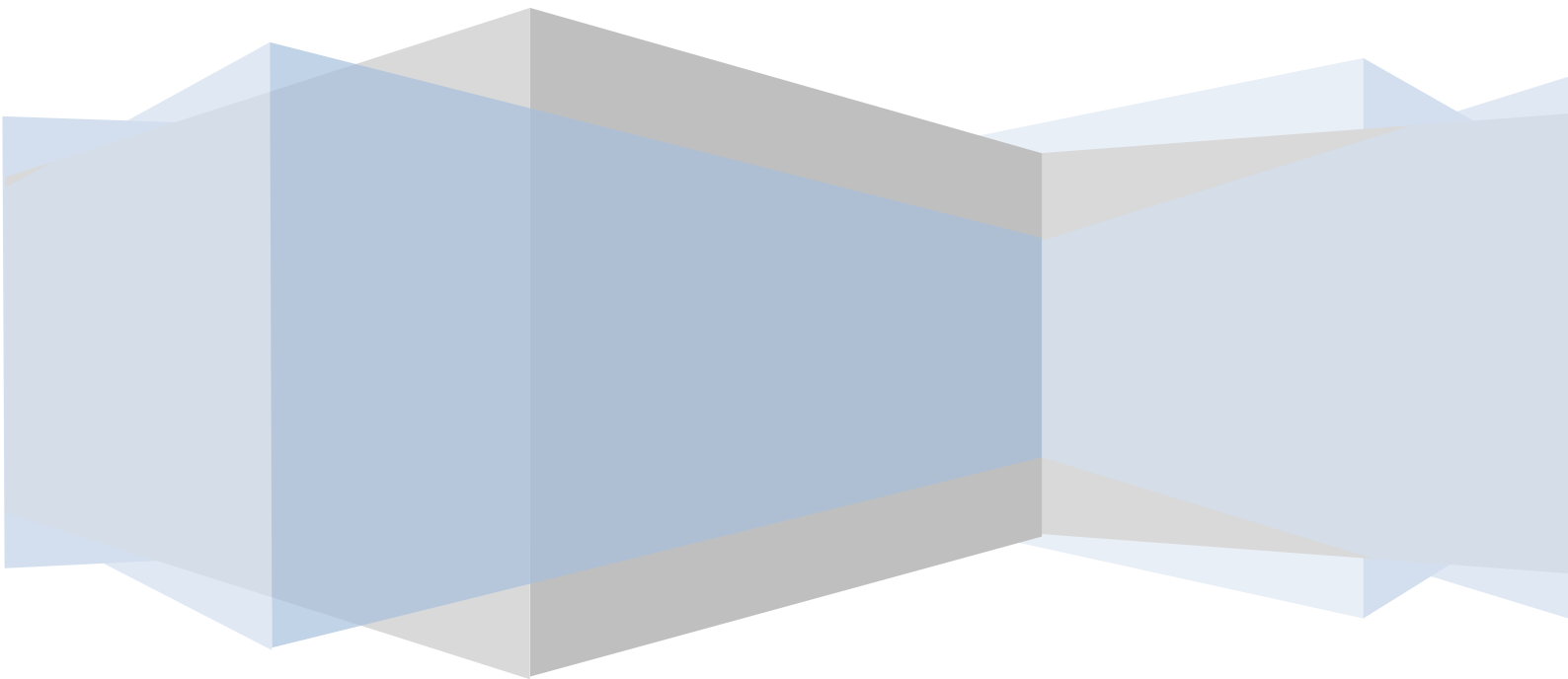


P3M3 Assessments – Why Would You?

12th June 2018



P3M3

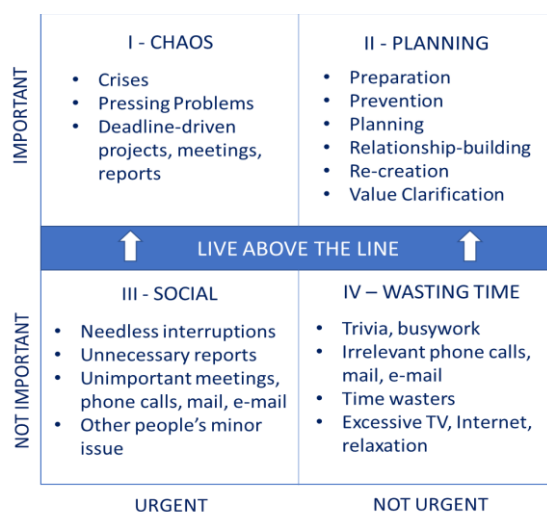
The P3M3 Assessment looks at the three component parts of P3M: Portfolio Management, Programme Management, and Project Management; the P3M3 assessment builds on the individual assessments of these parts and assesses how they come together to meet your business requirements. It rates the organizations maturity level in these disciplines and highlights strengths and weaknesses. This information can then be used to inform Organizational Change/Transformation or to target improvements to specific organizational capabilities to improve performance within the business. It is tuned to the business circumstances and context and will assist the business in delivering benefits leading to the delivery of strategic objectives.

Why would you do a P3M3 Assessment?

Apart from being an enabler to achieve improved business performance and to assist delivering against strategic objectives, a business would consider a P3M3 assessment to identify where it needs to improve processes, procedures and, in extremes, where it needs to build capability and shape organizational structure, governance and management of projects and programmes.

At the heart of a good Project is an established framework of Project Controls that is a source of reliable, quality information that inspires confidence in the project across its stakeholders and within the supply chain. This enables right decisions to be made in a timely fashion through the exploitation of project data generated from correctly constructed, integrated and managed Project Controls. This then enables good Project Management which exploits this data through its proactive decision making and its ability to exploit the project information to improve future performance.

A Project with effective Project Controls enables the Project to anchor itself in Quadrant II of the Covey Time Matrix, shown below. It enables Projects who unfortunately find themselves in Quadrant I – Chaos, to understand why they are there and what they need to do to make the journey to Quadrant II – Planning.



P3M3 Assessments

The assessment normally follows a four-step approach:

- 1) **What is the context?** Why are you doing the assessment – this provides the focus and scope and enables you to think what you will be doing with the assessment results.
- 2) **Where are you today?** A P3M3 assessment will provide that information and give you an idea where you need to focus attention to meet your objectives. The value of the assessment is not only to tell you where you are but also why you are there.
- 3) **Where do you want to be?** Why do you want to be there, does the benefit justify the change required and the cost of change?
- 4) **Did you achieve your ambition (Step (1))?** It can be used to start the journey, to provide mid-course guidance or to benchmark progress. It provides feedback on where you are on your journey and if you have reached your goals.

Assessment of P3M3 capability

The P3M3 assessment process reviews existing procedures in the three component parts: Portfolio Management, Programme Management and Project Management.

It is necessary to interview key personnel in the Project, Programme and Portfolio management chain. Assessors would wish to see how governance and assurance works, how information flows around the project and into the Programme, and how that information is captured at Project level, Programme level and Portfolio level.

Assessments would normally target specific business perspectives:

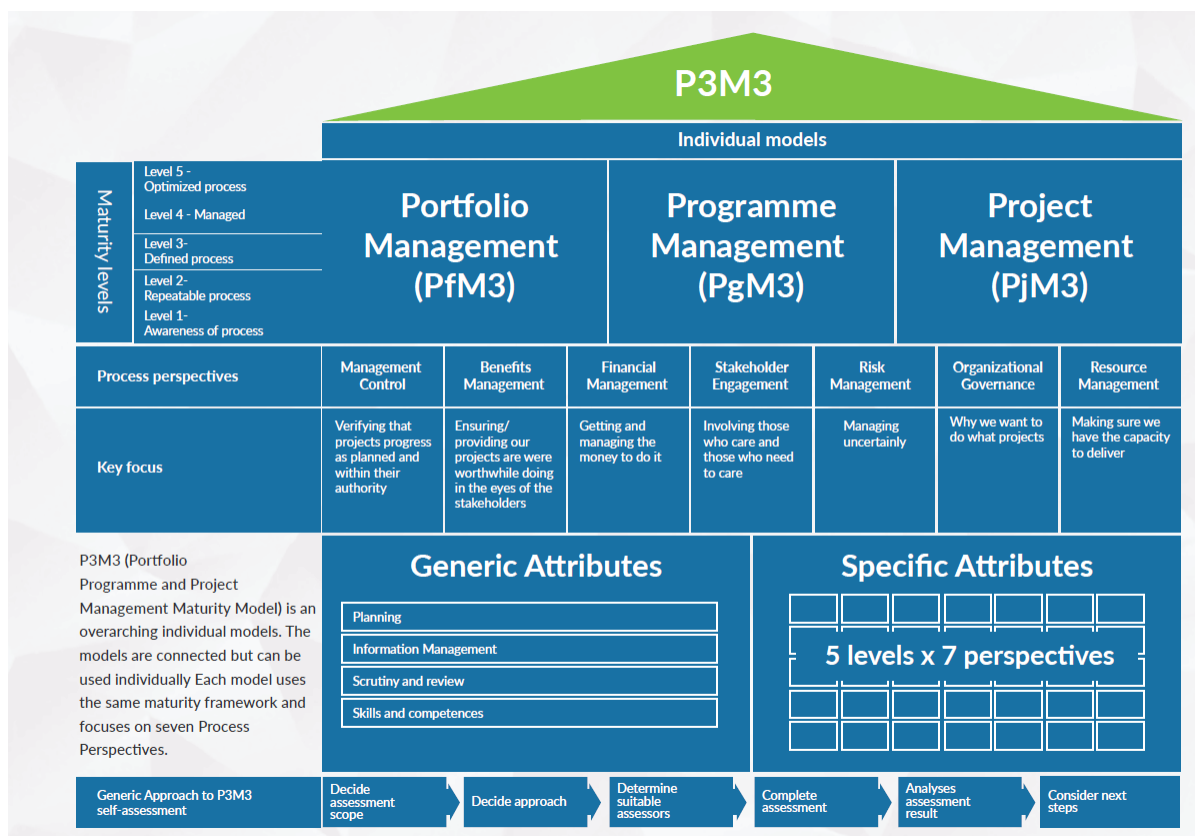
- a) Organizational Governance,
- b) Benefits Management,
- c) Risk Management,
- d) Stakeholder Engagement,
- e) Resource Management,
- f) Finance Management, and
- g) Management Control.

The assessment traditionally assesses against 5 Maturity Levels:

- h) Level 1: Awareness of Process
- i) Level 2: Repeatable Process
- j) Level 3: Defined Process
- k) Level 4: Managed Process, and
- l) Level 5: Optimised Process.

An assessment would normally follow the programme of events listed below:

- 1) Conduct a kick off scoping meeting. This will establish the “Context Element”, boundaries and the business perspectives of interest. It ensures expectations can be managed and to ensure that the end requirement is clearly understood.
- 2) Workshop with participants to reflect scope of assessment and obtain organisations views on their current maturity, strengths and weaknesses.
- 3) Review Processes and Documents; the list of these to be reviewed depends upon context and scope.
- 4) Interviews with key personnel: Project Managers, Business Leaders, business specialists within the organisation, PMO leaders, Governance Boards.
- 5) Bring findings together, discuss and identify any gaps. Repeat (3) and (4) as necessary until gaps filled and then pull data together to agree maturity levels and to produce a final assessment report.



A Light Touch Assessment on P3M3 capability.

A light touch assessment can be conducted to provide an initial indication of maturity level and an overarching view of P3M capability. It falls far short of a full P3M3 assessment but can be conducted quickly (3 weeks) at minimum intrusion into business as usual. The benefits of a light touch

assessment is to inform the scope of future change programme(s) or a full P3M3 assessment, it enables a focused “context” to be developed to guide assessors in a future assessment.

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