

Project Management Maturity Assessment PM Scorecard

1. Introduction

This assessment is intended to provide insight into an organization's project management capabilities and attitudes regarding the discipline of project management. The output from this instrument can provide guidance in addressing deficiencies. This is by no means a comprehensive assessment tool. It is intended to identify at a high level, the relative maturity and major gaps in an organization's approach to project management.

The assessment is comprised of two sections. Section 1 addresses the support and attitude of management regarding the practice and importance of project management within the organization. Section 2 is an assessment of the maturity of the project management methodology within the organization. Obviously, a low score in Section 1 would predetermine a low score or eliminate the applicability of Section 2.

2. Section 1: Organizational Maturity

2.1. Rating system

All questions should be assigned a value of 1 to 3 defined as follows:

- 1: The characteristic is not applicable to the organization.
- 2: The characteristic is somewhat applicable or inconsistently applied.
- 3: The characteristic describes organizational position or policy.

2.2. Organizational Characteristics:

- 1) Senior management fully acknowledges the importance of having a project management structure.
- 2) The position of Project Manager is a specific and valued position in the organization.
- 3) A formalized Project Management structure exists and is required to be used for all projects.
- 4) Projects are put in the hands of Project Managers and not simply assigned to an expert in the specific technology involved in the project.
- 5) There is a strong Project Management direction in the organization and a career growth path exists for Project Managers.
- 6) Project responsibility is fully delegated and entrusted to the Project Team and Project Manager.
- 7) The senior management expects the Project Managers to be directly accountable for achieving the agreed upon project outcomes.
- 8) Management supports or requires regular training in Project Management.
- 9) Performance reporting is required on all projects to assess tracking toward required objectives. This reporting provides a basis for canceling projects if objectives cannot be met.

**Project Management Maturity Assessment
PM Scorecard**

- 10) A formalized project selection and prioritization process is in place and consistently utilized.
- 11) Management sees the strategic value in Project Management in assessing the business value of projects as well as the tactical value in actually managing projects.
- 12) All projects are thoroughly evaluated to ensure they are aligned with the business strategy and direction.
- 13) Continuous improvement programs are firmly in place and considered a vital component of the organization.

2.3. ScoringOrganizational Maturity

3. Section 2: Project Management Maturity

3.1. Overview

Project Management Maturity is addressed in two sections – the processes used in the organization's project management structure and the application of generally accepted project management knowledge areas.

3.2. Rating system

All questions should be assigned a value of 1 to 4 defined as follows and based on their applicability to the organizations Project Management structure:

- 1: The characteristic is not present in the project management process
- 2: The characteristic is somewhat applicable or representative.
- 3: The characteristic is mostly applicable or representative.
- 4: The characteristic is directly applicable and practiced.

3.3. Section 2.1: Project Management Processes

3.3.1. Process Characteristics

- 1) All projects are managed using a project life cycle or project phases such as Feasibility; Design; Implementation / Installation; Startup
- 2) All projects go through an initiation process where the foundation is established, high level deliverables, objectives, constraints and assumptions are identified.
- 3) A formalized project plan is developed for all projects that is realistic, approved and bought into by the stakeholders
- 4) Execution of the project tasks and activities, i.e. expenditure of the project budget, is guided by the project plan and not done intuitively or ad hoc.
- 5) Changes to the project plan, deliverables, etc. are controlled through a formal change control procedure.
- 6) Projects are formally closed and lessons learned are captured.

3.3.2. Scoring.....Project Management Processes

**Project Management Maturity Assessment
PM Scorecard**

3.4. Section 2.2: Project Management Knowledge Areas

3.4.1. Knowledge Area Characteristics

- 1) Scope
The project scope is well defined through objectives and deliverables. Key stakeholders and the project team are involved in establishing and approving the project scope.
- 2) Schedule
A formalized schedule is established that reflects sequencing and dependency of all project activities
- 3) Cost
A project budget is established and costs are tracked versus the actual project completion status. A project reserve is established as part of the budget to be used at the discretion of the project manager.
- 4) Quality
There are specific measures in place to monitor and control the quality of project activities and management performance
- 5) Risk
Project risks are identified and proactively addressed.
- 6) Communication
There is a formal communication process with all stakeholders that requires reporting on project performance.
- 7) Human resources
Specific project activity responsibilities of all team members and stakeholders are clearly defined and communicated.
- 8) Procurement
Outside resources are qualified for performance capabilities and are required to demonstrate good project management practices.

3.4.2. ScoringProject Management Knowledge Areas

Project Management Maturity Assessment PM Scorecard

4. Summary and Evaluation

4.1. Section 1: Organizational MaturitySection Score:
Rating:

- Less than 15: Project Management is not an integral part of the organization. Senior management has not embraced the value of this methodology and may not understand the significant positive impact it can have on the organization and business success.
- 15 to 32: There appears to be recognition of the benefits of project management by the organization but it has not been fully acknowledged and integrated into the culture.
- Greater than 33: Your organization has a "projectized" mentality.

4.2. Section 2.1 Project Management Maturity: ProcessSection Score:
Rating:

- Less than 10: Weak to non-existent Project Management structure. The approach to Project Management is likely to be ad hoc or intuitive.
- 10 to 20: The structure is lacking substance and maturity and therefore cannot provide the full potential benefits of a true management by projects mentality that is instituted and functional.
- Greater than 20: Your organization has a structure in place that can effectively guide and support management by projects and therefore realize the full benefit that a formalized methodology can support.

4.3. Section 2.2 Project Management Maturity: Knowledge Areas
Section Score:

- Less than 12: Weak to non-existent understanding and application of the generally accepted knowledge areas that complement the process component of a sound Project Management structure.
- 12 to 20: There is general recognition of the essential knowledge areas but they may be intuitive and likely not applied with the necessary discipline to realize the full effectiveness of the project management approach. In fact, this level of maturity may undermine the credibility of project management as the results from operating in this state may be disappointing and inconsistent.
- 21 to 28: There is great promise if your knowledge areas are at this level of maturity. Additional development is advised to expand the full capability and subsequent results from their application.
- Greater than 28: Your methodology is showing a strong foundation and the organization should be harvesting the benefits of this maturity level. However, within the limitations of this assessment described in Section 1.0, a more comprehensive audit of the entire project management structure may be in order as a basis for supporting continuous improvement.