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تقييم النضج المؤسسي
P3M3 Maturity Model

المهندس / شريف همام
استشاري إدارة المشروعات وتقييم النضج المؤسسي

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Instructor

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P3M3 Maturity Assessment

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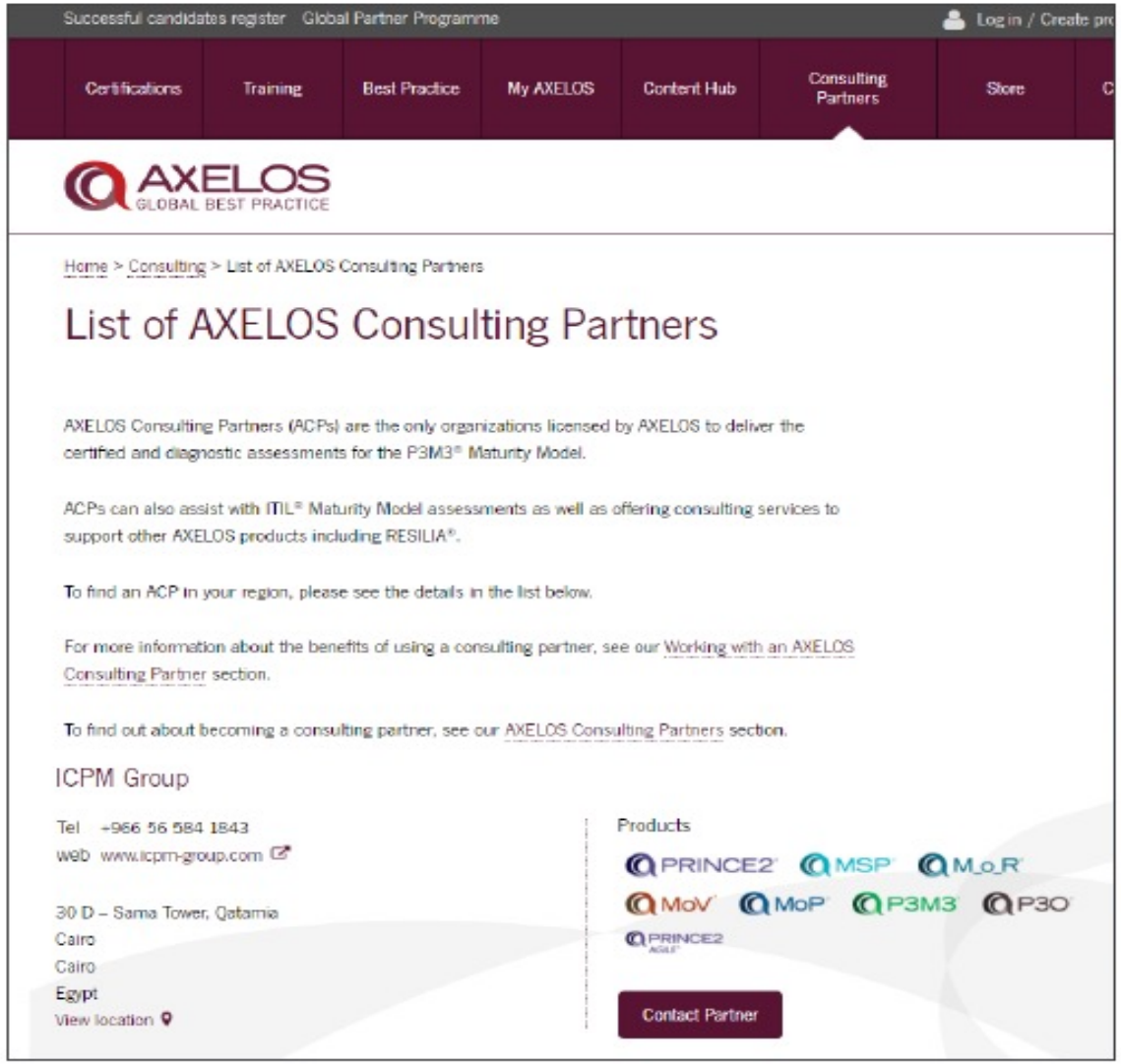

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ICPM Group Accredited from AXELOS as Consulting Partner to provide consulting services relating to best practice portfolio products including P3M3®, P3O® , RESILIA® , MoV® ,PRINCE2® and RESILIA®.

AXELOS GLOBAL BEST PRACTICE

Content

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مفهوم النضج "Maturity" في إدارة المشاريع

Projects management maturity refers to the progressive development of an enterprise-wide project management approach, methodology, strategy, and decision-making process.

يشير نضج إدارة المشاريع إلى التطوير التدريجي لنهج إدارة المشروع على مستوى المؤسسة ، والمنهجية ، والاستراتيجية ، وعملية صنع القرار.

ما هو نموذج P3M3؟

- P3M3 هو نموذج يرمز إلى نضج إدارة المحافظ والبرامج والمشاريع في المنشأة؛ حيث أنه أُنشِأَ من قِبل Axelos

- يعتبر نموذج P3M3 من أهم المعايير بين نماذج النضج ويوفر إطاراً يمكن المنشآت من تقييم أدائها الحالي ووضع خطط التطوير.

- يساعد نموذج P3M3على تحديد نقاط القوة والضعف في المنشأة.

- P3M3 يوفر رؤية متكاملة للتطوير والتحسين داخل المنظمة.

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ما هو نموذج P3M3؟

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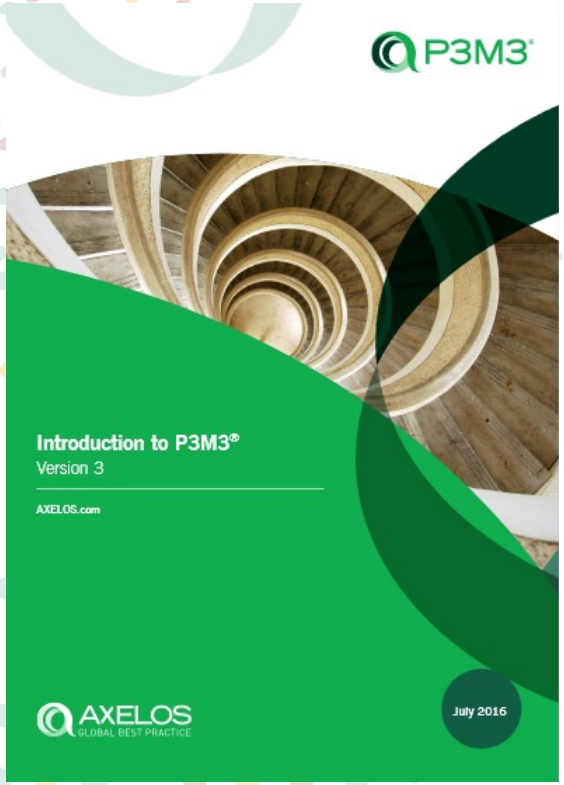


P3M3®

Portfolio
Programme
Project

Management
Maturity
Model

أهمية P3M3 للمنظمات

More effective use of budgets delivers cost savings
الاستخدام الأكثر فعالية للميزانيات والذي يوفر التكاليف

Improved delivery of benefits
تحسين إيصال الفوائد

Enhanced quality of delivered projects and programmes
تحسين جودة المشاريع والبرامج المنفذة

Stronger processes in benefits management leads to better return on investment
تؤدي العمليات القوية في إدارة الفوائد إلى عائد أفضل على الاستثمار

Better predictability of outcome delivers better investment decisions
توفر إمكانية التنبؤ الأفضل بالنتائج وبالتالي قرارات استثمارية أفضل

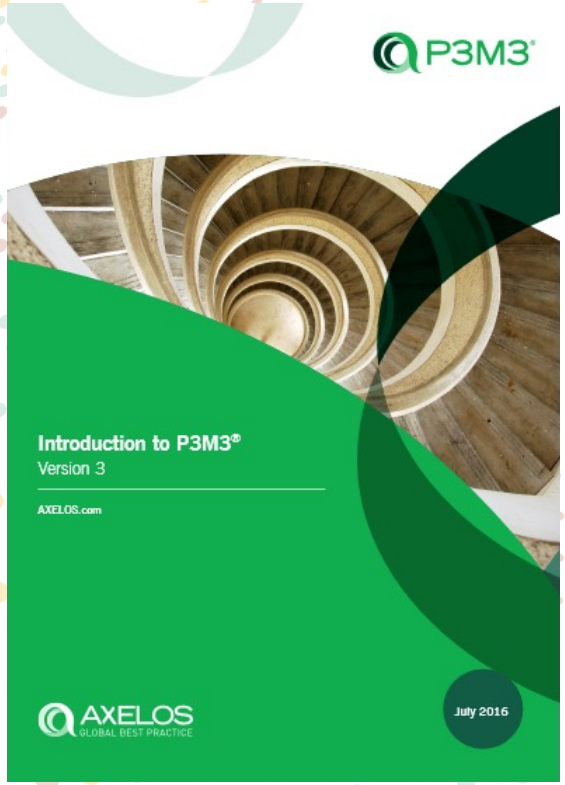
Diagnostic assessment means improved value in the training budget
التقييم التشخيصي يعني تحسين القيمة في ميزانية التدريب

A baseline for capability provides concrete metrics for performance improvement
يوفر خط الأساس للقدرة مقاييس محددة لتحسين الأداء

أهمية P3M3 للمنظمات

نماذج لجهات حصلت على تقييم P3M3 وحققت مستوى متقدم في مستوى النضج

P3M3 Overview



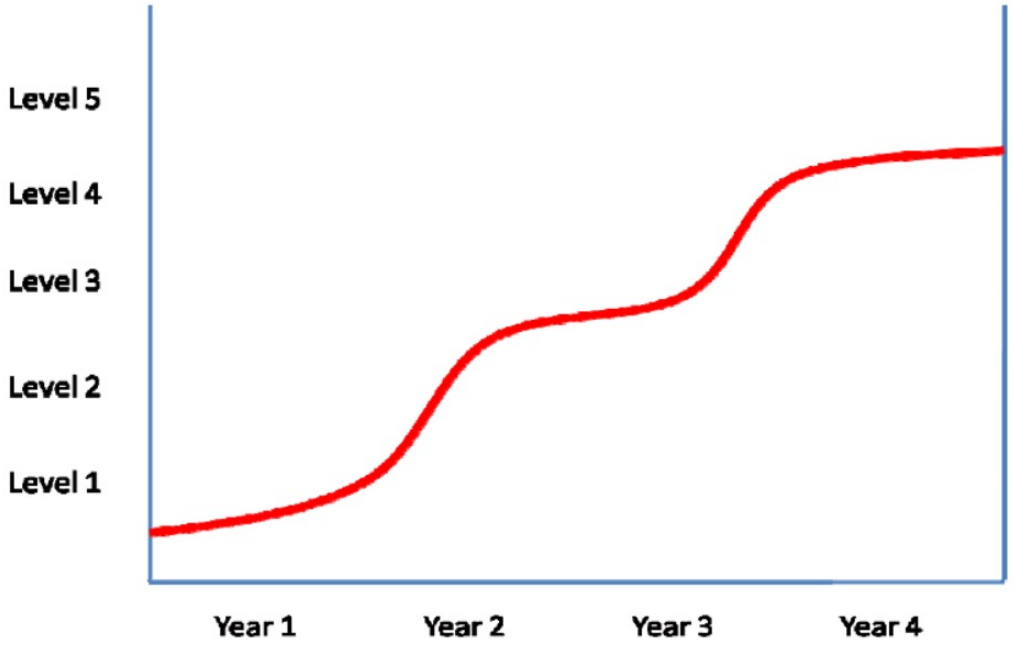
P3M3®

- من المهم لأي منظومة فهم مستوى النضج لديها ، ومن المهم لها أيضا فهم ماهو المستوى الأمثل لها للحصول على أعلى قيمة من المنفعة للاستثمارات الخاصة بها

- ولتحقيق أعلى استفادة من نموذج P3M3 يجب النظر إلى تحسين الأداء للمنظومة كجزء من الخطة طويلة الأجل **Long Term plan** ومع هذا يمكن أيضا الحصول على مكاسب قصيرة المدى في الأداء باستخدام P3M3 عن طريق تحديد نقاط الضعف الموجودة والعمل على تحسينها

P3M3 Overview

يوضح الشكل التالي الرحلة التي تستغرقها المنظمة للتنقل بين مستويات النضج وتوضح درجة الالتزام المطلوب من المنظمة تحقيقها.

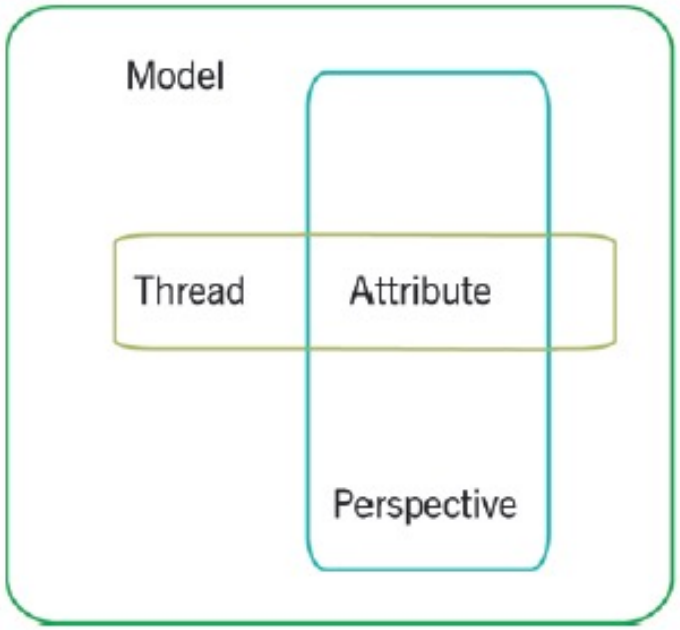


يستغرق الانتقال من مستوى نضج للاخر عدة سنوات

من خلال خبرة **Axelos** وتجاربها وجدت أن عملية الانتقال من مستوى لآخر حوالي من **12 إلى 18 شهر**

عملية الإنتقال تحصل تدريجياً مروراً بكل مستوى بالرغم من وجود تقنيات وأدوات عديدة يتم استخدمها للتنقل من مستويات النضج المنخفضة ، لحاجة هذه المنظمات لتغيير كامل فيها وهذا بالطبع يستغرق وقت طويل.

P3M3 Data Structure



Diagrammatic representation of the structure of each model

Model

This is the high level grouping for example, portfolio, programme and project

Perspective

These are the seven pillars on which P3M3 is built and are assessed in each model. These were added in 2008

Threads

These are the areas that are main topics that are reviewed during the assessment, they work across each of the perspectives

Attributes

These are the detailed level characteristics that are used to make the assessment and provide the score

P3M3 Model

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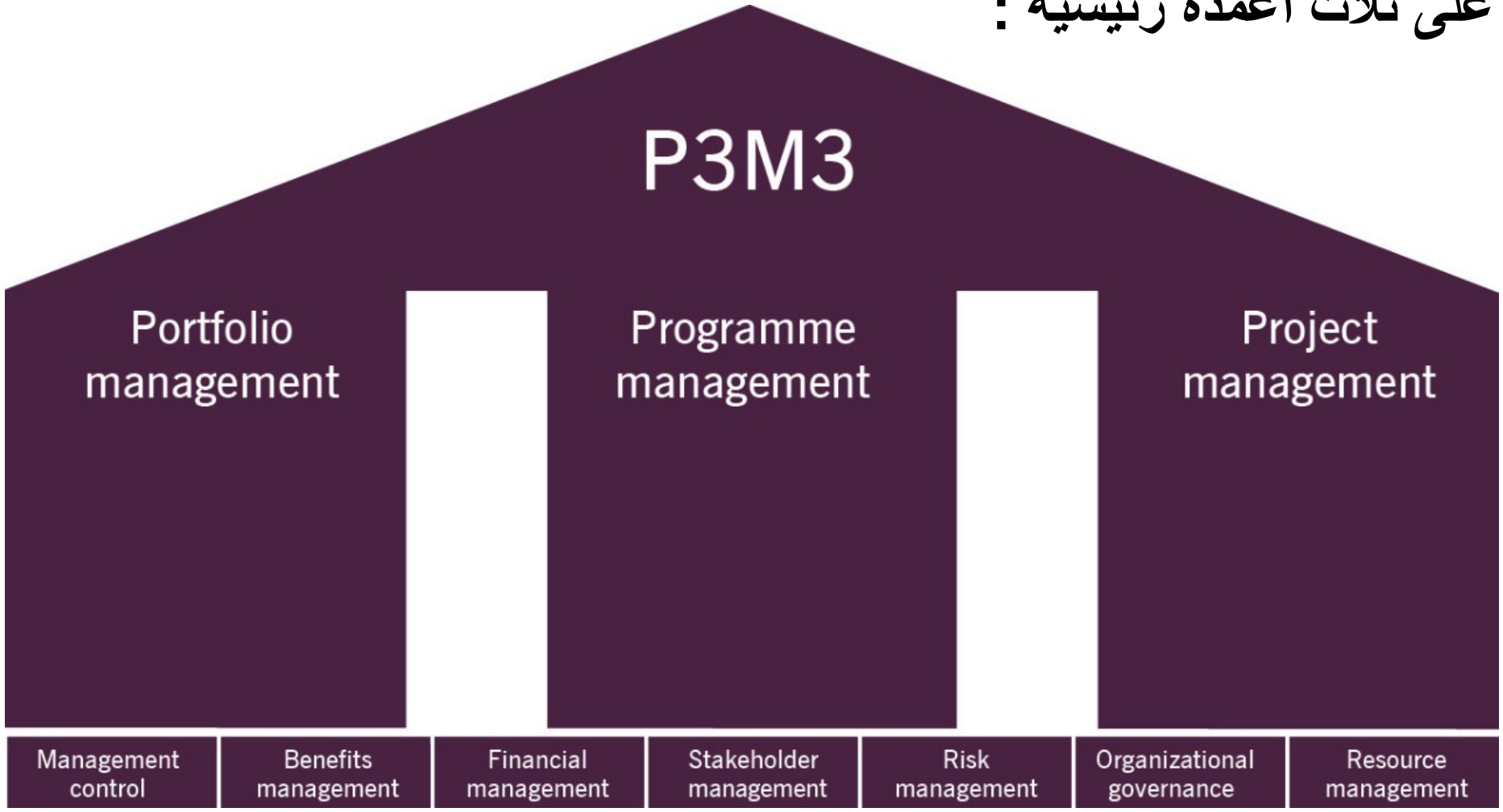
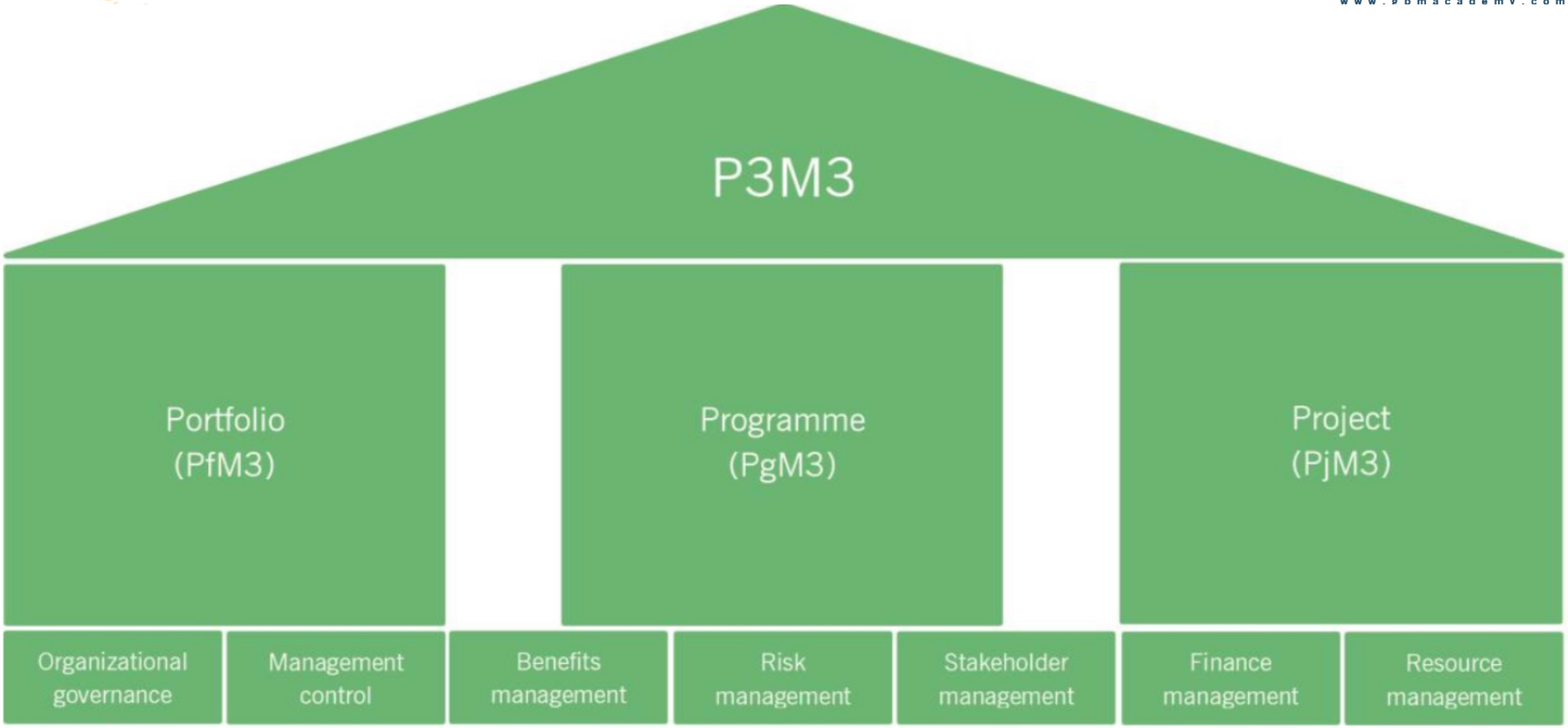
يرتكز P3M3 Model على ثلاث أعمدة رئيسية :



وتنظر P3M3 للمنظومة من خلال سبعة عمليات:

P3M3 Model


P3M3
Portfolio
(PfM3)
Programme
(PgM3)
Project
(PjM3)
Organizational governance
Management control
Benefits management
Risk management
Stakeholder management
Finance management
Resource management

P3M3 Model

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Organizational governance

- Initiative optimization
- Strategic alignment of initiatives
- Governance process and workflow management
- Existence of control boards
- Approvals and authorization
- Control and reporting structures
- Legislative compliance
- Compliance and integration with corporate standards
- Assurance for project and programme compliance
- Alignment between PPM and organizational hierarchy

P3M3 Model

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Management control

- Lifecycle control
- Gates, stages and tranches
- Change control
- Issue control and management
- Progress monitoring
- Clarity of end state
- Interventions and redirection
- Configuration management

P3M3 Model

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Benefits management

- Benefits management process and workflow management
- Benefits management information and benefits realization plans
- Benefits profiling, categorization, ownership and measurement
- Management of benefits realization activities
- Business change management
- Business performance management

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Risk management

- Enterprise-level visibility of risk exposure due to PPM
- Tracking of resource and budgetary implications of risks
- Risk categorization, assessment and audit
- Risk registers, tracking and management
- Risk management process and workflow management

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Stakeholder management

- Stakeholder identification and analysis
- Structured engagement cycles
- Regular and effective communications
- Sophistication in the use of channels and message delivery
- Processing and actioning feedback

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Financial management

- Financial reporting and monitoring
- Integration to business planning cycle
- Actual budget and forecast PPM expenditure
- Staged funding release
- Financial tolerances setting process
- Financial management information on costs and benefits
- Investment management process and workflow management
- Project proposal management, financial appraisal and business cases

P3M3 Model

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Resource management

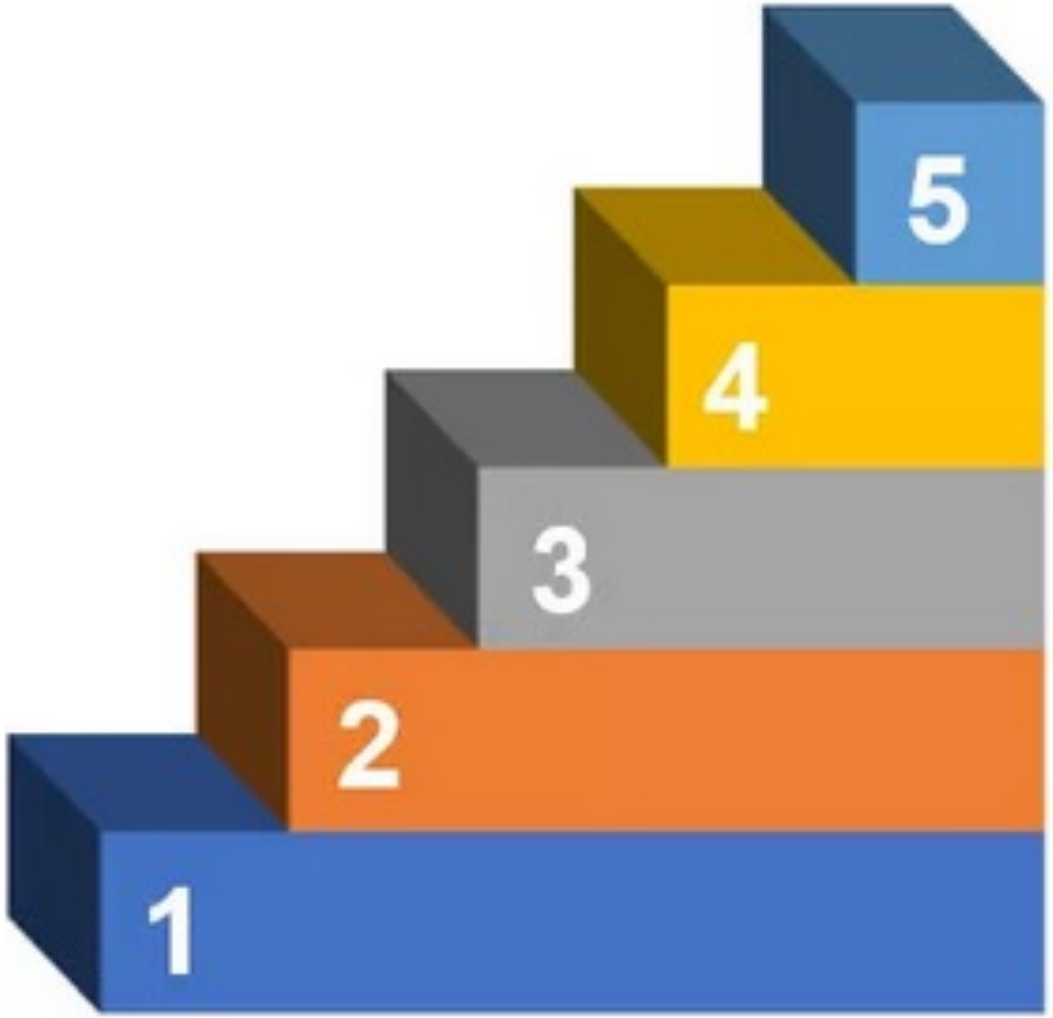
- Resource optimization of resources across initiatives
- Resource management process and workflow management
- Capacity and capability building
- Supply chain management
- Resource monitoring, estimation and forecasting of utilization
- Utilization and efficiency
- Integration of operational and PPM needs

P3M3 Model

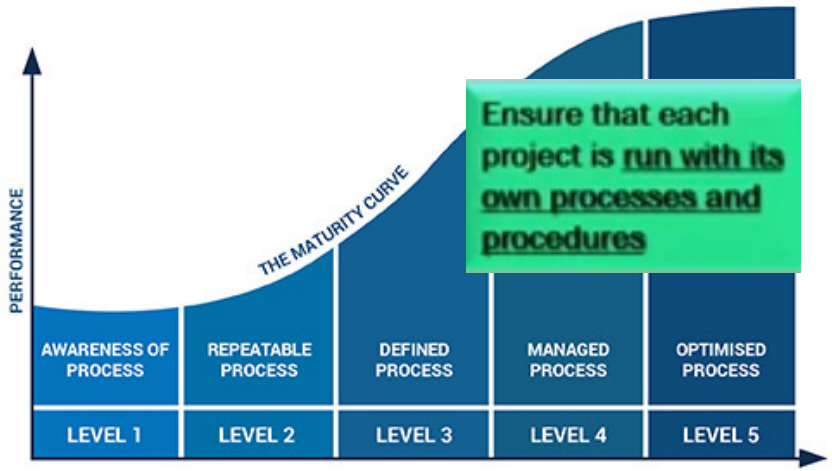
The P3M3 model has
Five Maturity Levels

هناك 5 مستويات لنموذج P3M3

بداية من المستوى الأول والذي يعد أقل
مستوى نضوج إلى المستوى الخامس أعلى
مستوى نضوج



P3M3 Model



Level 1

Awareness
الوعي

Level 2

Repeatable
تكرار العملية

Level 3

Defined
تحديد العملية

Level 4

Managed
إدارة العملية

Level 5

Optimised
الإستفادة المثلى للعملية

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	Level 1	Level 2	Level 3	Level 4	Level 5
	Awareness	**Repeatable**	**Defined**	**Managed**	**Optimised**
Portfolio Management	Recognize programmes and projects and run an informal list of its investments	Ensure that each programme and/or is run with its own processes and procedures	Have its own centrally controlled portfolio processes and can individual initiatives flex within these	Obtain and retain specific metrics on its whole portfolio of programmes and projects and assess its capacity	Run continual process improvement with proactive problem and technology management for the Portfolio
Programme Management	Recognize programmes and run them differently from projects	Ensure that each programme is run with its own processes and procedures	Have its own centrally controlled programme processes and can individual programmes flex within these.	Obtain and retain measurements on its programme performance and run a quality management	Run continual process improvement with proactive problem and technology management for the Programme
Project Management	Recognize projects and run them differently from its ongoing business	Ensure that each project is run with its own processes and procedures	Have its own centrally controlled project processes and can individual projects flex within these	Obtain and retain measurements on its project performance and run a quality management	Run continual process improvement with proactive problem and technology management for the Project

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P3M3 Sub- Models

- Portfolio Management (PfM3)
- Programme Management (PgM3)
- Project Management (PjM3)

7 Perspectives

Level 1	Level 2	Level 3	Level 4	Level 5
Awareness	Repeatable	Defined	Managed	Optimised

- Organization Governance حوكمة المنشآت
- Management Control الرقابة الإدارية
- Benefits Management إدارة الفوائد
- Risk Management إدارة المخاطر
- Stakeholders Management إدارة تفاعل أصحاب المصلحة
- Financial Management الإدارة المالية
- Resources Management إدارة الموارد

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(PfM3)

(PgM3)

(PjM3)

- Organization حوكمة المنشآت Governance
- Management الرقابة الإدارية Control
- Benefits إدارة الفوائد Management
- Risk إدارة المخاطر Management
- Stakeholders إدارة تفاعل أصحاب المصلحة Management
- Financial الإدارة المالية Management
- Resources إدارة الموارد Management

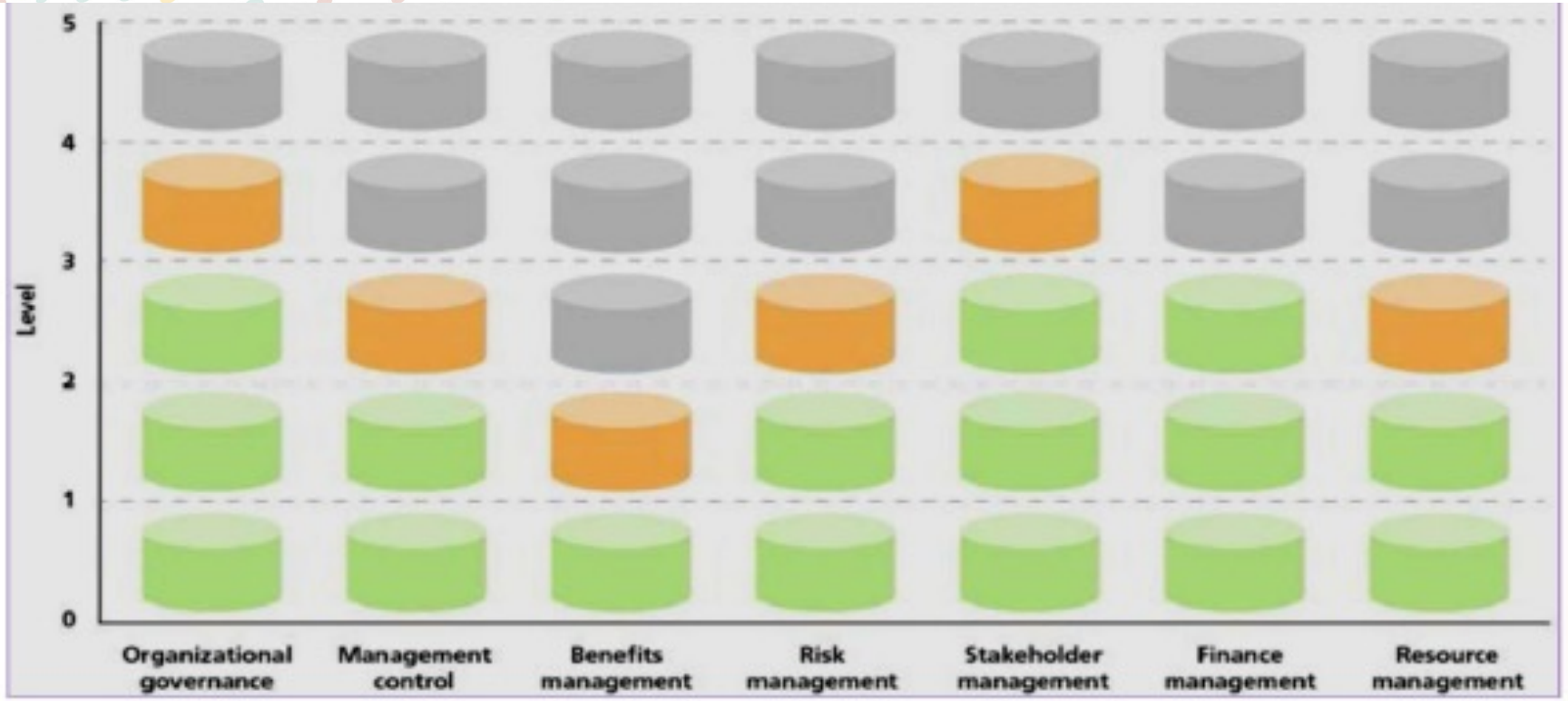
15 Attributes

35 Attributes For each sub-model

105 Attributes The total for P3M3

P3M3 Model

بعد الإنتهاء من عمل تقييم P3M3 يظهر الشكل التالي :



KEY:

- Fully meets
- Partially meets
- Never

This Organization in the Maturity **Level 2**

P3M3 Model

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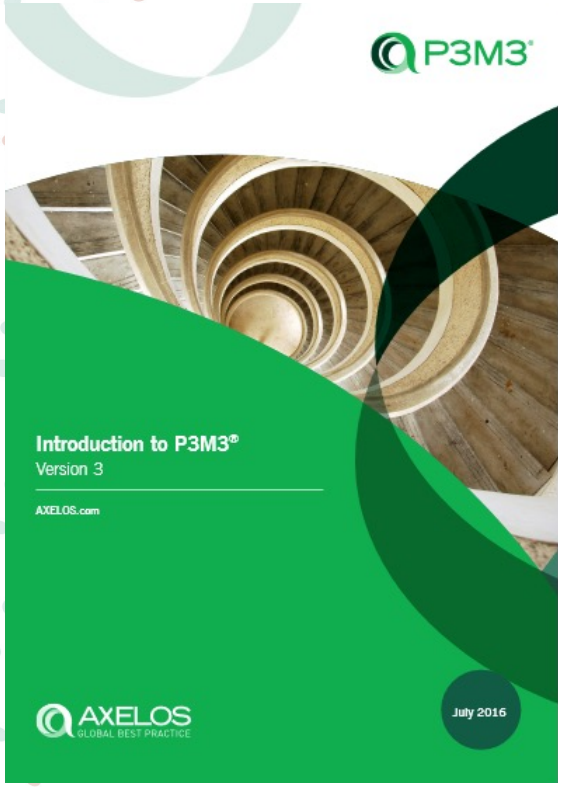
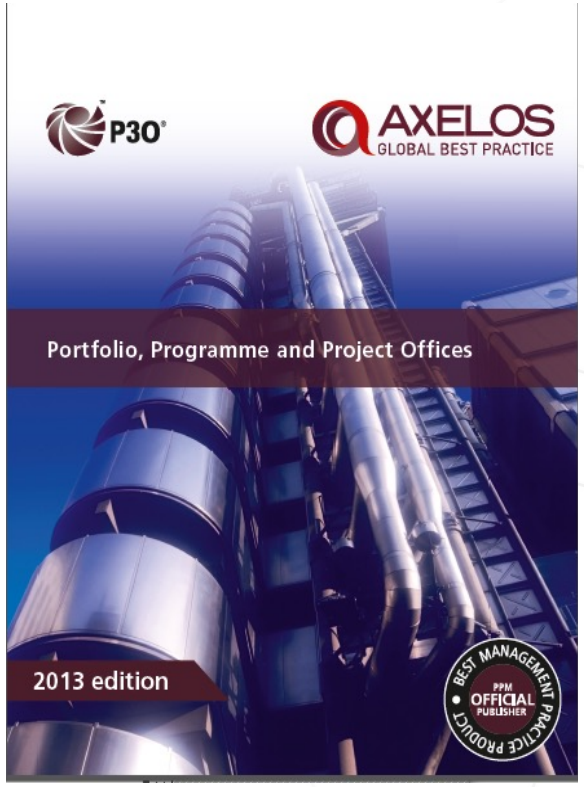




P3M3 Model

PjM3 Perspective Description

P3M3®

	Level 1: Awareness	Level 2: Repeatable	Level 3: Defined	Level 4: Managed	Level 5: Optimized
Organizational governance	Informal governance of projects exists but links to broader organizational controls are minimal.	There are localized governance arrangements for groups of projects.	Projects consistently establish their governance to align with centrally defined organizational governance arrangements.	Project and organizational governance are integrated with measurement and feedback is used to refine project governance as appropriate to make it more effective.	The governance arrangements for projects are embedded in organizational controls, with demonstrable continual improvement across the organization.
Management control	Where management control approaches exist, they have been developed in isolation by individual projects.	Management control is recognized as a key component for project success, with localized approaches in place for groups of projects.	Projects consistently establish management control to achieve objectives within the defined scope using a centrally defined approach.	The project's management control approach is integrated with the organization's controls and uses measurement and analysis of performance to verify and refine project effectiveness across the organization.	The project's management control is embedded within the organization's control mechanisms, focusing on delivering outcomes that enable the organization to achieve its strategic aims and objectives, with continual improvement across the organization.

P3M3 Model

PjM3 Perspective Description

P3M3®

	Level 1: Awareness	Level 2: Repeatable	Level 3: Defined	Level 4: Managed	Level 5: Optimized
Benefits management	Where benefits management approaches exist, they have been developed in isolation by individual projects.	Benefits management is recognized as a key component for project success, with localized approaches in place for groups of projects.	Projects consistently establish benefits management to define and track their realization from the delivery of operational capability to a centrally defined approach.	The project's benefits management approach is integrated with the organization's performance management and uses measurement and analysis of performance to verify and refine project effectiveness across the organization.	The project's benefits management is embedded within the organizational change and performance management approach, focusing on outcomes to achieve the strategic aims and objectives of the organization, with continual improvement across the organization.
Risk management	Where risk management approaches exist, they have been developed in isolation by individual projects.	Risk management is recognized as a key component for success, with localized approaches in place for groups of projects.	Projects consistently establish risk management to mitigate threats and maximize opportunities aligned with a centrally defined approach.	The project's risk management approach is integrated with the organization's risk management and uses measurement and analysis of performance to verify and refine project effectiveness across the organization.	The project's risk management is embedded within the organization's risk management approach to achieve the strategic aims and objectives of the organization, with continual improvement across the organization.

P3M3 Model

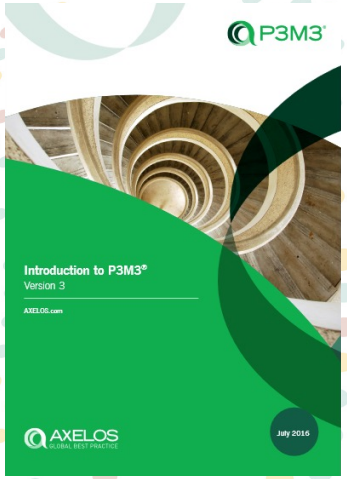
PjM3 Perspective Description

P3M3®

	Level 1: Awareness	Level 2: Repeatable	Level 3: Defined	Level 4: Managed	Level 5: Optimized
Stakeholder management	Where stakeholder management approaches exist, they have been developed in isolation by individual projects.	Stakeholder management is recognized as a key component for project success, with localized approaches in place for groups of projects.	The organization's projects consistently engage and communicate with stakeholders using a centrally established approach.	The project's stakeholder management is integrated with the organization's stakeholder management approach, and uses measurement and analysis of performance to verify and refine project effectiveness across the organization.	The project's stakeholder management is embedded within the organization's stakeholder management approach, focusing on engaging and communicating to achieve the strategic aims and objectives of the organization, with continual improvement across the organization.
Finance management	Where finance management approaches exist, they have been developed in isolation by individual projects.	Finance management is recognized as a key component for project success, with localized approaches in place for groups of projects.	Projects consistently establish finance management to track funding and control expenditure, aligned with a centrally defined approach.	The project's finance management is integrated with the organization's finance management approach, and uses measurement and analysis of performance to verify and refine project effectiveness across the organization.	The project's finance management is embedded within the organization's finance management approach, focusing on investment to achieve the strategic aims and objectives of the organization, with continual improvement across the organization.

P3M3 Model

PjM3 Perspective Description



	Level 1: Awareness	Level 2: Repeatable	Level 3: Defined	Level 4: Managed	Level 5: Optimized
Resource management	Where resource management approaches exist, they have been developed in isolation by individual projects.	Resource management is recognized as a key component for project success, with localized approaches in place for groups of projects.	Projects consistently establish resource management to meet their capacity and capability requirements, aligned with a centrally defined approach.	The project's resource management approach is integrated with the organization's capacity and capability management and uses measurement and analysis of performance to verify and refine project effectiveness across the organization.	The project's resource management is embedded within the organization's resource management approach, focusing on maximizing the exploitation of the capacity and capability to achieve the strategic aims and objectives of the organization, with continual improvement across the organization.

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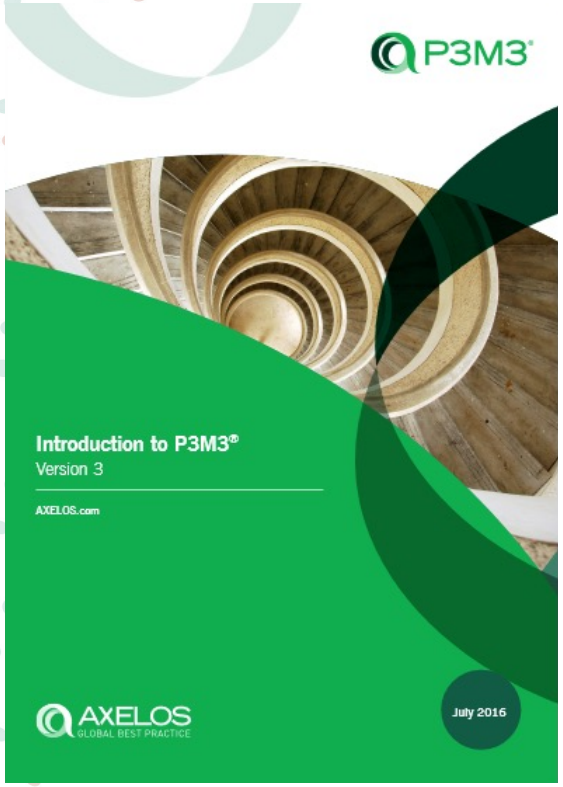
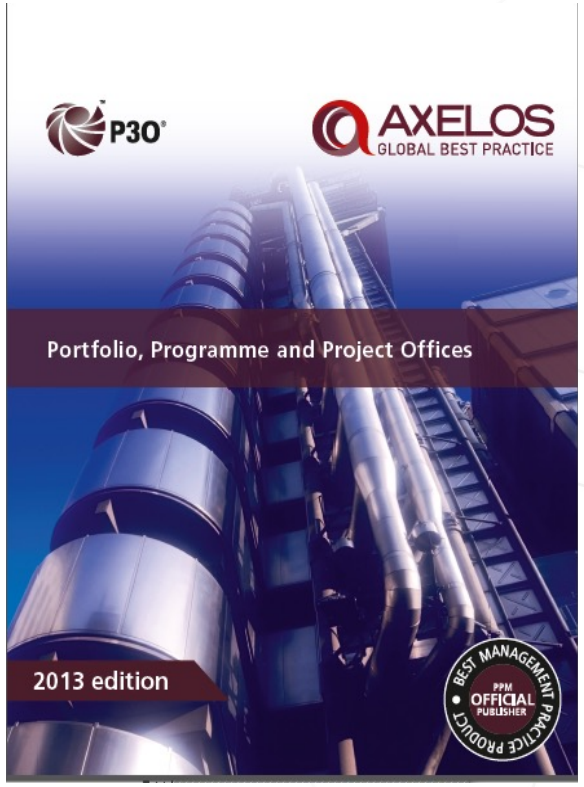
P3M3 Model

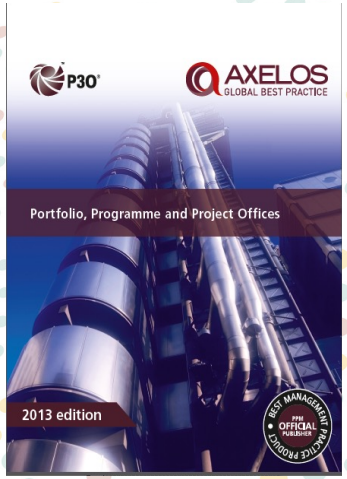
The references for the Attributes:





P3M3 Model

PjM3 Perspective Description



P3M3®

Table E.3 Project level (PJM3)

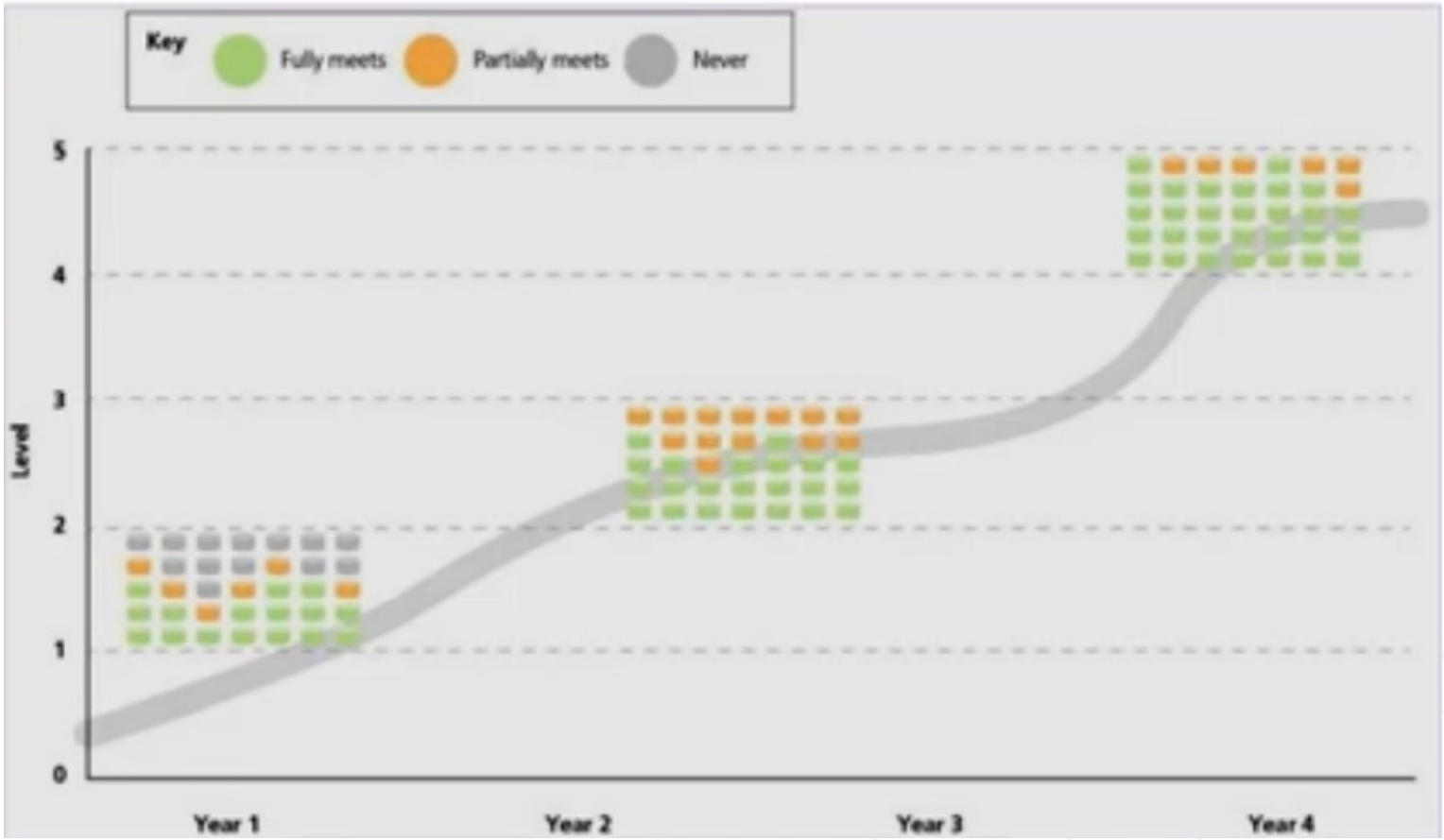
Level	Process perspective	Comment
1	Management control	Project management terminology is being used by some within the organization but not in a consistent manner and indeed without it being understood by all stakeholders. Some projects will be defined, conducted and managed to some extent. Where projects have been defined, the scope and objectives may be articulated to a wider audience with the aim of achieving commitment and support.
	Benefits management	There is recognition of the concept of benefits that can be differentiated from project outputs. Benefits may be cited within some project documentation but will tend to be qualitative or intangible. There will be limited, if any, responsibility for benefits planning and realization. The organization will have difficulty in reviewing benefits and attributing them to projects.
	Financial management	There are minimal financial controls at the project level and a general lack of accountability for monitoring project expenditure. The lack of formal business cases will present some difficulties for the organization in fully appraising potential projects, making investment decisions and directing such investments.
	Stakeholder management	Project management process improvement will be unplanned. There will be evidence of some 'fire-fighting', with experienced managers perhaps being used to rescue projects in difficulty. The project management process is likely to be chaotic and therefore in need of some basic standardization and established baselines on which to consider improvement.
	Risk management	There is minimal evidence of risk management being deployed to any beneficial effect. A risk management process will not have been established, although some projects will be cognizant of some of the risks that threaten them and these may be documented in an inconsistent manner within project risk registers. There will be little evidence of these registers being maintained.
	Organizational governance	Informal governance of projects exists but has undefined linkage to the broader organizational controls. Project roles are likely to be notional and terms of reference for the governance structures are unlikely to be fully documented. Planning for business review and governance checkpoints is unlikely to be fully developed. Leadership and responsibilities may not be fully attributable.
	Resource management	There is little recognition of the skills and competencies needed to deliver projects successfully. As projects are poorly defined, the role of project manager is compromised; project managers are unlikely to have the support and commitment of the organization, or the resources needed to accomplish project objectives in a consistent and planned manner.

P3M3 Model

Planning your P3M3

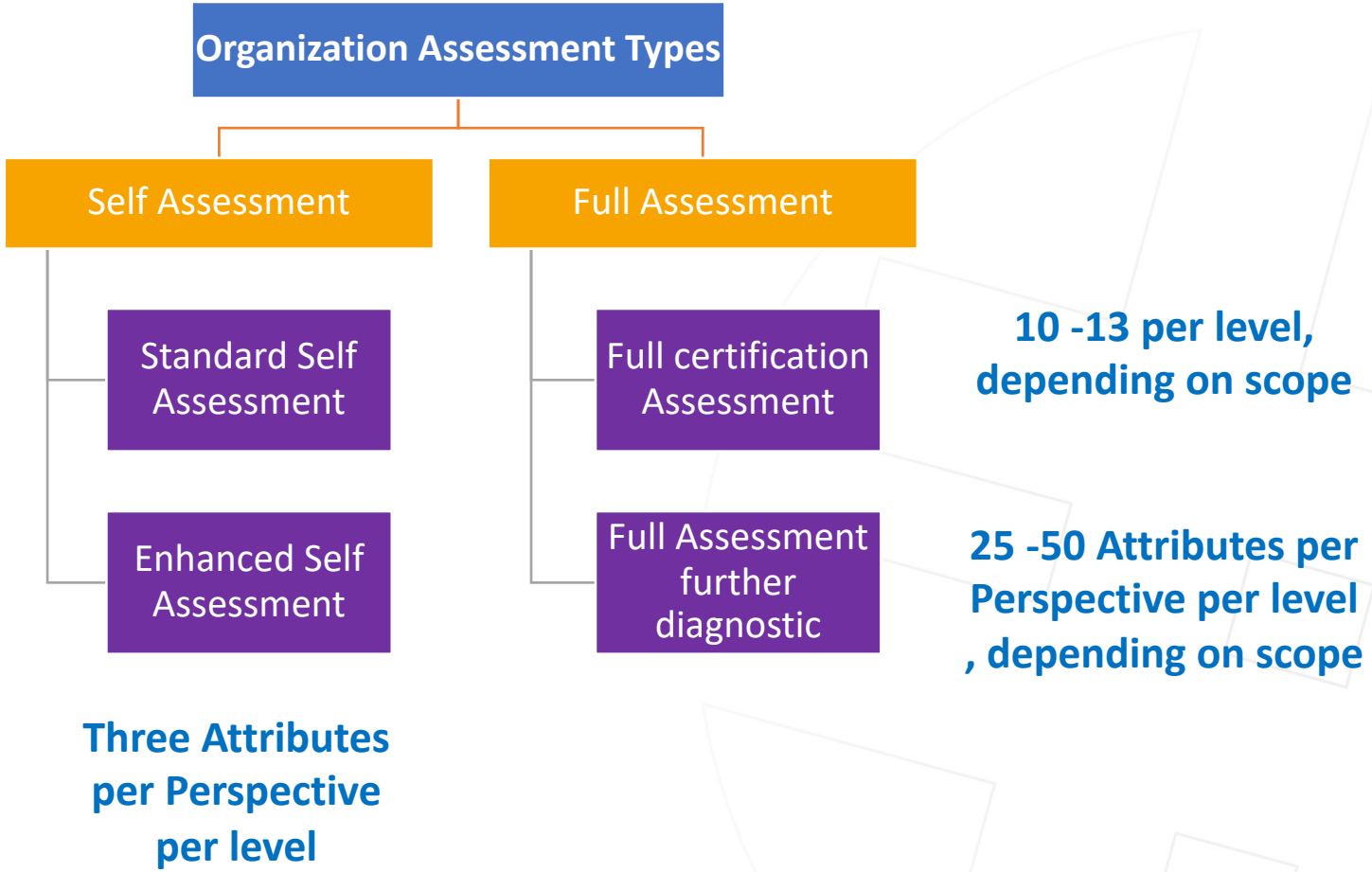
P3M3 Model

Planning your P3M3



P3M3 Maturity Assessment

الجهات التي تقوم بعمل تقييم النضج المؤسسي P3M3 عن طريق Axelos



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