

PROJECT MANAGEMENT MATURITY MODEL

| Maturity Levels (I-V) | MEANS | | RESULTS | | Comments |
|---|---|--|--|---|---|
| | Process Performance | Technology Support | Quality/Predictability of Results | Value Determination | |
| V) Fully Optimized Project success rate is close to highest success rate | Stable PM Process are best in class | Processes automated and supported by expert systems | Almost complete certainty of results is achieved | | There may be no commercial market for this level of performance |
| IV) Predictable Risk Ability to routinely reduce uncertainty and project-related risk | Statistically stable processes routinely measured against industry standard performance metrics | Automation and background performance of processes/tasks; automated decision support services | Reliability and predictability of results is significantly improved | Lower ROI on investments in data management accepted in exchange for reduced risks | This level may offer diminishing returns on investments; for many, it might be more cost effective to accept somewhat uncertain results and execute |
| III) Corporate Competency Capabilities are institutionalized within company; enabled by mature technology | Standard, consistent, statistically capable, measurable processes; standardized process performance metrics begin to evolve | Integrated technology designed to enable emerging best practice processes; technology suppliers are partners in defining how technology accomplishes best results | Good quality results within specified tolerances most of the time; poorest individual performers improve towards best performers; more leverage achieved on best performers | Measurable; able to recognize costs and benefits, perform cost-benefit analyses, maximize ROI; more good results faster and with fewer people | Evidence of co-evolution of best practice processes and advanced technology; deployment of standardized processes and technology across multiple locations to leverage investments (economies of scale) |
| II) Managed Standardized tasks and roles; introduction of advanced technology begins | Individuals develop and follow processes that work for them; processes not common among individuals or across locations | Unintegrated point solutions designed for specific tasks; individuals' primary responsibility is to figure out how to integrate and use technology to accomplish results | Variable quality with some predictability; best individual performers put on business critical projects to reduce risk and improve results | Anecdotal; based on individual performers' capabilities and specific memorable events | Individuals' performance varies, but some may be highly effective. This level is effective with a small number of people in single location, managing small-moderate projects |
| I) Base Capable people and heroic efforts | No defined processes; individual performers may follow a different process each time | General purpose tools (i.e. Excel, Access) or none at all; data management is mainly personal function - not corporate | Corporation depends entirely on individuals; little or no corporate visibility into project management cost or performance; variable quality, low results predictability and repeatability | Subjective; gut feel for performance, costs and value received | Craftsman level of performance - prior to specialized technology and known best practices, only way to accomplish task |

Based on Carnegie Mellon SEI, 2005



Endeavor