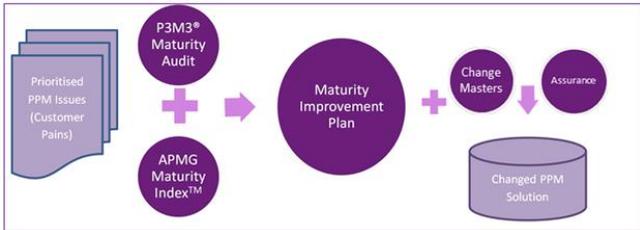


# PROJECT MANAGEMENT MATURITY AUDIT – A REAL-LIFE EXAMPLE

**Customer:** European electricity TSO  
**Challenge:** Align current project management (PM) capability with required capability  
**Solution:** P3M3® Baseline audits, PM Index Tool™, MIP, Assurance Reviews & Re-audit

Imagine you're responsible for a € 6bn transformation initiative; or a senior PM, with projects that build complex, innovative infrastructure products in a very hostile environment, with individual budgets exceeding several hundred million Euros. They are defined by strict Engineering, Procurement and Construction (EPC) contracts with large financial penalties on non-performance. You have to deal with several sub-contractors using fixed-price turnkey contracts. Add to this new technological challengers and customers, delivery of the solution across country borders, a history of project delay and supplier litigation, new offshore markets and a company comprising two-thirds new contract staff. Got the picture?

## Developing a Better End to End PPM Model



## CHALLENGE

A leading European electricity transmission operator was facing exactly this situation. Changes were needed if projects were (a) going to be reliably delivered on time, (b) with the quality of the technical solution enabling its parent organisation, and other stakeholders to realise the financial and clean energy benefits, originally envisaged whilst (c) building morale and capturing best project management practice.

## Identifying Right Practice



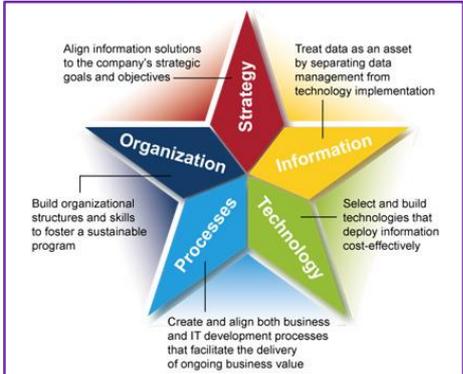
## SOLUTION

CUPE consultants executed an initial baseline [P3M3® maturity audit](#), applied [APMG's Maturity Index™](#), created a 12 month [Maturity Improvement Plan \(MIP\)](#), conducted Assurance Reviews and finally, a second maturity audit.

## RESULTS

- Within a year, the organisation raised its PM maturity level from level 2 to 3, ensuring an active and dynamic PM culture capable of dealing with their current project complexity.
- Broader initiatives also launched with longer timelines, positioning the client toward level 4.
- MIP improvements were accepted and owned by the project organisation with the project teams taking ownership of each initiative.
- Participants enjoyed the process; it enabled them to legitimately challenge current ways of working, and gain recognition for contributing new ideas to improve project performance.

## Taking Effective MIP Action



## INTERESTED?

Do you face a similar challenge? Would you like to talk it over with one of CUPE's consultants? Simply request a call back on our contact form.

## What is a P3M3® maturity audit?

A P3M3® Maturity Audit is a structured process to examine an organisation's existing project management culture, using multiple dimensions to assess adequacy of existing processes, skills and capabilities. The 5 project, programme and portfolio management maturity levels:

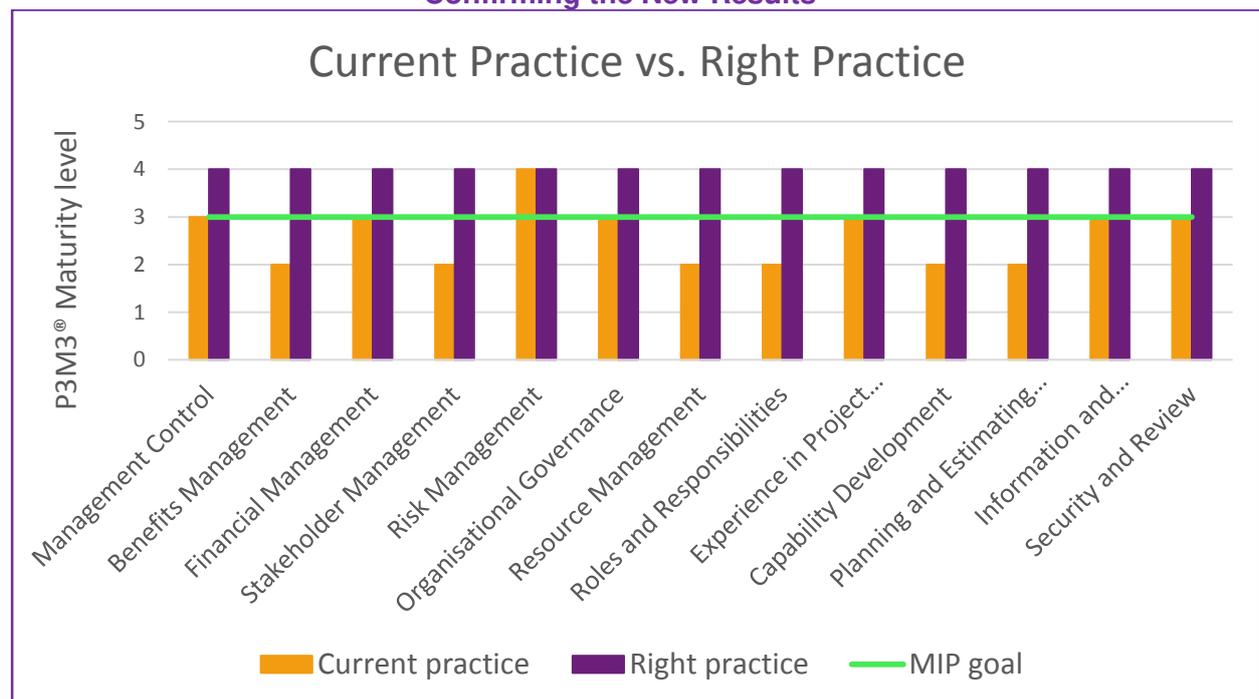
- Level 1: Projects are run differently from business as usual
- Level 2: Repeatable Process standard for Projects
- Level 3: Defined Process Standards with Flexibility
- Level 4: Managed Process Standards from Lessons
- Level 5. Pro-active Project & Outcome improvement

## What is APMG's Maturity Index™?

The Maturity Index tool calculates Right Practice – delivering justification for investment in improving project management processes and provides a target to measure progress. The tools set and global database has been developed by APMG-International and the Brooke-Institute in Sydney, Australia. Its principal benefit is a prospective guide to Right Practice, with indicative target Maturity Levels, made relevant to actual complexity of projects within a portfolio. Teams receive a performance gap visualisation for each assessed dimension.

Below is an example of the outcome of a P3M3® audit and the Maturity Index tool. It shows in orange the actual maturity levels (as a result of the P3M3®maturity audit) and, in purple, the recommended levels needed to ensure this organisations project management capability is aligned to the complexity of their projects (as a result of the Maturity Index™ tool). In this case, the organisation is operating on average on level 2, but needs to be on level 4.

### Confirming the New Results



## What is a Maturity Improvement Plan (MIP)?

Maturity Index findings (results) identify the project management domains where the client already has appropriate processes and capabilities and others where an impact on project outcomes can be made; these are the target gaps. An MIP is then built from our consultants experience and the project teams insights, as a SMART programme plan, which doubles-up as a project delivery process (PDP) for client initiative owners (Change Managers). Actions are cross checked to the MIP by consultants who perform assurance reviewer roles, and a re-audit is scheduled when performance indicators at next maturity level.