



Organisation Project Management Maturity Assessment Feedback Report



Big Product Support Services Ltd
Oxford
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Introduction

This report will provide you with the results of the Project Management Maturity Assessment that has been recently conducted at the head office site.

What Is Project Management Maturity?

Project management maturity is a measure of an organisation's use and understanding of a project management approach, methodologies, strategies and decision-making processes, to successfully complete projects.

The proper level of maturity to which an organisation should achieve is typically determined during a detailed project management maturity assessment (PMMA) conducted by a professional project management consultant. The organisation will be recognised as mature when it can demonstrate that it has met the requirements and standards for project management effectiveness as defined by Edison's Project Management Maturity (EPMM) Model and it is capable of demonstrating improvements such as improved project delivery, cost reductions, increased organisational efficiency and profitability.

The EPMM Model

The EPMM Model is a formal tool developed by Edison consultants and used to measure the current level of an organisation's project management maturity. It is based on Edison's *pro-asses* benchmarking system for analysing organisational and individual performance. Once the initial level of maturity is assessed, an action plan can be developed and areas for improvement identified. Edison can also provide specific support to achieving improved project management maturity and improved project delivery.

Pro-asses was originally established in 2002, now this EPMM Model provides a baseline for achieving progressive development and an outline plan for advancing project management improvement within the organisation. The EPMM Model mainly follows the Association for Project Management (APM) BoK 5th Edition, but also takes account of other maturity models and competency baselines including the International Project Management Association (IPMA)'s competency baseline, the nine knowledge areas in the Project Management Institute (PMI)'s Project Management Body of Knowledge (PMBOK®) and the Office of Government Commerce (OGC) PRINCE2 maturity models.

The EPMM Model integrates these recognised leading standards for project management, to provide a comprehensive, structured step by step analysis of current project management activity and an outline plan for advancing organisational project management maturity.

Why use the EPMM Model?

The EPMM Model was originally created to offer a perspective and output that may not be available with existing models,

the key benefits of using the EPMM model particularly are;

- it focuses on all aspects of project management performance, including people, tools, techniques and processes.
- the output is easy to understand without the need for over complex scoring mechanisms, which may be difficult to put into the context of the organisation.
- alignment to the APM BoK particularly, means that individual's learning needs analysis and process development are more closely aligned.
- the resulting development plan avoids the need for over complex performance indicators for improvement, meaning that the maturity development requirements of the organisation can be more easily prioritised.
- clarity of output and reporting avoids the fix all approach which is often cited as a reason for maturity development lacking sustainability.
- the fusion of a number of different maturity assessment models avoids any bias which may occur using a one model fits all approach.
- data has been compiled over a five year period of use, to build model validity and effectiveness.
- the format of the individual project management competency reports are similar to this report which means there is continuity and improved understanding between organisational and individual reporting and feedback.

How this report is organised

This report is organised into the following sections:

Interpreting Assessment Feedback—a guide to what you'll see in this maturity assessment report

Maturity Assessment Model Reference—a list of the key areas measured in this assessment, organised by groupings

Data Validity—a summary of the source and quality of the feedback data, as well as the agreement within individuals surveyed.

Assessment Summary—a summary of the strengths and areas for improvement across the four clusters of assessment areas.

Report Feedback —definitions, levels, and scores for each key area.

Summary Findings—general comments made, about the latest research on project management maturity within the context of this report.

Interpreting Report Feedback

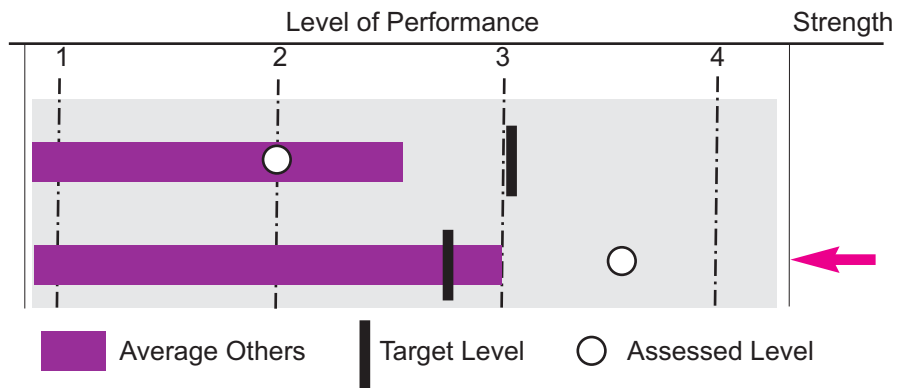
A guide to what you'll see in this report

Interpreting the PMMA Summary

The PMMA Summary provides an overview of the strengths and areas for improvement. All the elements measured in this report are listed and organised by cluster.

Element Scores

Each element being measured will be shown as a solid bar, this is the score which has been estimated from others who have carried out a similar maturity assessment.



The circle represents the estimated level identified by the consultant, who performed your assessment, based on interview questions and overall observation. The vertical line represents the target level for that element. The target level is seen as the level of performance that has been shown to have an impact on project delivery performance.

When the Assessed Level is to the right of the Target Level line, this element is considered a strength. In this case, a green arrow will appear for that competency under the strength column.

Element groupings and Performance

It should be noted that your organisation does not need to perform to target levels in every element of performance to be effective. In fact, research has shown that there is a certain combination of elements that distinguishes outstanding performing organisation.

The numbers to the left of each element or group of elements represent the number of elements needed to have a strength in this group. If an individual element has a "1" to the left, it is considered critical. That is, in order to show strength in this grouping, the element needs to score above the target level. If a group of elements has a "1" to the left, effective maturity would be demonstrated where a score is (at or above the target level) in at least 1 of the elements in this group.

To the left of each grouping, there is a square. The shading of the square indicates the overall strength for this group of elements.

- Indicates a solid group strength (maturity levels met)
- ▒ Indicates being close to a strength, but at least one more area needs to be developed.
- Indicates an area for development.

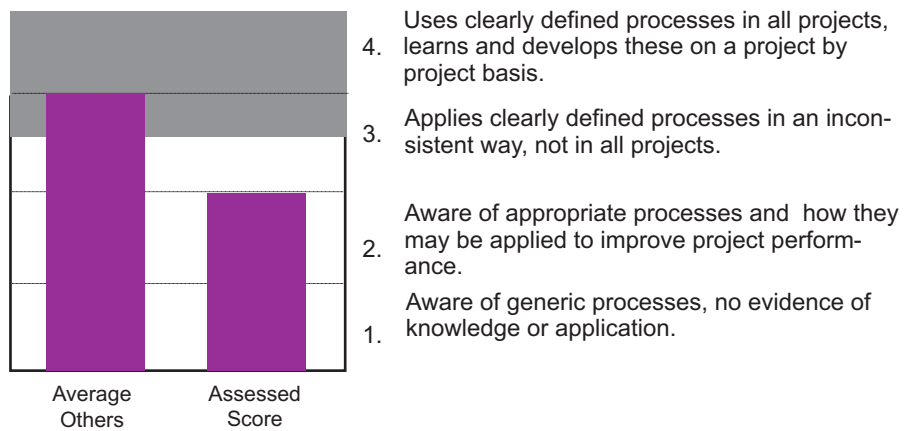
Interpreting Report Feedback

A guide to what you'll see in this report

Interpreting the PMMA Detail Report

The PMMA detail report provides scores for each of the maturity elements measured in this report.

Maturity Scales: To the right of the graph, the specific levels for each element are arranged in a scale of increasing intensity, sophistication, complexity, or completeness of application. These scales also reflect the manner in which people tend to understand the element, with the less understanding at the bottom of the scale and the most knowledgeable at the top. For the group of people who provided feedback a single-scale score reflects their overall opinion together with the observations of the assigned Edison consultant. These scores are shown as a bar on a graph for each element.



Target Levels: For each element, a desirable level has been selected to represent the level at which use of the element is likely to have an effect on project delivery. This level is indicated by the shaded area of the graph.

The Edison Project Management Maturity Model

The maturity model consists of 6 priority areas that are critical to successful project delivery and the various elements that are contained within that priority area;

1. Project Structure & Integration

- 1.1 Project sponsorship
- 1.2 Project support
- 1.3 Project and programme management
- 1.4 Stakeholder management
- 1.5 Business case

2. Project Planning

- 2.1 Performance management
- 2.2 Project management plan
- 2.3 Project risk management
- 2.4 Project quality management
- 2.5 Health, safety and environmental management

3. Project Execution

- 3.1 Scope management
- 3.2 Estimating
- 3.3 Procurement
- 3.4 Scheduling
- 3.5 Resource management
- 3.6 Budgeting and cost management

4. Project Control

- 4.1 Change control
- 4.2 Configuration management
- 4.3 Earned value management
- 4.4 Information management and reporting
- 4.5 Issue management

5. Organisation and Governance

- 5.1 Life cycle management
- 5.2 Handover and closeout
- 5.3 Project reviews
- 5.4 Organisational roles
- 5.5 Governance of project management

6. People

- 6.1 Communication
- 6.2 Teamwork
- 6.3 Conflict management
- 6.4 Leadership
- 6.5 Learning and development

The model closely follows the APM BoK 5th edition and combines the latest research and experience within a wide range of projects and industries.

Introduction to the Assessment Results

Summarises the source and quality of the feedback data

This report is based on the interviews of 22 key individuals from a cross section of project activity within the nominated site.

Individual Familiarity

When making their responses during interview, individual's familiarity with project management processes and how these may apply to their day-to-day work was rated as moderate to low. This was taken into account in assessing each of the maturity elements.

The level of familiarity influences the ability of individuals to use project management techniques, whether they are available for use or not.

Respondent Agreement

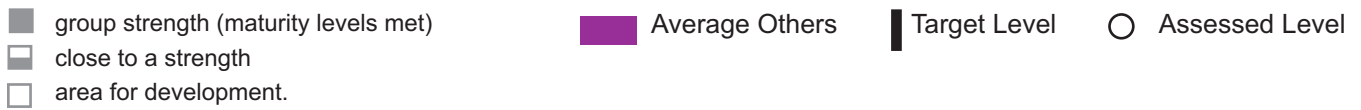
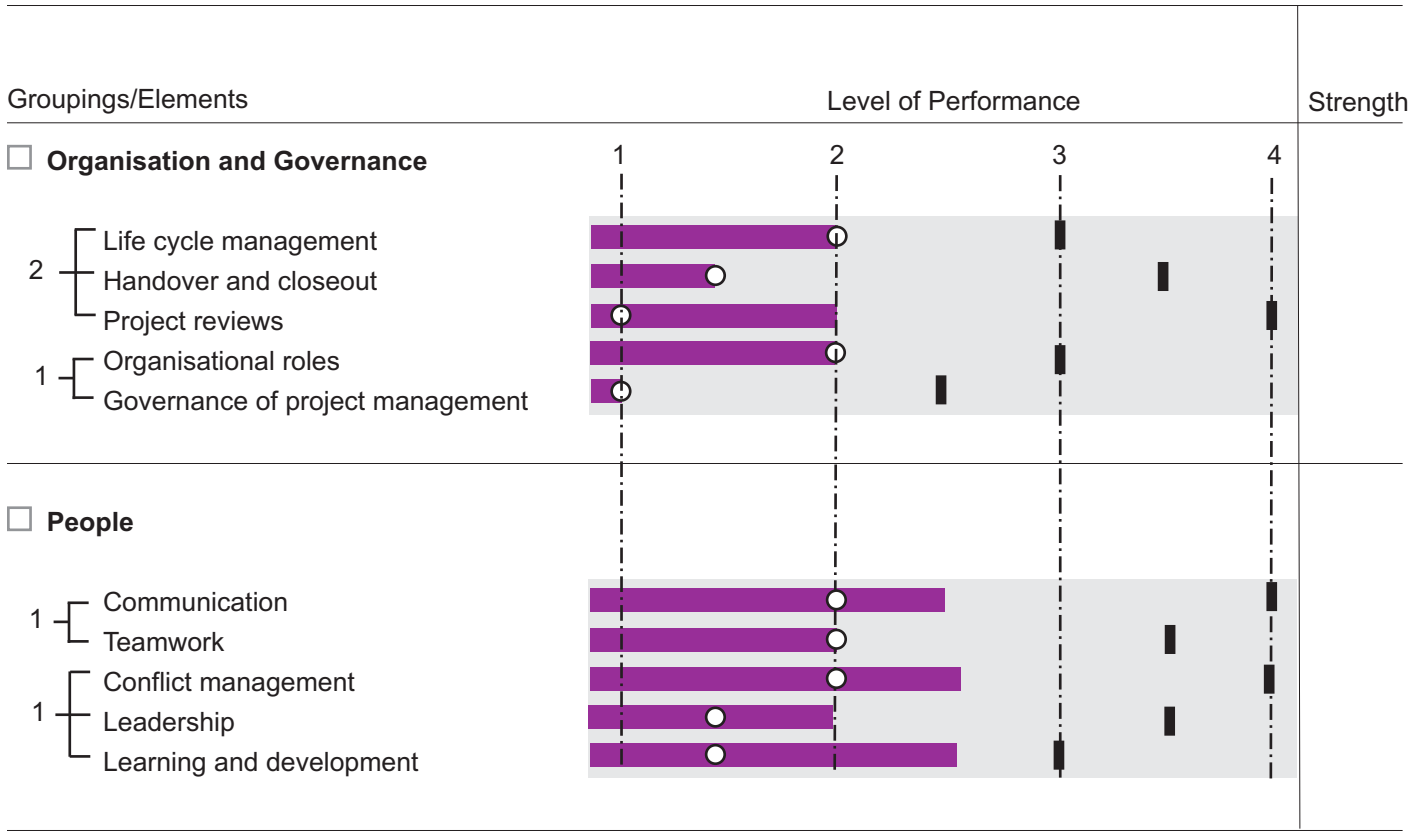
The level of agreement between the individuals that contributed to the assessment provides a measure of the consistency and stability of the final result. The level of agreement between the individuals interviewed was rated as high.

The higher the agreement, the more consistent the ratings within each of the elements measured.

PMMA Summary



PMMA Summary



Project Structure & Integration

Project sponsorship

Organisations that are mature (level 4) in this area have the following characteristics;

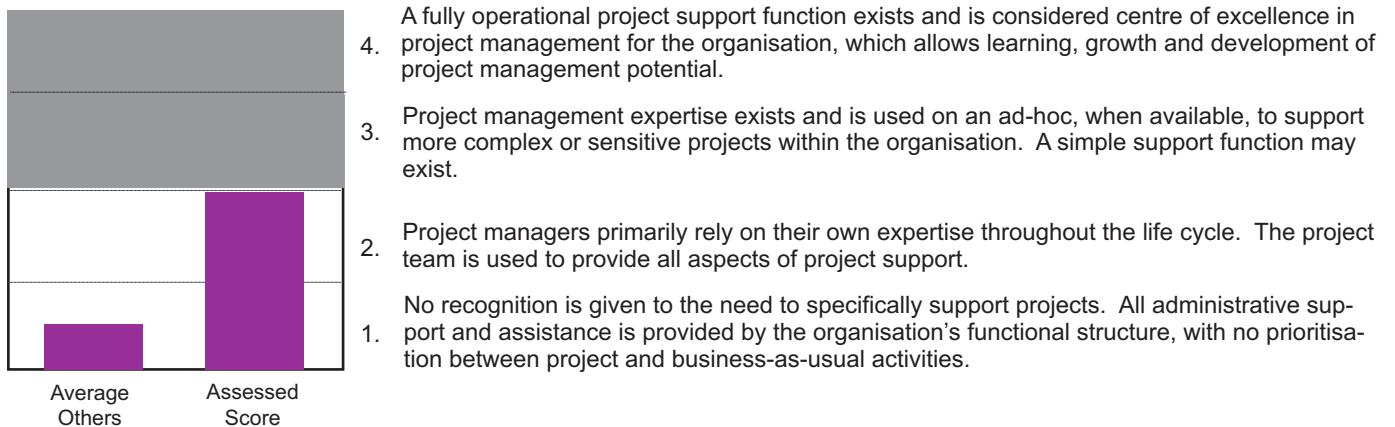
- assign a clearly defined role of project sponsor (executive), to projects, with clearly defined responsibilities and have an understanding of how responsibilities may change throughout the project life cycle.
- understand why effective project sponsorship is important to project management.
- have a defined relationship between the project sponsor (executive) and the project manager.



Project support

Organisations that are mature (level 4) in this area have the following characteristics;

- operate the role of the project office.
- use different types and functions of the project office, which may include project support office (PSO), project and programme support office (PPSO), programme management office (PMO), enterprise programme management office (EPMO).
- obtain the benefits of using a project office linked to its type and function such as PSO, PPSO, PMO, EPMO.
- operate a project support function in the management of projects, particularly for scheduling, reporting and providing a consultancy service to the organisation.

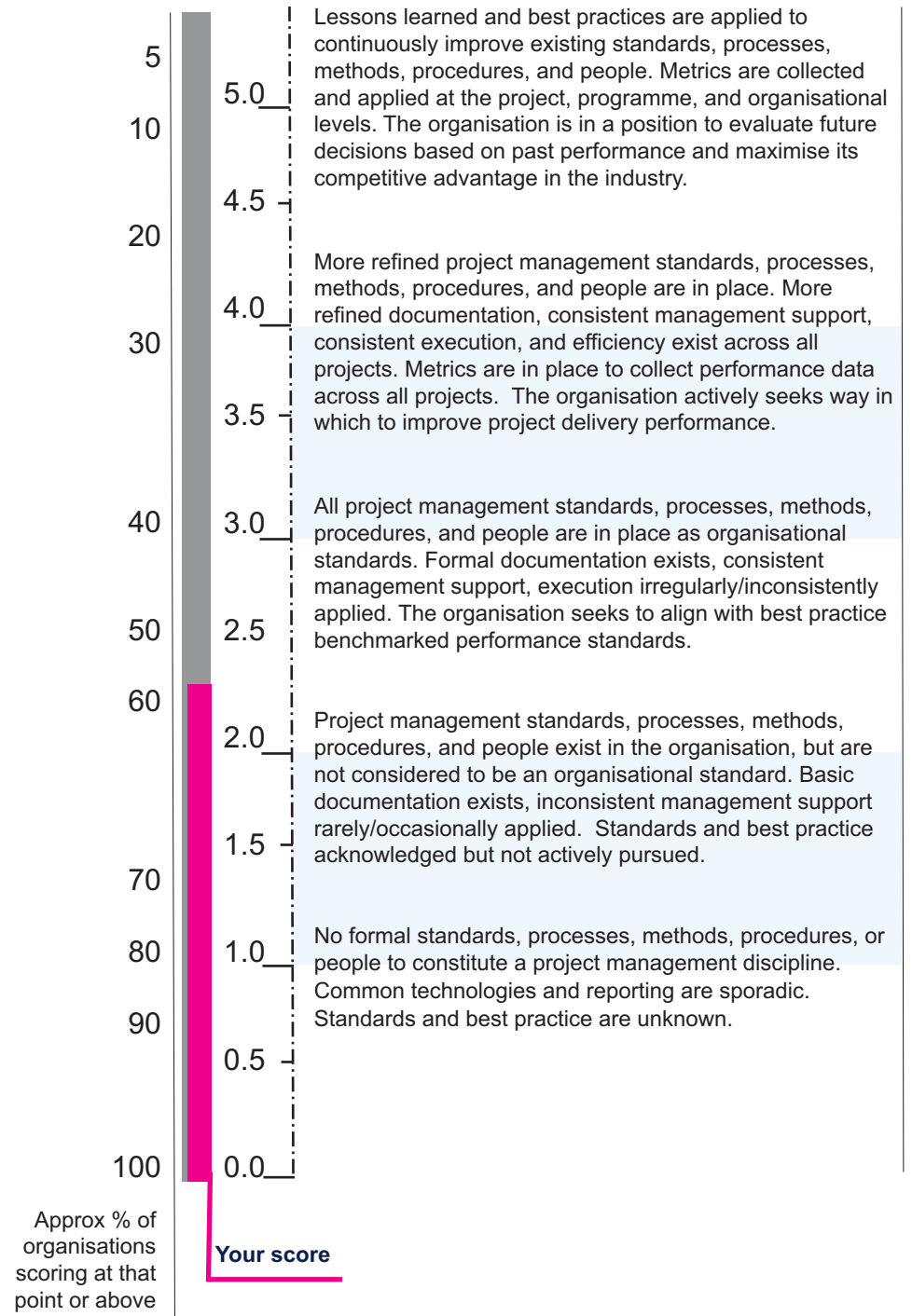


Summary Findings

Puts your results into context with supporting research.

If you have read this report from page 1 and have arrived at this page, your journey through the results of your assessment of your organisation's project management maturity may have made interesting reading.

Below is a summary 5 point scale which attempts to pull all the information in this report into a score and description of your organisation's characteristics.



Summary Findings

Puts your results into context with supporting research.

There has been much research conducted on the impact of project management maturity on improving the level of project management delivery performance. It has been shown that project performance improves in line with improved maturity in all measured areas.

On page 28 it is shown that most organisations are scoring between level 1 and 2 or above for maturity, you can compare this with your own organisation's score. Overall project management maturity is growing by about 5% per year, often as a result of actions taken after an assessment report. The key areas that seemed to have contributed most to organisation's overall improvement are risk, procurement and cost management.

The most significant difference between high and low performing organisations is in allocating resources optimally and in estimating accurately. High-performing organisations are very good at satisfying project stakeholders and in completing projects on schedule. A significant percentage of high-performing organisations at Level 5 maturity have a high focus in quality management

What are the next steps?

Improvement Plan - You will have a number of questions as a result of what you have read in this report, but it is important that you consider how you and your organisation are going to now move forward.

Your assigned consultant can help you develop specific recommendations and a structured plan that provides realistic milestones for short and long-term process improvement activities. This may also involve building into the plan specific change enablers that will help overcome some of the cultural and political barriers that are normally associated with organisational change.

While implementing the improvement plan Edison use collective experience gained from carrying out these assessments in a wide range of businesses and industry sectors.

Maturity Re-assessment - It is important that once improvements have been made that maturity is reassessed in order to show the advancements that have been achieved. To accomplish this, Edison can conduct a summary maturity assessment that can compare the new performance with this baseline maturity level. The re-assessment results are reviewed against your original improvement plan. New and/or supplemental recommendations are provided to reflect current business priorities and areas of focus for further progression.

Notes