

Project Management Maturity Assessment



At PM Academy we believe that assessing the maturity of your project is the first step in improving the infrastructure surrounding project management in your organisation.

Project Management Maturity Assessments (PMMA) are based on the OPM3® or P3M3® international best practices framework that provides in depth statistical measurement of Portfolio, Programme and Project management practices within an organisation.

Benefits of conducting a Project Management Maturity Assessment with PM Academy:

- Independently assess process maturity for Portfolio, Programme and Project Management
- Benchmark best practices and maturity levels against international and local companies
- Develop a roadmap for continuously improving the maturity levels in your organisation
- Assistance with the development and implementation of project management best practices
- Continual maturity assessments to compare progress made.



Our Approach

We follow our 7 step Benchmark methodology below when conducting a project management maturity assessment.

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Project Management Maturity Assessment

7 STEP BENCHMARK METHODOLOGY



- **Confirm Scope and Sign Contract:** We confirm and finalise the maturity assessment scope, any client specific requirements, the execution approach, project structure, reporting requirements and timelines for the assessment.

Mutual agreement will be reached on the communication and quality control processes and requirements and the format of the assessment deliverables. The requisite arrangements for interviews with identified client resources will be agreed and diarised with the target audience.

The resources shall comprise stakeholders that direct, lead, manage and operate the project management environment at the client. The scope is documented in a Project Initiation Document or Project Charter. Contracts are prepared and signed.

- **Preliminary Assessment:** A sample portfolio of 3-4 representative project and programme management documents are reviewed in order to gain a clear understanding of the adherence to current project management practices. Portfolio documentation is also submitted when applicable. With the prior approval of the client, maturity questionnaires will be distributed to the nominated project management interviewees to enable us to obtain maturity feedback prior to the interviews. This approach minimises the time taken for interviews.

- **Comprehensive Assessment:** Based on the best practice Project Management Maturity Models namely OPM3® or P3M3®, our team of project management professionals conduct interviews with the client Project, Programme and Portfolio Managers. The results are recorded for later analysis.

The assessment is conducted on the 5 levels of the Project Management Maturity Model (PMMM) which is based on the Capability Maturity Model Integration (CMMI) of the Software Engineering Institute (SEI) below:

PROJECT MANAGEMENT PROCESSES



- **Develop Roadmap:** The quantitative and qualitative data gathering shall be captured, analysed and interpreted by our project management professionals. Our detailed Portfolio, Programme, Project Management Maturity Assessment report and associated PowerPoint presentation typically includes:

- Detailed findings report per domain of the strengths and areas for development
- Target maturity levels for each domain over the short, medium and long term

- A high level roadmap summarising the best practices to be implemented to obtain the desired project maturity level. The Implementation Framework shall address the approach to implementation and the relevant milestones
- The overall client maturity level compared to a relevant industry benchmark.

- **Draft Findings:** The draft Portfolio, Programme, Project Management Maturity Assessment report is discussed with the client to confirm relevance, accuracy and agreement on the road forward.

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- Final Report and Closure: The Portfolio, Programme, Project Management Maturity Assessment report and associated PowerPoint presentation is formally handed to the client management and the project is formally closed.
- Post Project: On completion of the initial maturity assessment, we also offer our services to work closely with our clients to ensure that the recommendations are implemented effectively. We can also assist with development and implementation of Portfolio, Programme and Project Management Governance.

Working in partnership with you and your team leveraging our collective assets and knowledge ensures maturity advancement within the organisation.

PMMA provides a framework for PM Academy to re-assess the project management practices of the organisation 6 months to a year after the initial assessment, resulting in measures of success in the continuous cycle of Project Management.

In Conclusion:

Research by the Self Empowerment International (SEI) has shown significant improvements in the return on investment rate in organisations adopting a maturity model approach to process improvement, with the average rate exceeding 4:1. More mature organisations have experienced an 85% reduction in defects and a 75% reduction in cost. Although the SEI's maturity models were originally specific to software engineering, they are now widely used for process improvement generally.



OPM3® Project Management Maturity Model

Organisations can now benefit from achieving organisational project management maturity. Developed under the stewardship of PMI, OPM3® is an acronym for the Organisational Project Management Maturity Model (PMMM) and has established itself as a flagship management tool in driving up standards and capability in portfolio, project and programme management, and in improving performance and quality.

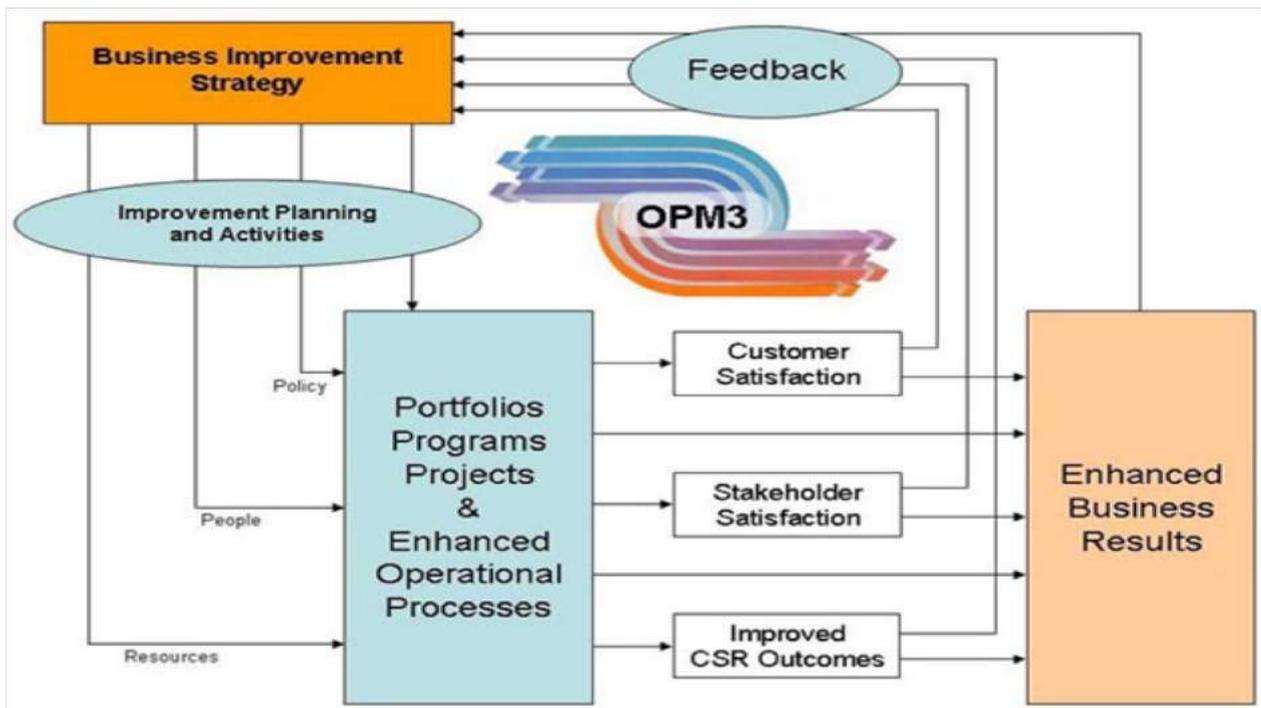
The Project Management Institute's OPM3® standard emphasises the value of organisational project management in the delivery of organisational strategies. The OPM3® standard is aligned with the new PMBOK® Guide 4th Edition and the updated Program and Portfolio Management Standards (2nd Edition).

It is a standard unlike any currently available and OPM3® provides:

- Knowledge about organisational project management, organisational project management maturity, and what constitutes Best Practices in organisational project management;
- Improvement assistance to organisations who wish to identify a path for Improvement and decide to embark upon improvement to increase its project management maturity
- Benchmark ability to gain insight into peer organisations maturity continuum scores and Best Practices, achieved with average, mean and median reports.

Project Management Maturity Assessment

OPM3® provides the knowledge framework and assessment capabilities to identify areas of improvement in an organisations capabilities to manage its portfolio of projects and programs, focus in key areas of improvement in the management of projects, programs and portfolios and plan the required improvements. Given most organisations use projects to improve their operational capabilities, the improvements in its ability to deliver projects efficiently will flow through to improved business results. After the initial improvement activities are completed, the extent of improvement can be measured and where appropriate the next round of improvements planned.



The Project Management Institute has spent 3 years developing its Organisational Project Management Maturity Model (OPM3®). This allows a company to assess its level of project management maturity in comparison to best practices and identify where changes must be made to improve project success rates and return on investment (ROI).

The benefits of using OPM3® are:

- Advance strategic goals: OPM3® provides a way to advance an organisation's strategic goals through the application of project management principles and practices, bridging the gap between strategy and individual projects
- Understand Best Practices: OPM3® provides a comprehensive body of knowledge regarding what constitutes Best Practices within organisational project management to identify maturity
- Identify Best Practices: OPM3® assists an organisation with the identification of what their current organisational project management maturity is and, thus, forms a basis for deciding whether or not to pursue improvements by Stage and Domain
- Plan improvement activities: OPM3® assists organisations with prioritising and planning activities should improvement decisions be made

It is important for organisations to understand the optimal level of performance in their quest to maximise value for money from investment, and to have a realistic view of what they can achieve. Not all organisations will be able to reach the highest level and, for many, the middle levels may be adequate to meet their business needs and aspirations.

Organisations that have focused only on training, specific methods or tools, or a governance framework, often wonder why they have not seen the promised improvements. OPM3® offers a more holistic view of an organisation's performance, using a broad spread of attributes.

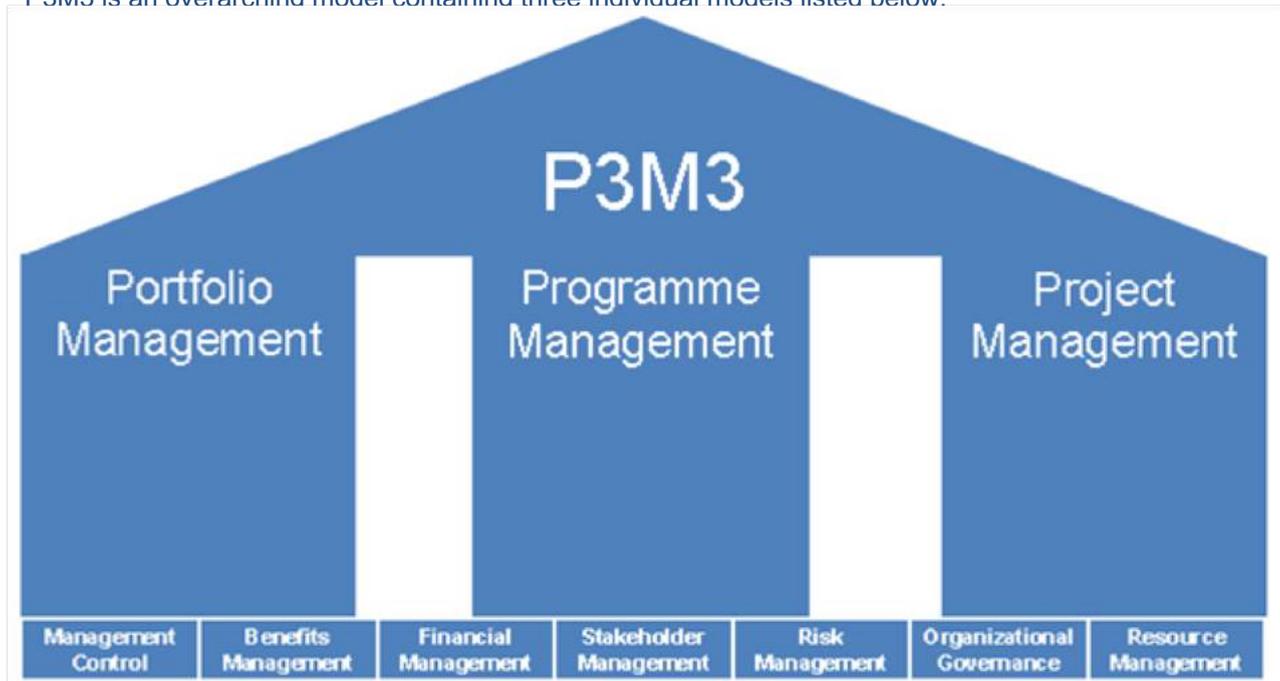
To gain the maximum benefit from using OPM3®, performance improvement should be seen as a long-term process, although it is possible to achieve short-term performance gains by using OPM3® to identify and correct performance weaknesses. Our experience and in-depth research have identified the essential best practices from (OPM3®) that will help advance your organisational maturity. Once an organisation reaches its highest maturity level, it has adopted a project management culture able to significantly optimise efficiency, sales and profitability.

Project Management Maturity Assessment

P3M3® Project Management Maturity Model

Since 2006, P3M3® – Portfolio, Programme and Project Management Maturity Model (PMMM) has established itself as a flagship management tool in driving up standards and capability in portfolio, project and programme management, and in improving performance and quality.

P3M3 is an overarching model containing three individual models listed below:



Most organisations have strengths in some areas but not in others. P3M3 focuses on the following seven Process Perspectives, which exist in all three models and can be assessed at all five Maturity Levels. The flexibility of P3M3® allows organisations to review all seven Process Perspectives across all three models – portfolio, programme and project management, but they can also review just one review one model, e.g. Project Management Maturity.

Embedded within the Process Perspectives are a number of attributes. Specific Attributes relate only to a particular Process Perspective. Generic Attributes are common to all Process Perspectives at a given Maturity Level, and include planning, information management, and training and development. P3M3® is designed to acknowledge these strengths as well as highlighting weaknesses. Illustrated below is an example of how an organisation might be viewed from the Process Perspectives.



Portfolio, Programme and Project Office

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Organisations that have focused only on training, specific methods or tools, or a governance framework, often wonder why they have not seen the promised improvements. P3M3® offers a more holistic view of an organisation's performance, using a broad spread of attributes.

To gain the maximum benefit from using P3M3®, performance improvement should be seen as a long-term process, although it is possible to achieve short-term performance gains by using P3M3® to identify and correct performance weaknesses. Our experience and in-depth research have identified the essential best practices from (P3M3®) that will help advance your organisational maturity. Once an organisation reaches its highest maturity level, it has adopted a project management culture able to significantly optimize efficiency, sales and profitability.

Some of the organisational benefits of using P3M3® compared to other maturity models are:

- It acts as a health check of strengths and weaknesses judged against an objective standard
- It helps organisations to decide what level of performance capability they need to achieve in order to meet their business needs
- It focuses on the organisation's maturity rather than specific initiatives (good results are possible even with low levels of maturity, so are not in themselves a reliable indicator)
- It recognizes achievements from investment
- It justifies investment in portfolio, programme and project management infrastructure
- It provides a roadmap for continual progression and improvement

Other, more tangible, benefits include:

- Increased productivity, with shorter cycle times
- Greater time and cost predictability
- Fewer defects, leading to higher-quality outcomes and a lower cost of quality
- Improved customer satisfaction
- Enhanced employee morale

For more information on P3M3®, visit the APMG website at: www.p3m3-officialsite.com

About PM Academy

PM Academy South Africa was established in 2005 and expanded their service offerings to Botswana by establishing a Botswana company in 2016. The strategic vision is to provide world class professional project management training, consulting and recruitment to the local and international markets.

PM Academy has a wealth of experience and we have successfully completed projects, training and recruitment throughout Africa.

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