

The Practicalities of Maturity Models

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Objective – answer the following questions..

- What is a maturity model?
- Why use a maturity model?
- Who would use a maturity model?
- Which maturity model is best for me?
- How would a maturity model be used?
- When would a maturity model be used?
- Where have maturity models been used?

What is a maturity model?

- Capability Maturity Model
- Portfolio, Programme, Project Management Maturity Model (P3M3)
- PRINCE2™ Maturity Model (P2MM)

What is a maturity model?

The P3M3 is based on five levels

LEVEL 1: Initial Process

- Can the organisation recognise projects/programmes and run them differently from it's ongoing business?

LEVEL 2: Repeatable Process

- Does the organisation ensure that each project/programme is run with it's own processes and procedures to a minimum specified standard?

LEVEL 3: Defined Process

- Does the organisation have it's own centrally controlled project/programme processes and can individual projects/programmes flex within these processes to suit the particular project/programme?

LEVEL 4: Managed Process

- Does the organisation obtain and retain specific measurements on it's project and programme performance and run a Quality Management organisation?

LEVEL 5: Optimised Process

- Does the organisation run continuous process improvement, with proactive Problem and Technology Management?



What is a maturity model?

The P2MM is based on three levels

LEVEL 1: Initial Process

- Can the organisation recognise projects and run them differently from it's ongoing business?

LEVEL 2: Repeatable Process

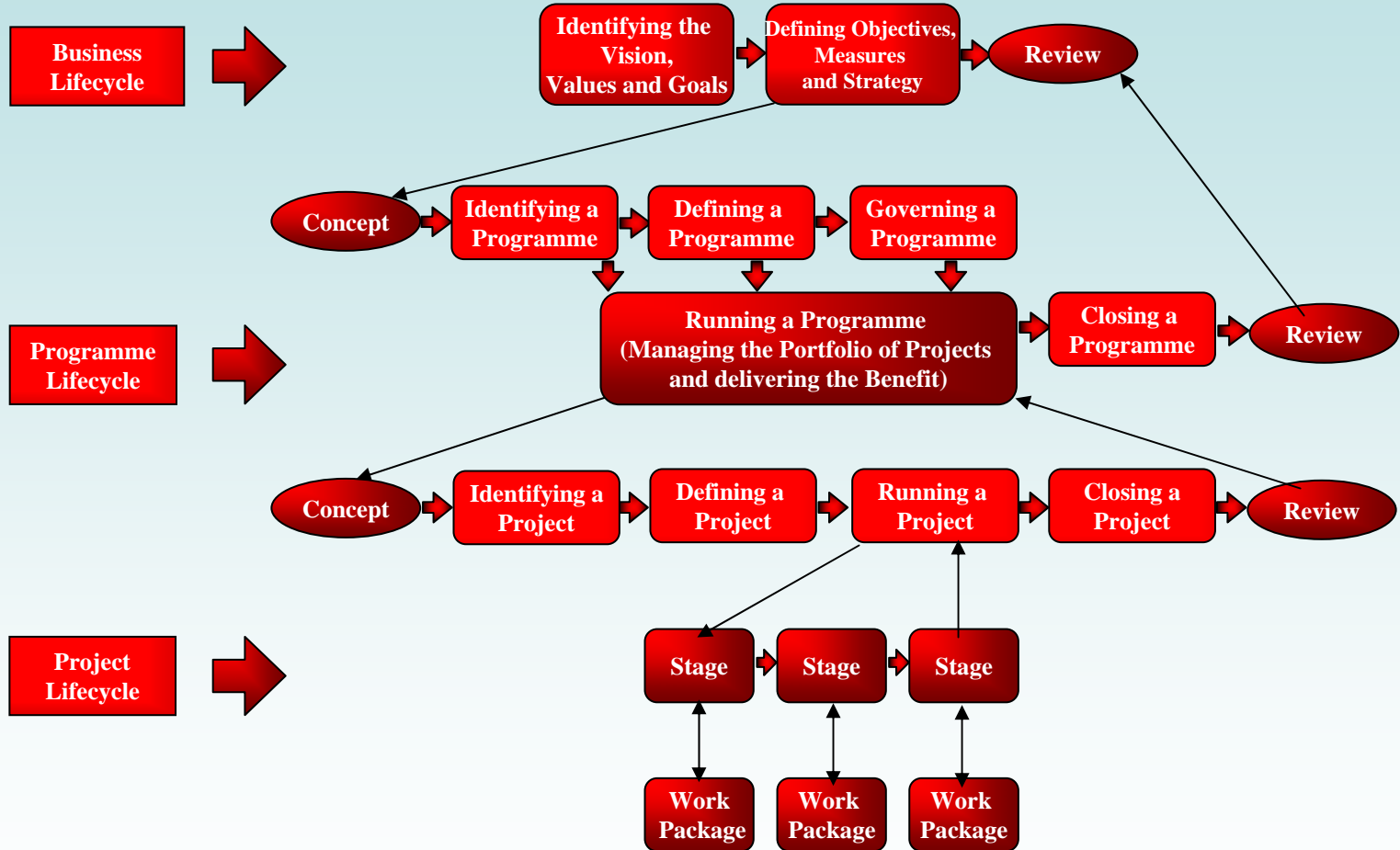
- Repeatable – PRINCE2™ is adopted by projects within the organisation, but is applied inconsistently across projects within the organisation.

LEVEL 3: Defined Process

- PRINCE2™ has been tailored to align to other organisational processes and is the adopted standard for all projects within the organisation.



Why use a maturity model?



Why use a maturity model?

- One of the aims of the Portfolio, Programme and Project Management Maturity Model (P3M3) is to provide organisations with effective guidance for establishing process improvement programmes.
- The main purpose of the P2MM is to enable organisations to gauge their maturity in the use of the PRINCE2™ project management method.

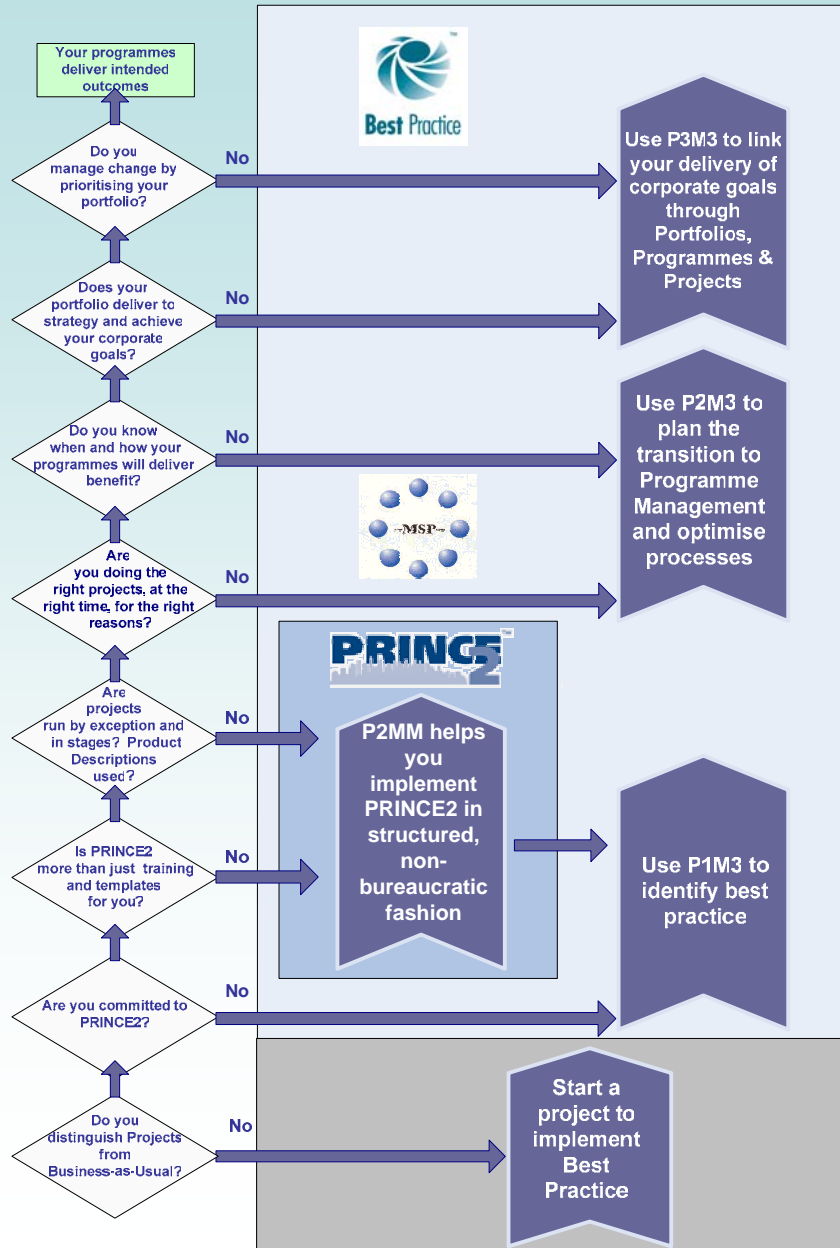
Why use a maturity model?

- To shift an organisation's focus from outputs to outcomes
- To deliver the right projects at the right time with the appropriate controls and governance in place
- To deploy a single but flexible and pragmatic approach to delivering the organisations business goals
- To ensure that tools and techniques are deployed because they are understood, fit for purpose and used by people who can make a difference
- To develop sustainable capacity and capability to deliver programmes and projects within the organisation

Who would use a maturity model?

- Head of Projects/Programmes
- PMO
- Programme Manager
- SRO
- Director with delivery accountability (IT/Ops)
- CEO, CFO, CTO

Which Maturity Model is best for me?



How would a maturity model be used?

- Consider running a project
 - Use the maturity model and ask simple questions
 - Do we do this (what evidence do you really have of its use)
 - Do we need to do this
 - What stopping us from doing this
 - Use the OGC web site and tool kit (see OGC stand)
- Consider support
 - Find others who have done this
 - Use the APM Groups web site to find accredited consulting organisations with appropriate register consultants

When would a maturity model be used?

- Creating a new capability
- Developing an existing capability
- Response to a poor audit/crisis
- Genuine desire to adopt good/best practice
- Prove to a customer that they have credibility
- Pragmatic Implementation of PRINCE2™

Where have maturity models been used?

- **Private Sector example**
- *Develop existing capability*
 - Thought they used PRINCE2™
 - Ran a project to achieve Level 3 P2MM & PMMM
 - Stopped projects
 - Stopped send staff on 5 day P2 Courses
- **Public Sector example**
- *Creating a new capability*
 - Wanted to adopt best practice
 - Pragmatic tailored versions of PRINCE2™ and MSP
 - Ran a project to Achieve level 3 in P2MM, P1M3 and level 2 P2M3 & P3M3

Any questions?

- Hand out on “Which Maturity Model is right for me?”
- Further questions when we finish
 - come to the OGC stand!!