

## P3M3® - Maturity models in a Nutshell

P3M3® is the world number one framework for assessing organisational maturity and performance in portfolio, programme and project management. This article provides a brief overview of the concept and provides some reasons for selecting P3M3®.

Maturity models are used extensively across a range of industries to support continual improvement. The dominant model is the Capability Maturity Model Integration (CMMI), it is a process management approach whose goal is to help organizations improve their performance. CMMI can be used to guide process improvement across a project, a division, or an entire organization. The P3M3 maturity models are based on the Capability Maturity Model

CMMI was developed by a group of experts from industry, government, and the Software Engineering Institute (SEI) at Carnegie Mellon University. CMMI models provide guidance for developing or improving processes that meet the business goals of an organization. The model may also be used as a framework for appraising the process maturity of part or all of an organization.

CMMI originated in software engineering but has been highly generalised over the years to embrace other areas of interest, including the acquisition or delivery of all kinds of products and services. This generalization of improvement concepts makes CMMI extremely abstract and adaptable to different environments.

Core to the maturity model are the 5 levels of maturity, these can be summarised as:

Level 1 – Awareness – where the process doesn't exist, is ad-hoc or even chaotic

Level 2 – Repeatable – where the organisation delivers the process inconsistently

Level 3 – Defined – a single structured approach is in use

Level 4 - Managed – where the organisation is actively intervening to improve performance

Level 5 – Embedded – the process an embedded behaviour

Justifications for using maturity models include:

1. Benchmarks are against a standard not other organisations
2. Helps organisations decide what standard they need to be achieve to meet their business needs
3. Focuses on the organisation maturity not specific initiatives
4. Objective assessment of strengths and weaknesses
5. Recognises achievements from investments
6. Justifies investment in programme and project management infrastructure
7. Plan for continual progression

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### Why P3M3®?

P3M3® is the maturity model that has been developed in the UK, is publicly available and has been adopted internationally. It was first released in 2005 and significantly refreshed in 2008.

It has been developed to avoid being proprietary or exclusive to any particular method or body of knowledge. It may be used by all organisations, whatever the industry, preferred methods or frameworks, and in any region.

P3M3® takes the well established concepts within CMMI and applies them to the portfolio, programme and project management environment. It uses the CMMI five levels of process maturity as the foundation for the model.

There are 3 sub models (project, programme, and portfolio), these act independently as they recognise that an organisation can be effective in programme management but not necessarily in portfolio or project management.

There are 7 core perspectives, these were identified as the core areas that applied to each of the sub models, and defined the performance characteristics of successful organisations.

- Organisational Governance
- Management Control
- Benefits Management
- Finance Management
- Stakeholder Management
- Resource Management

If you are considering selecting a maturity model, here are 10 good reasons for using P3M3® as your assessment framework:

1. **Investment justification** - it provides the analysis to diagnose performance issues and enables better value for money from targeted investment
2. **Enhanced supply chain management** – it provides the basis for selecting, evaluating and managing suppliers through their rating.
3. **Increased competitiveness** – having a P3M3® rating increases organisational competitiveness when tendering for contracts.
4. **Accredited standard** - it is based on the internationally accepted CMMI maturity model and assessors are rigorously assessed.
5. **Independent approach** – the content is not specific to any body of knowledge, e.g. PMI or OGC
6. **Baseline for improvement** - as it provides the information on which to baseline and measure performance improvements

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7. **Industry comparison** - there is a growing database of results from across the world that can be referenced for comparison to see how you compare
8. **Adaptable to sectors** - the model can be developed for specific application to an industry, for example, construction
9. **Internal performance management** - It can be used to compare the performance of different parts of the organisation where the best performers are and what can be learned from them
10. **Cuts waste** – poor performance costs money and assessment results identify overlaps, waste and cost that can be avoided.

If you are thinking of undertaking a maturity assessment, we have a range of services that you might wish to consider:

- a. Online surveys – we can do a remote assessment of your organisation
- b. Training – we can train your staff to use the model
- c. Assessments – we can undertake formal assessments using our accredited consultancy team, using products that meet the needs of your organisation
- d. Certification – we can include the APMG accreditation process to help you gain formal certification of your level.
- e. Support your improvement planning with diagnostic workshops, career planning and process modelling and improvements.



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