

APMG Maturity Index

Right Practice  Best Performance



Executive summary

- Clients under increasing pressure need to focus on **value** by delivering sustainable benefits and performance from projects and programmes
- Accredited Consulting Organizations (ACOs) add value through their **skills, knowledge and tools**
- Research has shown that **higher maturity** results in **better performance**
- P3M3[®] has evolved over the last 10 years and **APMG has an assessment tool and verification process**
- BUT....clients still need answers to some key questions
 - What is the **right level of maturity** for our organization?
 - How do we **compare with others**?
 - Which improvements will deliver the **best value for money**?
 - What are the **exceptions** that require special treatment?
- Answer - APMG Maturity Index - Right Practice to deliver Best Performance
- Only available to APMG Accredited Consulting Organizations



Clients under increasing pressure need to focus on value

To create **value** for stakeholders and provide value for money for customers

They need to deliver **sustainable benefits and performance** from projects and programmes

Increasing management **maturity** results in **better performance** overall
BUT implementing the **Right Practices** for each organization is critical to:

- **Focus improvement** efforts in the right areas
- **Increase success** across the whole portfolio
- **Maximise returns** on investment

APMG Accredited Consulting Organizations have the skills, knowledge and tools to help clients to deliver the Right Practices for them

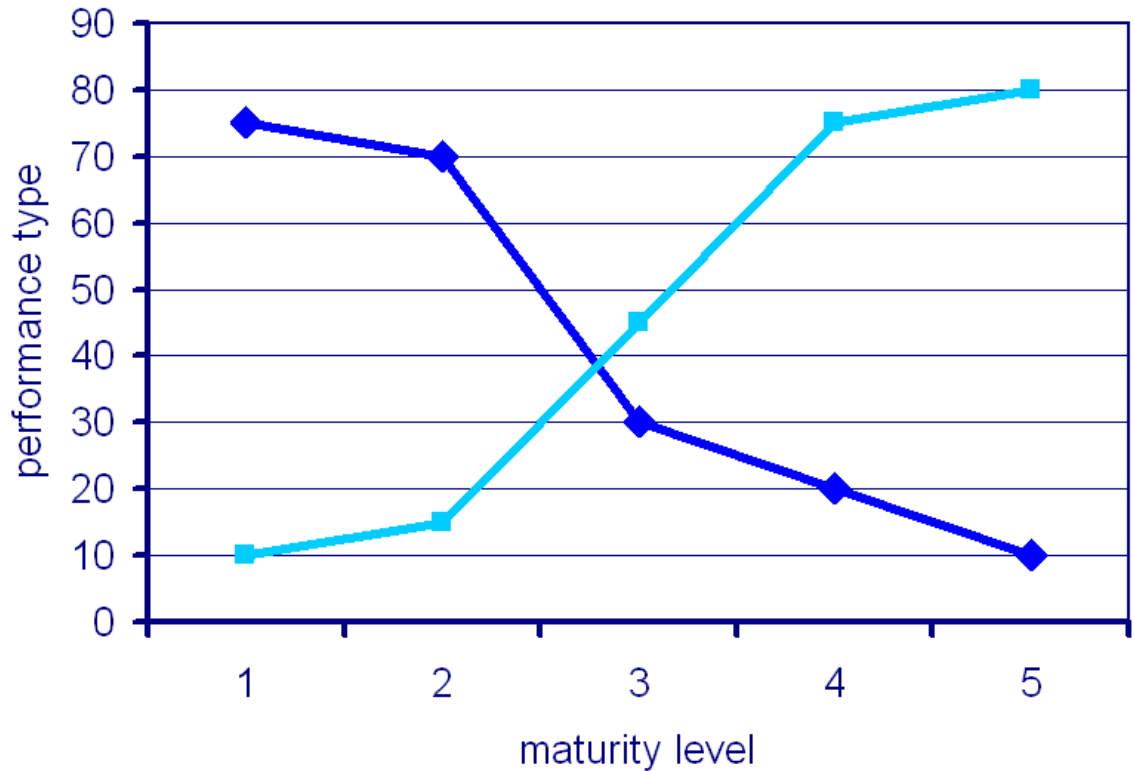


How Accredited Consulting Organizations add value

- **Top quality Registered Consultants**
 - Assessed against **rigorous standards** of consulting competence with annual surveillance of experience involving client references and full tri-annual assessments
- **Knowledge and expertise** accredited to use Best Management Practices and other proven state of the art approaches
 - E.g. PRINCE2®, MSP®, MoP™, M_o_R®, MoV®, P3O®, P3M3, Change Management, CHAMPS2®
- **Supported by leading edge research and solutions to:**
 - Recommend **Right Practice** for each client - APMG Maturity Index
 - Deliver **high performance** through people - APMG Change Tracker



Research has shown that higher maturity results in better performance



◆ low performance < 40%
■ high performance 60+ %
% of intended goals met

At level 1 and 2 there are a large number of organisations with low project performance and a small number with high project performance.
At levels 4 and 5 the opposite is true.

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Global survey of 200 organisations



P3M3 has evolved over the last 10 years

- **Has three sub-models:**
 - Portfolio; Programme; & Project
- **Has 7 Perspectives:**
 - Management Control
 - Benefits Management
 - Financial Management
 - Stakeholder Engagement
 - Risk Management
 - Organizational Governance
 - Resource Management
- **CMM set norm 5 levels of Maturity:**
 - Level 1: Awareness of Process
 - Level 2: Repeatable Process
 - Level 3: Defined Process – (*Target level for majority of organizations*)
 - Level 4: Managed Process
 - Level 5: Optimized Process

(CMM – Carnegie Mellon Capability Maturity Model)
- **With 120 maturity statements:**
 - one for each perspective, for each model, at each level = $5 \times 7 \times 3 = 105$
 - plus one overall statement for each model at each level = $5 \times 3 = 15$



APMG has an assessment tool and verification process

- Operated by **Accredited Consulting Organizations**
- **Independent** assessment of 'as is' maturity level
- Defined process and method to ensure **consistency**
- Results can be independently **verified by APMG**
- Consultants use their **skills and experience** to recommend desired maturity levels and improvement priorities

P3M3 has been invaluable for organizations to analyse their current maturity levels and areas for improvement

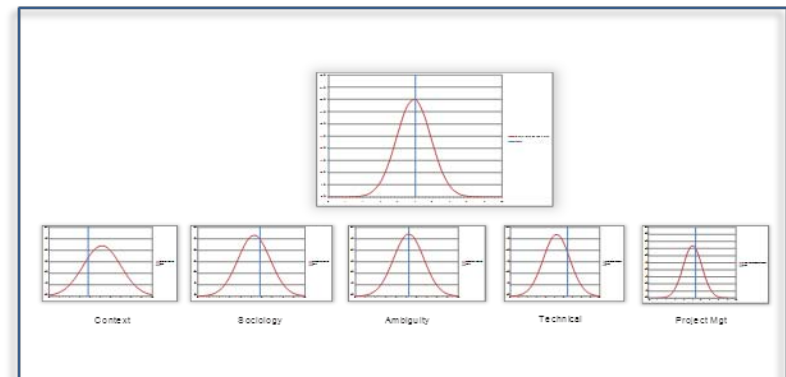


BUT....clients still need answers to some key questions

- What is the ***right level of maturity*** for our organization to handle our project profile and the challenges we face?
- How do we ***compare with others*** in the relevant industry and region?
- Which improvements will deliver the ***best value for money***?
- How can we ***identify exceptions*** to the norm that require special treatment and controls?

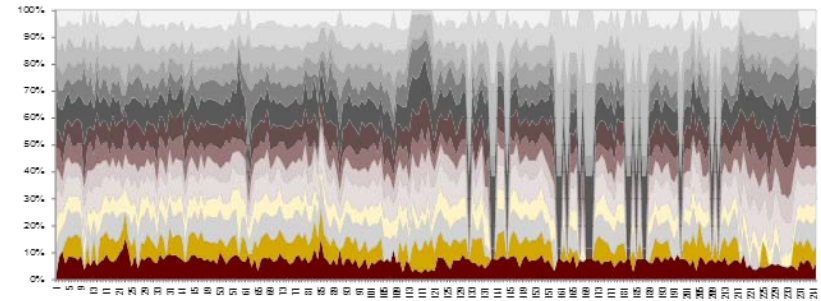
sector	CEO desired	CEO now	PM
Consumer	3.5	2	1+
Financial / services	3.5	2.5	1.5
Tech + ICT	4	3	2
Pharma	4	2.5	1.5
Public	3	1.5	1

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Experience and research insights

- Capability areas correlate to **different performance areas**
- E.g. if your aim is to prevent cost blow outs you need a strong **risk** management and **business engagement** capability
- Optimum maturity level for each of these capability areas is dependent on the **difficulty** of your initiative.
- E.g. Joint Strike Fighter project requires **higher maturity level** compared to roll out of IT network upgrade

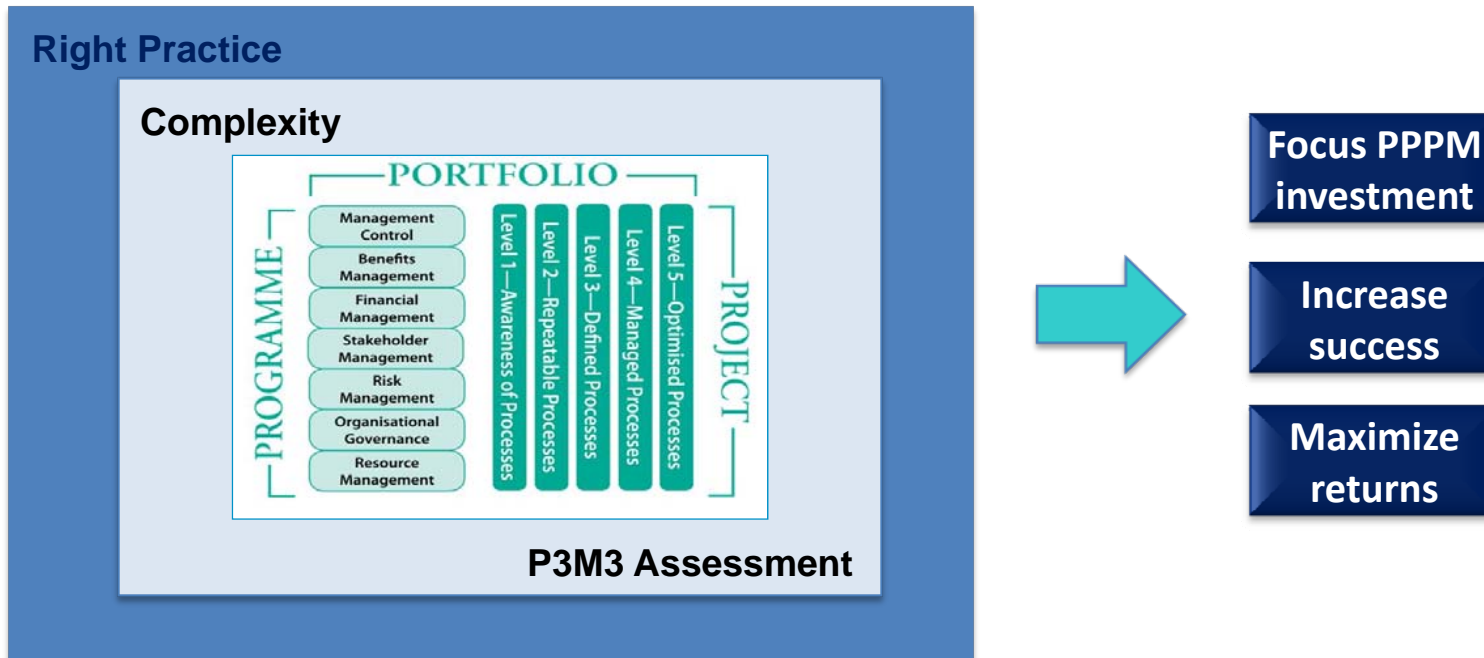


PWC 2006 report 'Boosting business performance through programme and project management'



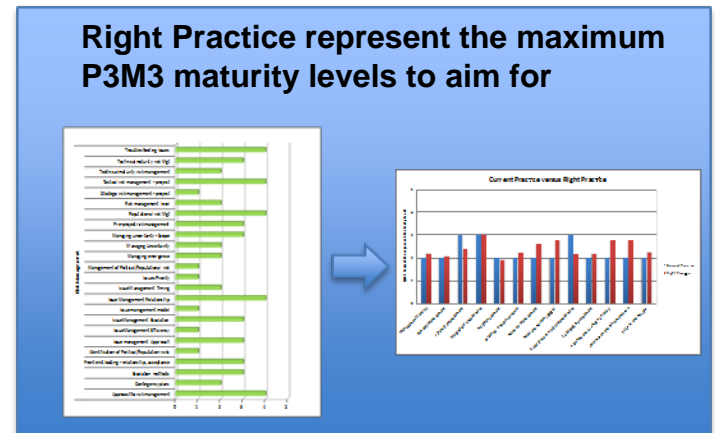
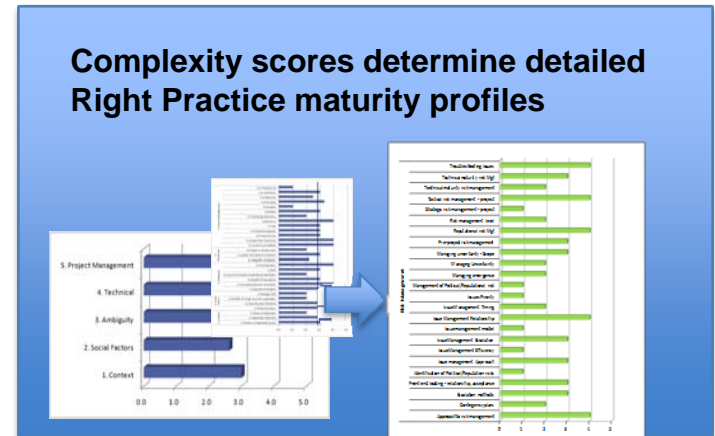
APMG Maturity Index - Right Practice to deliver Best Performance

A joint venture between The APM Group and Helmsman Institute



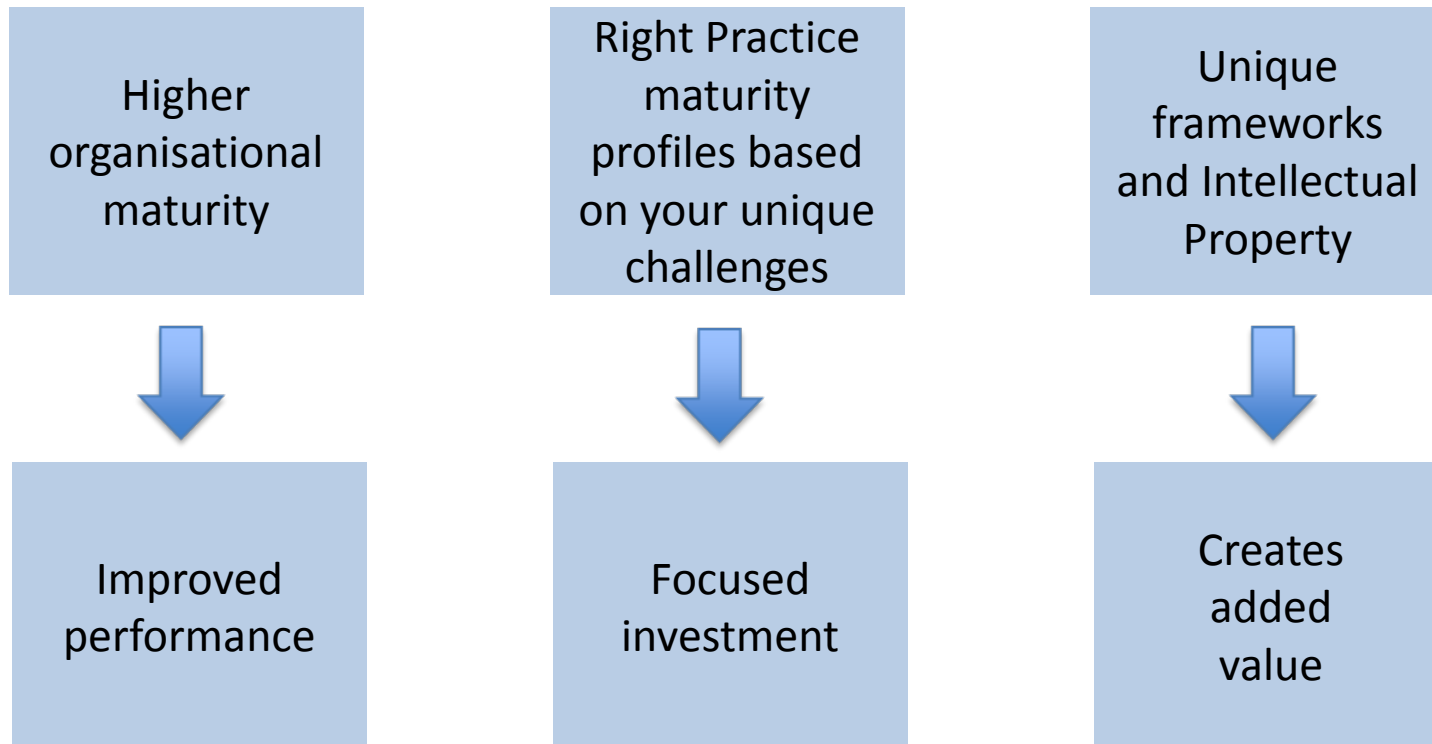
Focus PPPM investment on Right Practice

- Right Practice P3M3 maturity levels are based on your **unique challenges**, captured as complexity profiles.
- Statistical correlations between the complexity profiles, P3M3 attributes, and past performance of similar projects are used to determine the **Right Practice** levels.
- Right Practice levels represent the **optimum** P3M3 maturity level needed given the challenges faced at the time.
- The underlying correlations have been **verified by APMG** and are based on **global research** and data from the Helmsman Institute Pty Ltd Australia.





APMG Maturity Index - Right Practice creates extra value





APMG has developed solutions to measure complexity, predict project success and identify control gaps

APMG Maturity Index – initial service offering

Right Practice Predictor
for Projects

Determine the **Right Practice** maturity levels and controls based on the complexity of **projects**

Project Complexity
Assessment

Complexity scores for a single project

Project Controls
Assessment

Assessment of detailed project **controls**



A wide range of pilots has proved the value of the solutions

Countries:

UK
Netherlands
Australia

Industries:

Financial services –
banking and insurance
Engineering
Transport
Ports infrastructure
Central Government

Client feedback

An *excellent*
tool to look at
project
proposals

This pilot has
allowed us to
find the *right*
level of maturity

We now have data
via a scientific
method that *proves*
the case. This is
what makes it so
valuable

We were able to
clearly
demonstrate
the two distinct
types of project

We can use the
project findings to
implement
improvements in the
project space



Further services are being developed and will be launched when sufficient data is available

Industry Benchmark

Benchmark comparisons against other organizations

Right Practice Predictor for Programmes

Determine the **Right Practice** maturity levels and controls based on the complexity of **programmes**

Right Practice Predictor for Portfolios

Determine the **Right Practice** maturity levels and controls based on the complexity of **portfolios**



More information

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