

Portfolio, Programme and Project Management Maturity

By Brian Phillips

We've looked at some maturity assessments that have used P3M3 (Portfolio, Programme and Project Management Maturity Model) with some success. Essentially it allows you to create an organisational baseline for any or all of the P3 and identify specific areas for improvements. You can then re-baseline after an agreed period. P3M3 has just been updated (UK model) at this link <http://www.p3m3-officialsite.com/home/home.asp> and you can download the final draft of the revised model.

How important is the maturity approach?

The basic argument is that if you can demonstrate an improvement in agreed processes, language, methodology and practice you should see more effective project delivery and reduced overheads.

P3M3 consultants certainly need an in-depth understanding of how the maturity model allows an organisation to gain a current state view of their level of maturity.

After the assessment, it is up to the organisation to implement changes to improve the identified areas of weakness that will allow them to move to a more mature level. The assessment will provide those results. If (say) governance is identified as an area for improvement, the organisation would need to take steps to improve project governance.

The assessment tool is like a mirror - it shows you what you look like. It is up to you to decide to make changes.

One could easily turn this into a research topic, as the models are quite new. You could examine the links between:

1. A Maturity Assessment that reveals Governance issues
2. The Organisation takes steps to address governance improvements
3. A Follow-up Maturity Assessment - are there any improvements?

You would need to discuss models, improvements, organisational issues, governance as an improvement issue.

You can look up P3M3 here: <http://www.p3m3-officialsite.com/home/home.asp>

You can check out OPM3 here: <http://opm3online.pmi.org/>

You could look at the Carnegie Mellon Maturity model (and others) as well <http://www.sei.cmu.edu/cmmi/>

You might consider looking at Value loss concerns around IT governance – another interesting area (Google it).

Maturity of the Maturity models

Don't forget that this is a fairly new area, with not a lot of empirical data. Each of these maturity models generally use some form of five-point scale, yet none of them are measuring exactly the same thing.

Some models assess your progression where you must achieve the requirements for the level below in order to qualify for the level above (like P3M3). Others are more of an evaluative tool, especially OPM3.

We will update this thinking as the new P3M3 comes into general practice. Perhaps you would like an assessment for your organisation.

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