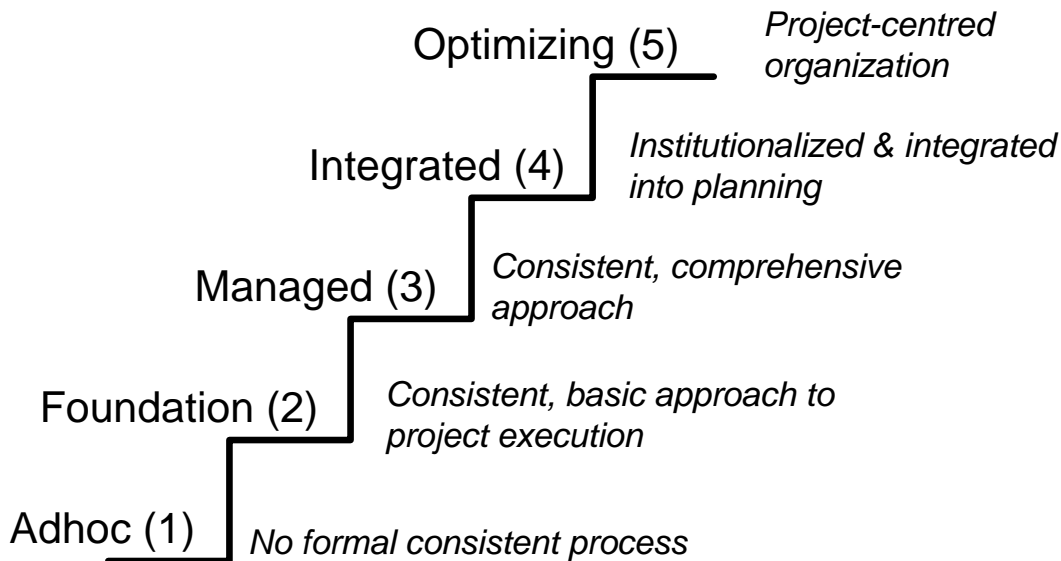# Project Management Maturity Model
## by: Ken Robertson

A common method of determining the current level of project management capability and maturity is to use the project management maturity model illustrated by five distinct levels of maturity as shown in the following diagram:

Optimizing (5)     *Project-centred organization*

Integrated (4)     *Institutionalized & integrated into planning*

Managed (3)     *Consistent, comprehensive approach*

Foundation (2)     *Consistent, basic approach to project execution*

Adhoc (1)     *No formal consistent process*

## Level 1 – Adhoc:

- No formal, consistent process to execute a project

- Key Characteristics:
  - Many, incomplete, informal approaches – each project handled differently
  - Highly dependent on Project Manager
  - Project outcomes unpredictable
  - Little organizational support for project management
  - Lesson learned are not gathered and passed on to other projects

## Level 2 – Foundation

- Consistent, basic approach to project execution is adopted

- Key Characteristics:
    - Managed support for project management
    - Repeatable processes are applied to basic project management steps
    - Project outcomes are more predictable
    - Use of common tools and techniques for key project management processes


## Level 3 – Managed

- Consistent, comprehensive approach to project execution

- Key Characteristics:
    - Senior management support for project management
    - Organization can efficiently plan, manage, integrate and control single projects
    - Repository of previous project experience is maintained and utilized
    - Team members and project managers trained in project management
    - Consistent use of tools and techniques for project management processes


## Level 4 – Integrated

- Project portfolio management is institutionalized and integrated into the organization's business planning process

- Key Characteristics:
    - Active senior management support for integration of business planning and project execution
    - Organization can efficiently plan, manage, integrate and control multiple projects
    - Database of previous project data is maintained and utilized

## Level 5 – Optimization

- Project-centred organization with an established approach to continuous improvement of project management

- Key Characteristics:
    - Project management environment improvement is actively encouraged
    - Flexible, project-centred organization structure
    - Career program for project managers
    - Project management training is a key component in staff development

Where does your organization fit today? How important are successful projects to your business? Based on the level of business importance is your organization at the appropriate level? For example, if the successful delivery of projects is important to your business success then you will likely want to be at level three or greater.  If you have a software development company, consulting company or engineering firm that is totally based on projects then you will likely want to be at level four or five. Each organization is different and must carefully analyze their position in terms of the impact projects have on their own bottom-line.

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