**Action Plans for Improvement Initiatives**

Once knowledge gaps are identified, action plans (or improvement initiatives) can be enacted. The following action plans have shown demonstrated success:

**Starting from lower levels of maturity**

* Development or enhancement of standardized processes has been one of the key foundational efforts to promote increased project management maturity.
* Collection of information and artifacts from successful projects, creation of templates from the successful project artifacts and outside sources, and implementation of project standards based on templates can help your organization grow in maturity through consistency. Having consistent standards can make it easier to start projects and will provide more consistent status information.
* Implementation of a real or virtual PMO Function and Project Portfolio Management (PPM) solution can be extremely effective in evolving organizations with low maturity. The centralization of process, standards, knowledge, templates, collaboration, status, metrics, lessons learned, and the other collaborative aspects support the improvement of project planning and delivery skills. The PMO owns the continuous improvement of the project management process and standards helping the organization grow in maturity.
* Creation of scoring/prioritization standards and alignment of projects with corporate strategies can ensure the organization is doing the right projects.
* Creation of a Governance council with the goal of managing and approving project requests during the intake process and allocating resources to the approved project will ensure the business side of the organization is aware of all projects and the projects are aligned with the business strategy.
* Regularly scheduled status meetings with project managers and stakeholders provide a greater communications and immediate feedback for issues, resource needs, and change requests. Status should initially focus onfocus on Schedule, Issues, Cost, Quality, Scope, and Safety.
* Focused, customized “boot camp” style training specifically addressing the knowledge gaps is extremely effective. This results in the development of a common project management processes and vocabulary and establishes the foundation for future growth individually and as an organization.
* PMP®, PMBA, PgMP and other certifications confirm the commitment of the individual and the organization to standardized practices and improvement. The newly certified individuals become agents of continuous process improvement and growth in project management maturity.
* Mentoring and coaching for reinforcement of project management best practices in the context of the business direction and vision. A proper balance of “guideline” and actual applicability on a case-by-case basis is a very cost-effective approach for organizations possessing high capability but low competency.
* Development of a standardized Project Management Learning Network provides the educational framework for standards and repeatable knowledge improvement. It may also provide the basis for a clearly defined project management career path and promotability of project management organizationally.

**At higher levels of Maturity**

* Collecting and reporting on key metrics can help the organization concentrate on important areas of project management as the organization increases in maturity.
* With increased maturity, managing multiple projects with the same focus as programs can better control and greater communications.
* With increased maturity, benefits realization during and after project completion will provide better project estimations and financial management, improvement of the project processes and standards, and greater justification to those requesting projects.

| **Level** | **Capability** | **Desired Outcomes** |
| --- | --- | --- |
| Strategic Capability (**Agility**) | * Multi-project management and governance capability * Effective, reliable metrics * Continual improvement of key processes | * Strategy implemented effectively * Key resource productivity * Overall success of all projects undertaken * Overall level of project success |
| Delivery Capability (**Efficiency**) | * Clear project goals * Adequate resourcing * Effective planning and control * Clarity about technical performance requirements * Project manager and team capability * Risk management | * Time * Cost * Quality * Scope * Safety |