a
b. Using the term "upside risk" rather than opportunity would be helpful	Q22_b
c. Our organisation has strict standards in place for the use of the term "Opportunity"	Q22_c
d. I associate the term "risk" with a negative outcome	Q22_d
e. Using the term "threat and opportunity management" instead of "risk management" would help to include the "upside risks" in Project Risk Management	Q22_e
f. Opportunity management is better left to the business and not to the project organisation	Q22_f
g. The distinction between "business opportunity", "opportunity as an upside risk" and "opportunity in the colloquial sense" is not clear in our organisation	Q22_g
h. The opportunity management process should be separated from the threat management process	Q22_h
i. A separate opportunity register would be helpful instead of having to add the opportunities to the standard risk register	Q22_i
j. A Risk Assessment Matrix (RAM) or Probability and Impact Matrix (PIM) used to analyse the opportunities in our projects is a mirror of the RAM / PIM used to analyse the threats (choose N/A if your organisation does not use a RAM / PIM)	Q22_j
k. The term risk as an umbrella term that includes both threats and opportunities is difficult to grasp. A better use of words would be "risks and opportunities"	Q22_k
l. In our organisation, opportunities are dealt with in the Concept phase to define the business case. Threats follow later in the Definition phase. Because of the different timing, they do not and should not belong to one 'umbrella' risk process	Q22_l
m. Our organisation carries out some form of opportunity management, but it is not part of the Risk Management process	Q22_m
n. My organisation lacks the knowledge and/or tools to include opportunities in the Risk Management process	Q22_n
o. The application of a "no change" mindset after the Concept phase in the project life cycle makes it hard to actively manage opportunities on our projects	Q22_o

Alternative [Only one selection possible]	Code	Variable Name
Strongly agree	5	SA
Somewhat agree	4	A
Neutral	3	N
Somewhat disagree	2	D
Strongly disagree	1	SD
N/A	0	N/A

Q24. Both threats and opportunities influence the estimates (schedule, cost) for a project. Please take a look at the statements below for typical projects in your organisation.

Question	Code
a. When an opportunity surfaces in one of our projects, it is seized immediately and made part of the estimates and promises	Q23_a
b. Our estimates typically include most opportunities but not all the threats as this puts us in a better position for the project to continue or to win a tender	Q23_b
c. The estimates for our project are set up in such a way that there is little room for improvements, but a lot of room for threats to make the outcome worse than the estimates	Q23_c

Alternative [Only one selection possible]	Code	Variable Name
Strongly agree	5	SA
Somewhat agree	4	A
Neutral	3	N
Somewhat disagree	2	D
Strongly disagree	1	SD
N/A	0	N/A

Q25. Opportunity management has its own response options, such as Exploiting (as opposed to Avoiding a threat), Enhancing (as opposed to Reducing); Sharing / Investing (as opposed to Transferring / Insuring), and Rejecting (as opposed to Accepting).

Question	Code
a. My organisation actively plans responses for opportunities	Q24_a
b. In planning responses to opportunities, my organisation uses the concepts of Exploiting, Enhancing, Sharing and Rejecting	Q24_b

Alternative [Only one selection possible]	Code	Variable Name
Strongly agree	5	SA
Somewhat agree	4	A
Neutral	3	N
Somewhat disagree	2	D
Strongly disagree	1	SD
N/A	0	N/A

4. Final questions

Q26. Please share your thoughts about the application of opportunity management in your organisation, and how to enhance or improve it in general, in a few bullets below:

Question or Alternative	Code	Variable Name
None -- text box	-	-