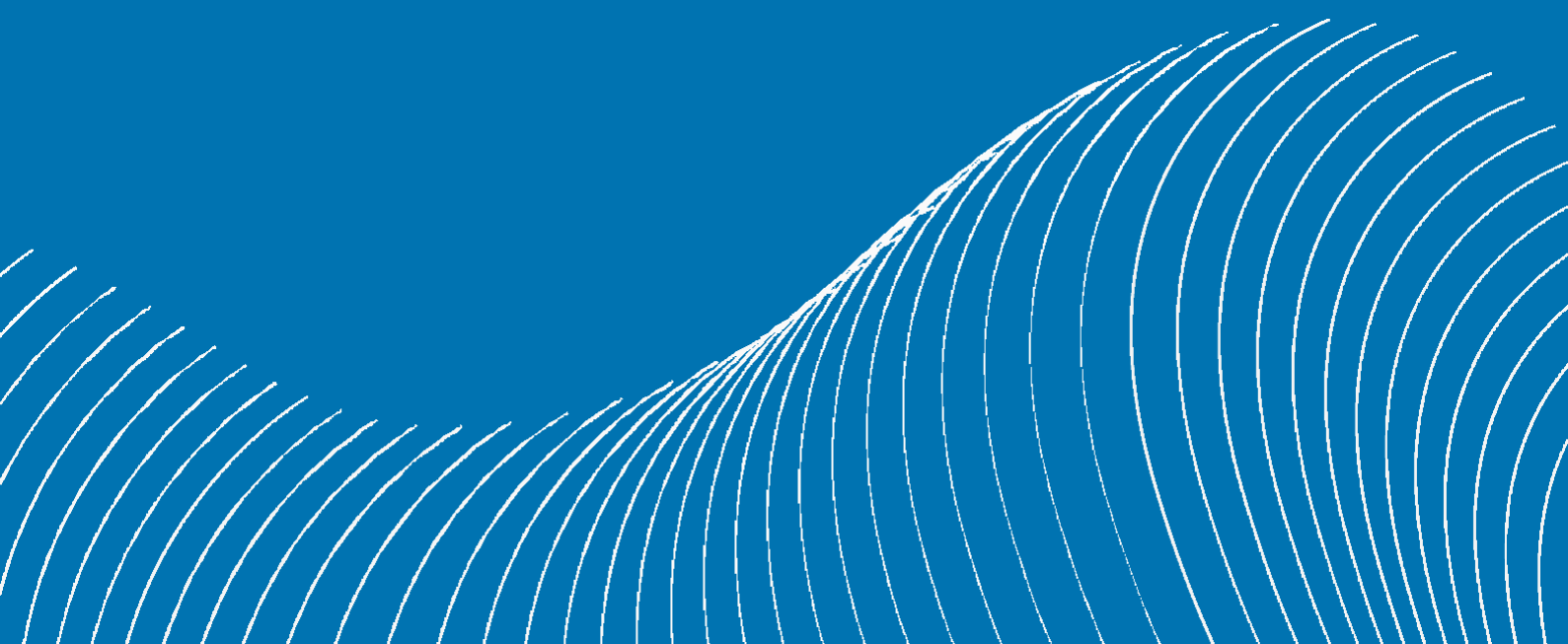




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Maturity assessment report

Project Portfolio Management System

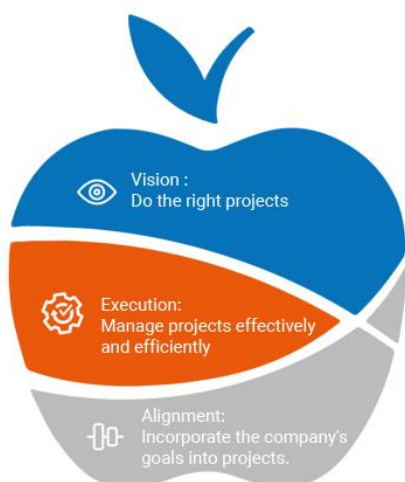


THE REPORT'S SCOPE AND STRUCTURE

The project management maturity assessment you just completed was created using a maturity model and the labeling repository system called SMPP (Project Portfolio Management System). IQar and Bureau Veritas Certification collaborated on this standard, which is available for free at smp2.org.

This reference system is designed for businesses and the managers of their organizations who want to improve their project portfolio governance, as well as their project management practices, tools, and behaviors.

You can advance your organization on each of the three levels of intervention below by following or drawing inspiration from the advice provided on the following pages.



It ensures :

- a higher priority for the implementation of projects with higher added value
- a better scope and management of your projects
- to increase the project's benefits
- that roles and responsibilities are optimized by incorporating project management into ongoing and recurring operations
- that projects' workloads are better managed and resource management is improved

On the following pages, you'll find:

- 1) The summary table of all the groups of requirement and situations that were evaluated during your test. You will be given a reminder of your choice as well as recommendations for each one of them.
- 2) An overall assessment of your project portfolio governance maturity
- 3) A statistical positioning of your project management maturity assessment.

We hope you had enjoyed taking this assessment test.

We wish you a pleasant reading!

Posture : Your company's project management context

Regarding	You have answered	Evaluation	Recommendation
The formalization of our project management	Processes, documents, practices and cross-functional tools	Excellent, especially if they are used and improved on a regular basis. Are there any best practices associated with these processes and documents? In other words, have you 'challenged' the productivity and efficiency of what you've put in place?	Have you considered optimizing this device? What do you do to ensure that it goes in the direction of the productivity you desire? Wouldn't it be interesting to deploy a project management tool to relaunch the approach and professionalize it further?
The continuous improvement of project management	Informal and based on individual opportunities	Your approach to continuous improvement isn't well planned. The danger is that by putting strong practices in place in a 'crisis management' mode, the manager's added value in taking a step back and optimizing processes is lost.	Discuss the challenges of project management in your activity with your team. Determine whether or not project management is a source of stress (General Adaptation Syndrome). Define one or two projects to improve project management practices, tools, or behaviors.
The agility definition in your organization	Have a project management methodology, very close to the field and widely used	Congratulations, especially if this agilization involves all of the project's actors.	Clearly define the scope of the Agile implementation. Which projects are concerned? Which teams? What types of projects? We occasionally observe a drift away from a commitment to results in favor of a commitment to means. Maintain vigilance and ensure that all stakeholders are aligned in this direction.
Project management within the global management system	Progress of the projects carried out with the other subjects of current operations of the company (No specific instances in charge of project monitoring)	Let's be clear... Production and timeliness are frequently the top priorities... In this context, where do your projects fit?	Perhaps modify the agenda of your Executive Committee and start with a status (even a quick one) on the main projects... At least they will be discussed and perhaps your Committees will even be more participative!
The development of skills in projects	No training in project management has been carried out	Is it possible that your resources have already been trained? Do you believe that everyone understands how to manage projects? Project management is a management discipline that encompasses a wide range of topics (costs, deadlines, communication, content, etc.). Even for those who have already received training, there is a lot to learn.	Discuss the topic with your HR team, employees and other project stakeholders. You may be able to determine their interest in developing their skills in this area. If this is the case, take the time to qualify the audience and the areas of project management that are required (costs, deadlines, content, risks, communication, ...). There are as many possible training courses as there are fields!

Posture : The governance and arbitration approach to projects

Regarding	You have answered	Evaluation	Recommendation
Management's commitment to project management	Formalized objectives and indicators for the few ongoing projects	This is a great place to start! This emphasizes the importance of project-driven changes, as they translate into team objectives. But, over time and for the company, do these objectives alone translate the stakes of the projects? Are they linked to your own goals and responsibilities as a manager?	Make sure the goals you've set are "SMART" (Specific, Measurable, Achievable, Realistic, and Time-bound). Are they, in particular, tailored to the maturity of your teams? Go to the indicator stage. Choose one or two indicators that will allow you to say whether or not your project management is improving year after year. Check to see if these indicators are in line with the company's strategies. Share this reflection with your entire team. You'll notice that they're brimming with resources and ready to back them up!
The common language of governance and project management	Lack of common language in project management	This isn't going to help teams or collaboration within and between projects. You'll waste time adjusting, learning everyone's vocabulary, and imagining what has been implicitly formulated, just like new actors in the company. Is it truly efficient?	Begin by creating a basic glossary. And begin by defining the term "project"! This first definition will almost certainly lead to the specification of many more around this method of managing your efforts. So much the better if this work is completed quickly! Investigate the clarification of roles and responsibilities as soon as possible.
Definition of roles and responsibilities in projects (R&R)	Clear R&R and very regularly endorsed by the different stakeholders	Bravo: project stakeholders are identified and held accountable at both the project and governance levels.	Have you been able to assess each's impact on your system with the help of other stakeholders? Are there any optimizations in your piloting procedure that may come or that impact the different defined roles and responsibilities now that you're fine-tuning this?
The project management cycle	Project creation, start-up, initiation, planning, follow-up and closing process described but not very effective	It's a pity to describe a governance system and then only manage exceptions: you completely undermine what you've documented. How come no one follows it? Who is it appropriate for? In this case, the value of example should no longer be law: react, on paper you have what it takes to progress	Define at least one 'PROJECT GOVERNANCE CYCLE,' which includes checkpoints during the project's creation, after its initiation, and after the planning phase (Kick-off), and if possible, require regular health reports of your projects!
Managers' strong beliefs about project management	There is no particular interest in implementing a project approach	The question is: why do you carry out projects if not to transform your company? If we agree on this point, do you believe that all of your employees share the same vision for your organization's future? Are you certain your teams are not dispersed due to ongoing operations and frequent changes?	There are advantages to having a production management system, and there are advantages to having a transformation management system. Projects alter the way your company operates in the future. You, like many other managers, are probably dealing with a lot of these issues. Organize a project management seminar for your team. Allow your employees to be creative. It's possible that their expectations in this area will surprise you.

Posture : Multi-project management / project portfolio management

Regarding	You have answered	Evaluation	Recommendation
Strategic alignment of projects	Informal strategy	You will undoubtedly agree that selecting "good" projects without a strategy is difficult. It's beneficial to change and adapt. On the other hand, you won't be able to do it alone, and a clear strategy is required to share both the vision that guides the projects as well as the priorities and interfaces that project management entails.	What is your organization's added value? What needs to change in order for this organization to be just as effective, if not more effective, in three years? Establish this vision, define the transformation axes, and thus clarify your transformation 'master plan' or 'roadmap.' Your organization's list of key projects will make sense and be much easier to justify...
Projects list	There is no single list of projects in the company	I'm not sure how it's possible. Is there no need for the list, or is it too difficult to establish one?	Ask each department to list their projects or those they are working on. Also ask them to list the projects they "know". Do a first "sanity check". Knowing that when we work on a project we do not work on its 'current and recurring operations', you certainly measure all the benefit of clarifying the definition of the word project!
Project initiation phase	Projects are launched in an ambiguous manner, with no specific authorization.	According to Sandish Group studies, 94 percent of projects restart! Just keep in mind that, aside from the confusion in communication that this causes, an authorization and outlining device would allow you to save a lot of money!	The launch of a project must be overseen and managed by you. Start with a memo, or maybe a simple and basic procedure that you can improve over time as it demonstrates its limitations.
Projects closure phase	Projects closed in a confusing manner or that are not closed (ineffective operational transfer)	Closing a project is just as exciting as starting it, so it's a shame you don't have access to these completed, suspended, or ceased projects. How then in this context benefit from the value of the projects?	You must master the closure, or the temporary or permanent stoppage of a project, just as you must master the launch. First, acknowledge that this could contribute to a variety of communication issues. Then tell yourself that even if the project is completed for some but not for others, the costs will continue to be spent on activities that add no value! Remind yourself that a project is a "authorization of expenditure or investment," and that demanding accountability is perfectly legal! Create a simple but effective procedure for managing your project portfolio.
Program management	Projects organized into 'Programs,' and driven by key business strategies or operations.	On this 'good practice,' you appear to be quite mature. It's perfect!	Is it true that your programs are 'chartered' or simply 'named'? Have you established business or transformation goals for each program? Are indicators established and grouped together in a Project Management Dashboard for each program?
New project submissions (requests)	Lack of a clear definition of what a project is	That's astonishing! You don't have any projects? Are you not interested in making a list of them? Is there a lack of cross-functional collaboration in your teams when it comes to business transformation?	In most cases, an organization's added value comes from its 'function', or what it produces on a regular basis. The organization's processes, tools, and behaviors are then transformed through projects. This enables it to perform its function more effectively in the future (innovation, productivity, social climate, etc.). The absence of a project list could be interpreted as a lack of focus or as an expression of a hazy or poorly shared vision. We are confident that such a list exists. Perhaps not formally. To ensure that your vision of transformations is well understood and that each of your resources is working in the right direction, why not ask them to give you a list of projects in progress and to start?
Valuation of project management	No managerial indicators are defined to monitor the impact of our project management	Your management style isn't entirely under total control. You have no idea where you're starting from or what areas of progress you're aiming for if you don't have an indicator. That doesn't mean you won't succeed in your projects when it comes to project management. It certainly means that you have a significant resource for optimizing your changes.	Define the direction of project realization in your structure, either alone or in a team, and try to extract 1 to 3 indicators. They should be updated at least once a year. What are some examples? Have project leaders and contributors evaluate your projects. Pay attention to their 'notes.' Keep track of how long your transformations last or how much they cost on average. Establish a metric for the number of projects open at the same time or the number of people involved... As you can see, finding a 'useful and intelligent' indicator for your management will not be difficult.

Posture : The project management methodology

Regarding	You have answered	Evaluation	Recommendation
The project life cycle	We know how to express our expectations for projects in general	Defining an objective and/or a goal is insufficient to adequately describe the project. Otherwise, you risk having everyone see the project through their own eyes and with their own set of skills and interests.	A goal is not a vision or an ambition. First, work on improving your ability to define quantifiable goals. At the very least, a collective reflection on the project's objectives will result in better definition and management of project boundaries.
Project management depth	The project team concentrates on 'high-level' scoping and forecasting. Projects are managed by what is to be done, the objective	Project initiation is already a crucial first step in the project management process. This, however, is insufficient. There may be agreement on the project's value and expectations, but there is no real coordination on how the resources will be mobilized. Don't be afraid to educate stakeholders about the advantages of collaborative planning!	A framework without reflection on the means isn't very useful. Seek clarification with the project promoters and team about the means to be associated with the project. Establish a culture of means and value by asking stakeholders about the resources and budgets that need to be mobilized... even if they are macro and they are orders of magnitude!
The methodological standard(s)	The use of a unique project management methodology is widespread. From launch to production control, it covers all management stages	You've managed to get your project managers to use the same management methodology. Its effectiveness has improved as a result of its actual application, and you can now see with satisfaction that this method is now efficient and practical. It is still necessary to extend it to all project actors so that it is not solely the project manager's "property" (and responsibility).	Discussions about roles and responsibilities should be reactivated. Deepen the concepts of Owner, Sponsors, Leaders, or business referents, and, of course, Project Managers. Work out what each person can 'provide' to the project and what each person can expect from it. It's a good way to spread the methodology you've developed. Acknowledge the differences between portfolio governance and project management.

Posture : Valuation of the project portfolio

Regarding	You have answered	Evaluation	Recommendation
Research and measurement of the value brought by the projects	When a project starts, its worth is analyzed in a macro sense	This is a good start: you recognize that the project's value is an attribute that must be developed. Why not think of value as a dynamic system rather than a static one?	Make the project value assessment not only a decision-making tool for launch, but also a tool for dynamic management. If you have to make trade-offs or manage project competition, make decisions based on the re-evaluated value of the projects. At each of the major stages of the life cycle, you should ideally reassess the landing of your projects. Determining the value of a project is a mobilizing team effort, therefore you will also strengthen the involvement and participation of project stakeholders in working on the best projects!
Managing the "competition" between projects	Project start-ups do not always consider 'resource' capacity or ability to complete tasks.	Unfortunately, it must 'catch up' with you on a regular basis. But, perhaps, you don't measure it because the project objectives aren't formalized? Everything can slip if there is no 'reference line,' and as a result, the question of capacity should only be considered as an adjustment variable.	Change the way you work. All of your projects are related to your company and rely on its resources. All candidate start-up projects must identify the resources that will be mobilized during the project's various phases (see life cycle). The ability to complete a phase in relation to the other projects/phases in your portfolio will then become a new decision criterion for the project launch.
Change management during project implementation	Changes in a project are not prompted	It's a pity, because project management is by definition the planning of a series of tasks with an unknown outcome. As a result, it's very likely that the expectations of each other, the forecasts, and the observed landing will all change.	Learn how to spot the "real" changes, which are those that result in a change to the project's content definition, deadline, or budget. As a result, this "translation" will inevitably encourage you to keep track of it. This will also help you communicate if you document the changes.

Overall, based on the point system used in the SMPP (Project Portfolio Management System) repository, you have obtained the score of **16 point(s)**.

That corresponds to **discovery and awareness stage. More precisely, You are on your way to this stage....**

The number of points you earn does not necessarily imply that your company is mature in project management. However, keep in mind that in your case, the greatest managerial benefits will come from a strategy aimed at strengthening the 'project' culture.

The following is a comprehensive list of requirements that should be optimized:

- The continuous improvement of project management
- The development of skills in projects
- The common language of governance and project management
- Managers' strong beliefs about project management
- Strategic alignment of projects
- Projects list
- Project initiation phase
- Projects closure phase
- New project submissions (requests)
- Valuation of project management
- The project life cycle
- Project management depth
- Managing the "competition" between projects
- Change management during project implementation

You will quickly reap the benefits of a strategy that will assist you in:

- better initiate your projects,
- clearly define roles and responsibilities, and
- organize / prioritize the transformations flow with the operational flow, recurring.

Several approaches remain **possible** to initiate a **method to strengthening your project maturity**.

- You might prefer to take a more **participatory approach** and share the audit's findings with your resources so that they can come up with a common action plan.
- You could seek a **consulting approach** and hire an SMPP consultant to help you decode this test report and figure out what you should do next. To get in touch with us, here is our email address: info@smp2.org

Below are some statistics that will help you finish your analysis and position yourself globally in relation to this assessment:

- 4 people before you have completed the assessment

- The average number of points earned is 16, compared to your score of 16.

- In your role of (Directeur d'unité d'affaires (BU)), on average the score is 16.

- 20% of participants are at the same level of project maturity as you: 1st level.

- Statistically at your level of project maturity, the 'weakest' requirements observed are:
 - The continuous improvement of project management .
 - The development of skills in projects.
 - The common language of governance and project management.
 - Managers' strong beliefs about project management.
 - New project submissions (requests).
 - Valuation of project management.
 - Strategic alignment of projects.
 - Projects list.
 - Project initiation phase.
 - Projects closure phase.
 - The project life cycle.
 - Project management depth.
 - Managing the "competition" between projects.
 - Change management during project implementation.



- Publisher of the PPM software, SuitePro-G
- Creator of the only French-speaking repository, SMPP
- Expertise in governance and project portfolio

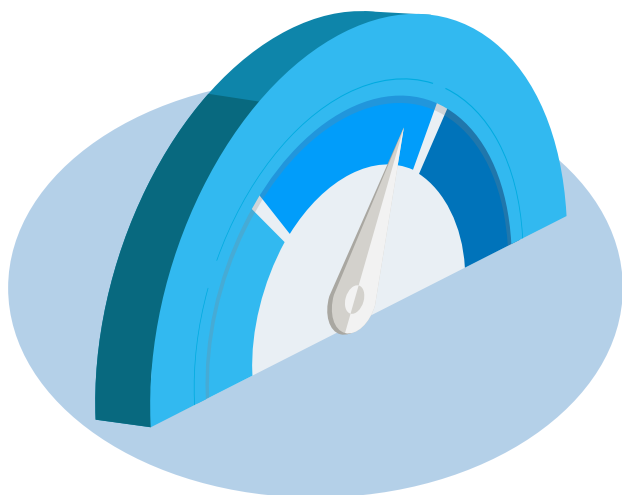
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project management maturity!**