

CENTER FOR BUSINESS PRACTICES

Level 1: Initial process	Level 2: Structure Process and Standards	Level 3: Organizational Standards and Institutionalized Project Management	Level 4: Managed	Level 5: Optimizing
<ul style="list-style-type: none"> Ad hoc processes Management awareness 	<ul style="list-style-type: none"> Basic processes; not standard on all projects Management supports and encourage use Mix of intermediate and summary level information Estimates, schedules based on expert knowledge 	<ul style="list-style-type: none"> All processes, standard for all projects, repeatable Management has institutionalized processes Summary and detailed information Estimates, schedules based on industry standards and organizational specifics 	<ul style="list-style-type: none"> Processes incorporated with corporate processes Management mandates compliance Solid analysis of project performance Estimates, schedules are normally based on organizational specifics Management actively engaged in management of enterprise portfolio and projects 	<ul style="list-style-type: none"> Processes to measure project effectiveness and efficiency Processes in place to improve project performance Management focuses on continuous improvement

KERZNER'S PROJECT MANAGEMENT MATURITY MODEL (PMMM)

Level 1: Common language	Level 2: Common processes	Level 3: Singular Methodology	Level 4: Benchmarking	Level 5: Continuous Improvement
<ul style="list-style-type: none"> Sporadic use of project management Small pockets of interest in the discipline No investment in project management training 	<ul style="list-style-type: none"> Tangible benefits made apparent Project management support throughout the organization Development of a project management curriculum 	<ul style="list-style-type: none"> Integrated processes Culture and management support Financial benefits from project management training 	<ul style="list-style-type: none"> Qualitative and quantitative analysis and evaluation of practices Project office established 	<ul style="list-style-type: none"> Lessons learned created Knowledge transferred between project and teams Mentorship program established

BERKELEY MODEL

Level 1: Ad hoc	Level 2: Planned	Level 3: Managed at Project Level	Level 4: Managed at Corporate Level	Level 5: Learning
<ul style="list-style-type: none"> Essentially no corporate standard for project management Performance based on individual skills No consistent project management training 	<ul style="list-style-type: none"> Organization is well-intentioned with respect to methods No project control processes or lessons learned 	<ul style="list-style-type: none"> Some control processes in place Focus is on individual projects 	<ul style="list-style-type: none"> Integration of resources, experiences and deliverables of all projects into a synergetic whole 	<ul style="list-style-type: none"> Project post mortem occurs Process adjustments are made

ESI INTERNATIONAL'S PROJECT FRAMEWORK

Level 1: Ad hoc	Level 2: Consistent	Level 3: Integrated	Level 4: Comprehensive	Level 5: Optimizing
<ul style="list-style-type: none"> Processes are ill-defined because they are applied individually Little organizational support 	<ul style="list-style-type: none"> Organization supports a discipline approach Policies are establishes, and processes are documented and repeatable 	<ul style="list-style-type: none"> Processes are tailored to enhance and advance aspects in all nine knowledge areas Common understanding and use of established methods throughout the organization 	<ul style="list-style-type: none"> Project management fully implemented across the organization Information is used to evaluate process effectiveness and reduce variations Advanced alternative management tools and techniques are developed Projects support the strategic plan 	<ul style="list-style-type: none"> Continual effort to improve and innovate project capability Common failures are eliminated

SEI'S CAPABILITY MATURITY MODEL INTEGRATION (CMMI)

Level 1: Initial	Level 2: Managed	Level 3: Defined	Level 4: Quantitatively Managed	Level 5: Optimizing
<ul style="list-style-type: none"> Ad hoc, chaotic processes 	<ul style="list-style-type: none"> Requirements management, project planning, project monitoring and control occur Process and product quality assurance take place Configuration management is present 	<ul style="list-style-type: none"> Requirements development and product integration initiated Verification and validation of processes Organizational process definition, focus and training. Effort toward integrated project management Risk management is emphasized with decision analysis and resolution 	<ul style="list-style-type: none"> Organizational process performance gauged Quantitative project management highlighted 	<ul style="list-style-type: none"> Organizational innovation and deployment accentuated Causal analysis and resolution performed

PMI'S ORGANIZATIONAL PROJECT MANAGEMENT MATURITY MODEL (OPM3) - DECEMBER 2003

Level 1: ???	Level 2: ???	Level 3: ???	Level 4: ???	Level 5: ???
<ul style="list-style-type: none"> ??? 	<ul style="list-style-type: none"> ??? 	<ul style="list-style-type: none"> ??? 	<ul style="list-style-type: none"> ??? 	<ul style="list-style-type: none"> ???
<p>Facts: 30 contemporary models analysed 170 best practices identified Key performance indicators (KPI)</p>				

"Any company that believes maturity can be reached at a single point in time is a fool!!!", Harold Kerzner
 At Chicago, Ill., USA-based Boeing Co., projects operating at maturity level 3 increased productivity by 62% and cycle times improved 36%