



INNOVATE VANCOUVER

PROJECT MANAGEMENT MATURITY ASSESSMENT

A BRIEF INTRODUCTION



Introduction

THE PROJECT MANAGEMENT MATURITY MODEL

Project Management Maturity (P3M3) involves assessing an organization's proficiency with using the project management methodology described in the Project Management Body of Knowledge (PMBOK). Maturity is evaluated on a scale of 1-5, with each level being more consistent and proficient with the project competencies.

Not all organizations will need to reach level 5. And not all projects are the same. That is why each organization needs to identify what level will accomplish its goals. The Maturity Assessment is used to identify current proficiency, opportunities for improvement, and establish strategies to close the gap.

Different projects require different tools, which is why each organization needs to identify its PMO vision. This begins with conducting a PMO Assessment to validate its current maturity level. Most organizations first encountering project management will begin at Level 1: Awareness. Their goal is to then create repeatable consistent processes and best practices in order to realize the value available as a Level 2 Organization.

The following pages provide an overview of the criterion & definitions used for a Level 1 and a Level 2 Organization using the P3M3 Maturity Model.

Resource:

<https://www.axelos.com/best-practice-solutions/p3m3/what-is-p3m3>

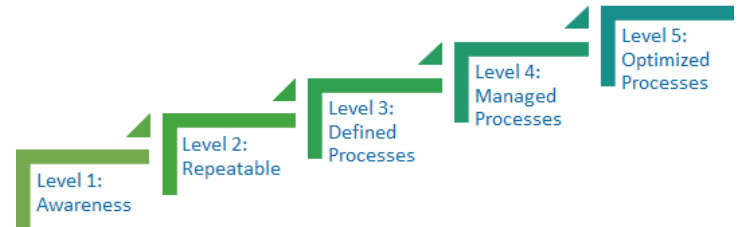
Level 1 - maturity includes the following definition:

7.1 Level 1 – Awareness of process

Processes are not usually documented. There are no, or only a few, process descriptions. They will generally be acknowledged, in that managers may have some recognition of the necessary activities, but their actual practice is determined by events or individual preferences, and is highly subjective and variable. Processes are therefore undeveloped, although there may be a general commitment to process development in the future.

Undeveloped or incomplete processes mean that the necessary activities for better practice are either not performed at all or are only partially performed. There will be little, if any, guidance or supporting documentation and even terminology may not be standardized across the organization (e.g. business case, risk, issues etc. may not be interpreted in the same way by all managers and team members).

Top management should be aware of the need to use a process-based approach to P3M and have committed to improving it, but may lack sufficient engagement.



Level 1 organizations may have achieved a number of successful initiatives, but these are often based on key individuals' competencies rather than organization-wide knowledge and capability.

In addition, such 'successes' are often achieved with budget and/or schedule overruns and, due to the lack of formality, Level 1 organizations often over-commit themselves, abandon processes during a crisis, and are unable to repeat past successes consistently. There is very little planning and executive buy-in, and process acceptance is limited.

Instructions:

- Review the definition for Level 1
- Fill out the maturity spreadsheet
- Identify Level 1 for all appropriate areas.

Level 2 - maturity includes the following definition:

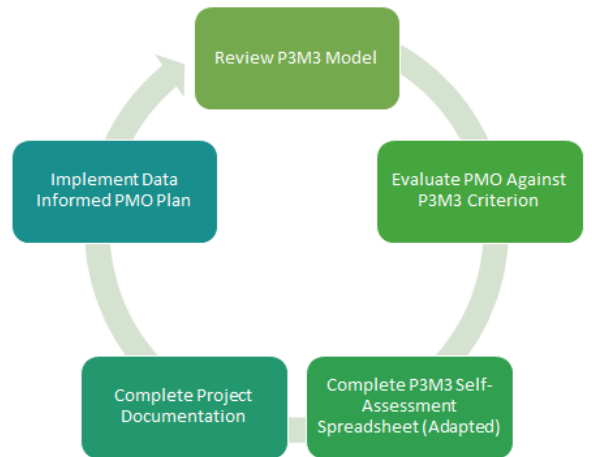
7.2 Level 2 – Repeatable process

Top management will be taking the lead on a number of the initiatives but there may be inconsistency in the levels of engagement and performance.

The organization will be able to demonstrate, by reference to particular programmes or projects, that basic management practices have been established (e.g. tracking expenditure and scheduling resources) and that processes are developing. There are key individuals who can demonstrate a successful track record and, through them, the organization is capable of repeating earlier successes on similar programmes and projects in the future.

Process discipline is unlikely to be rigorous, but where it does exist, programmes and projects are performed and managed according to their documented plans. Project status and delivery will be visible to management at defined points, such as on reaching major milestones.

Level 2 is also achieved if the organization has defined the approach but it hasn't yet been universally deployed or adopted, so it is on the way to Level 3.



There is still a significant risk of exceeding cost and time estimates. Inadequacies in communications strategy.

Instructions:

- Review the definition for Level 2
- Fill out the maturity spreadsheet
- Identify Level 1 for all appropriate areas.

As this organization is only now just encountering formal project management, most of the ratings will be at Level 1. If we are confident a few skill areas on the maturity assessment spreadsheet are Level 2, that's great! We'll want to look at those more closely to identify why these are more successful than others.





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Implementing the Results

PROJECT MANAGEMENT MATURITY



The maturity assessment allows the organization to calculate three different measures:

- Maturity (Lowest Rating Per Group)
- Organizational Scores (Averages)
- Perspective Scores (Average Number of Skills in Competency)

These scores can be used for identifying a strategy going forward. Feedback is also used for better understanding the organization, each department, as well as the pain points of each. The latter helps us better understand what type of Project Management Office (PMO) is needed, and what strategies, processes, and tools might be more useful than others.

Tailoring and adaptation will still occur at the project level, but the best practices and performance gaps should be identified as early as possible.

Send us your questions & ideas to:
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