

Maturity level	Awareness					Repeatability					Defined					Managed					Optimized					
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
MANAGEMENT OF A PROJECT																										
General	portfolio	project	General					Business case	Organisation	quality	plan	risk	change	progress	finance	comply	Business actions					develop	engage supplier	engage user	deliver scope	
			Is there a BC	R&R, Communication, Information	Are things being done as well as they should	How are you going to get things done	What could go wrong or better	When things alter	How are things going	Money in money out	Is it up to contractual and legislative requirements	How are things being bought	How are things being clarified	Communication with the client or decision makers	Get the work done											
Management control	portfolio	project	Key documents / process					Strategy and goals	Company structure	Project process	Resource plan	Complexity planning	Change process	Portfolio review	Invoicing process	Learning plan	Procurement process	Storage system	Research plan	Marketing plan	Company Focused					
			Business case inc project definition	R&R & structure	Assurance approach and review	Outline plan	Risk plan	Issue log	Highlight report	Cash flow	Knowledge database	Change control / Exception	Information plan	communication plan	communication plan	Tailored										
Benefits management	portfolio	project	Internal management, leadership and direction, 2-Steps, stages, review process, Checkpoints, decision making processes.					1- portfolio recognised, but no documented process for its management, limited directory. 2- Some discipline in port man. Working to establish investment cycle, some business case definition to measure against objectives and priorities. 3- port man process & R&R for govern defined, documented and understood. Port guidelines exist 4- Port mang integrated performance measuring capabilities in place. 5-Port problems identified and prevented.	Active involvement in the BC and strategies set for the company	Is senior management responsible for ultimate decisions and company communication plans set	Is the portfolio selection being reviewed and optimised.	Is there a plan for work across all projects and an holistic review in place	Is there a contingency that negates certain people being relied on. Are there bottle necks.	Are there opportunities for change across projects at gateways inc. stopping, delaying projects	Are the companies strategies being monitored	Is the value being recognised and is someone responsible for it across the portfolio	Is there knowledge in place to highlight any potential requirements	Are new projects assessed and ratified before being agreed	Is there a plan in place for prioritisation of the portfolio	Is there a targeting of the right projects	Are values and strategies marketed to the right users/sub contractors					
			1-terminology used, some project defined, conducted and managed. 2- some pm experience, working to establish a PM approach re lifecycle, templates, tools 3-Standard methods and processes consistent. Common tools. Emphasis on review and verification, implementation and handover. 4-PM embedded and move towards quantitative and performance measuring. 5-PM adapts and is improved based on the project.	BC is being produced	R&R set out	Is there a review process for how the project management is working	Checkpoints	Are risks recognised and part of the decision process	Is there a project change process with defined R&R	Is there a review process.	Is there a reporting process.	How is commercial and knowledge management in place.	Is there a defined procurement process with defined R&R	Stages being used for development	Is there a communication plan in place	Is there a communication plan in place										
Financial management	portfolio	project	Benefits are defined, measurable and delivered. Dependencies defined, owned, managed and realized.					1- No defined BM process. 2-Investment cycle developing. Realization of benefits is patchy. 3-Centrally managed Ben framework. 4-BM well established 5-BM integral to the company.	Are BC benefits being collated in one place	Are senior management assigned R&R for managing benefits	Is the portfolio being reviewed to ensure benefits are aligned with strategy	Is there an integrated benefits plan and investment cycle	Is there a balanced portfolio to mitigate risk	Are changes to benefit acknowledged as part of the change process. Are recorded at the start to benchmark the change against	Are benefits when realised recorded and acknowledged	Is the value being accounted for and measured across the portfolio	Are benefits to users and suppliers checked, recorded, measured and reported	Are added benefits part of the procurement process	Are strategic benefits recognised and leading way the portfolio is built	Are benefits to users checked, recorded, measured and reported	Are benefits to suppliers checked, recorded, measured and reported					
			1-Benefits and outputs are recognised as different but understood in a qualitative or intangible way and can't be reviewed. 2-Bus Case states benefits. R&R partially documented. Some understanding of the difference between outputs, outcomes and benefits. 3-Benefits centrally managed. Project success is defined and explicit based on qualitative benefit data. 4-Benefit embedded in PM approach. Strong business focus to projects. Documented in BC and realistic. Systems to measure and collect info. 5-Benefits dependencies are analyses and acted on.	Are the benefits and dis benefits of the project outlined at the start	Are the benefits communicated to the team	Is there any measuring of benefits	Is there a plan that shows the value delivery	Is there tolerance in the benefits to mitigate risk	Are benefits part of the change process decisions	Is the value of the benefits part of the reporting	Are the benefits quantified	Are the benefits of complying recognised and integrated	Are added benefits part of the procurement process	Are benefits recognised and leading the development	Are the benefits for you and them defined where the value is	Are the benefits for you and them defined where the value is										
Stakeholder management	portfolio	project	Costs categorised and managed. Inclusion of financial depth, value shown and appraised. BC linked to decision making and alternatives indicated. Finances scheduled to cover the project.					1- No corporate investment control. 2-BC are being used sporadically and independently. Fin controls used on an individual basis. 3-Standard for an investment approach and BC. Costs for expenditure and forecasts monitored at portfolio level. Defined interface with financial functions. Processes used to improve investment and procurement decisions and monitor project budgets. 4-Effective and robust financial control of decisions, approval and monitoring. Financial oversight is portfolio not project. 5-Financial control is integral to the company.	Does the company portfolio lead the project BC	Is finance integrated into the portfolio information	Is portfolio information complete, accurate and necessary	Is there a road map for company finances that links with projects. Company cash flow.	Is there a balanced financial approach	Is there regular reporting and process for adapting to change in the portfolio.	Is there regular reporting and reviews of progress.	Do finance have oversight of the current and future positions.	Are full portfolio obligations to contracts recorded including retentions and insurances	Is there a portfolio cash flow and exception process	Are there regular portfolio value reviews held to improve the benefits and strategic alliance	Is there a communication plan in place with financial institutions for support and advice and clients for invoicing	Is there a communication plan in place with sub contractors for support and advice for i.e. invoicing delays					
			1- lack of accountability for monitoring project expenditure. No BC = no appraising of project. 2- BC are being produced. PM depends on the P, little cost consideration used in planning. 3-Standard BC and process. Org guidelines in place interfaced with financial functions. 4-Org can prioritise investment opportunities in relation to available resources. Project budgets managed effectively and performance against cost monitored and compared. 5-Costs and estimation constantly reviewed and analysed.	BC shows value and an appraisal	Is there a defined process with R&R for spending and getting money	How are costs checked. Time and money	What estimating is in place in the plan. Cash flow	Are project risks	Manged by exception. How is change reported.	Are project costs recorded.	Financial integrated into the project R&R	How are invoicing, valuations etc captured	How is procurement on projects done? Is exception used	Is there a contingency. How is this monitored.	How are costs estimated	How are variations and financial reporting dealt with										
Management	portfolio	project	Sakeholders analysed and engaged at all levels. Communication planning.					1- No connection between projects and business and benefits. 2-Portfolio driven bottom up. 3-Portfolio drives project selection by the relevant stakeholders. 4-Port Man is used to select projects, planning and deployment. 5-Port Man is measured and improved.	Does the company portfolio lead the project BC	Is there a company R&R and communication plan in place for all stakeholders. Including marketing	Is the portfolio being reviewed to ensure benefits are aligned with strategy	Is there a company R&R and communication plan in place for all stakeholders. Including marketing	Is there a crisis management communication plan in place	Is there a company R&R and communication plan in place for all stakeholders. Including marketing	Is there a company R&R and communication plan in place for all stakeholders. Including marketing	Is the portfolio leading the project selection	Are there checks to ensure projects that don't get undertaken	Are there checks to ensure projects that don't get undertaken with the portfolio don't get undertaken	Are project regularly reviewed to ensure they still are inline with strategic objectives	Is there a company R&R and communication plan in place for all stakeholders. Including marketing	Is there a company R&R and communication plan in place for all stakeholders. Including marketing					
			1-Firefighting rather than planning. 2-Improvement undertaken on a project at a time not across the board. 3-Project improvements defined and continually improved. 4-Improvements are tracked and measured. 5- Strong knowledge management, quantitative improvements in productivity, project quality and other measures.	Is the BC communicated to all. Prioritization shown	Has a communication plan been implemented and stakeholders identified.	Are communication routes checked	Is there a communication plan in place	How might communication breakdowns be resolved	How might communication be reviewed are the gateways to redefine it	Are stakeholders both supplying and receiving updates	Are cost and financial positions being reported to all stakeholders	Are the compliance stakeholders recognised as part of the communication plan	How is procurement on projects done?	How might communication be reviewed are the gateways to redefine it	R&R in place and communication plan	R&R in place and communication plan										
Management	portfolio	project	and appropriate. Both and focus on risks that are risk.					1- Risk identification and some quantification but no management of the risks. 2-Top down (low level) approach to identify risk. Not from the bottom. 3-Portfolio risks are identified and quantified. Plans developed and funded. Identification of strategic, delivery and operational risks. 4-Senior managers oversee and manage risks across the portfolio. 5-RM continually improved aligned with company culture and corporate objectives	Are risks recognised and assessed holistically and opportunities acted on	Is corporate risk identification R&R defined	Are risks recognised and assessed holistically and opportunities acted on	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it.	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it.	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it.	Are risks reviewed and amended as needed	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it. E.g. relevant insurances	Is there knowledge in place to highlight any potential requirements to add or amend the portfolio	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it. E.g. relevant insurances	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it. E.g. relevant insurances	Are external influences on the portfolio regularly communicated to identify risk	Are external influences on the portfolio regularly communicated to identify risk					



Risks	Managing threats to external and internal core	project	1-No RM process or RM deployed to a beneficial level. 2-RM recognised constant across all projects. 3-RM a defined process. Risks minimised at initiation. Identified throughout and mitigated through viable contingency measures. 4-RM demonstrated and integrated to planning and organisation. 5-RM underpins decision making. Integrated with planning and estimation. Linked to FM.	Are major risks highlighted in the BC	Are R&R for identification and dealing with risk attributed	Are risks being checked	Plans to acknowledge risk in place	Is RM in place at start. Is complexity taken into account.	Is RM being reviewed	Are risks reviewed and amended as needed	Is there a contingency or risk budget in place	Is there knowledge in place to highlight any potential risks	Is there a process that limits error risk	Is RM being reviewed	Has there been a discussion about what risks they face	Has there been a discussion about what risks they face
Organizational governance	How is delivery aligned with strategy. How external factors are managed.	portfolio	1-Inconsistent approach to aligning projects to corporate objectives. 2-No overall leadership or direction for OG process. 3-Principles of aligning project with portfolio are understood to underpin the governance framework. 4-Projects are integrated into a achievable portfolio aligned with corporate and strategic objectives. 5- Governance of investment management is a corporate centric process.	Active involvement in the BC and strategies set for the company	Are senior management assigned R&R for strategic direction and decision making	Are strategic and investment decisions checked. Is there a measuring process?	Is there a plan to implement strategy	Is there a company risk management plan and contingency and exception allowed in strategy to deal with it.	Is there a review and amendment of the plan to implement strategy	Is the strategic investment being reviewed	Is the strategic investment being monitored	Is the strategic investment being reviewed	Are new projects assessed and ratified before being agreed. Is there an exception scoring system in place to quicken decisions	Is the strategic strategy being reviewed against measurable factors	Is there a communication plan in place with financial institutions for support and advice and clients for invoicing	Is there a communication plan in place with sub contractors for support and advice for i.e. invoicing delays
		project	1-Leadership and responsibilities not fully attributed. Projects not linked to the organisation. 2-R&R sometimes unclear. Little analysis of stakeholder groups. OG not consistent across all projects. 3-R&R documented inc. governance and control. Project board in place. Consistent approach. Stakeholder involvement planned and analysed. 4-Explicit OG arrangements in place. Clear com channels with stakeholders to inform and stay committed. 5-Reporting lines to board level. Clear ownership, control and reporting responsibilities.	Is the BC communicated externally and is it aligned with company strategy	Is there a senior board or management involvement in R&R for strategy and decision making	Assurance is it being reviewed	Is there a strategic company influence on the plan	Are external risks and complexity taken into account	Are there gateways for change to happen	Is the value of the strategic benefits part of the reporting	Are budgets integrated into the company budget	Is the project being run to company needs or vice versa	Is there a process for monitoring external companies for best value	Is there a clear communication channel for change to external stakeholders	Is there a clear communication channel for change to external stakeholders	Is there a clear communication channel for change to external stakeholders
Resource Management	Includes human, building, equipment supplies, information, tools and services teams. Capacity planning and prioritisation.	portfolio	1-RM done on a project level. 2-RM done for key individuals across all projects. 3-identification of required resources, skills, experience to release them in a timely manner. Resources managed with a defined and well-used manner. 4-Established capacity and capability strategies medium and long term. 5-Portfolio drives RM to achieve corporate objectives.	Are all additional resource requirements cost benefit analysed for the portfolio not just projects	Is there a R&R for total portfolio identification and prioritisation	Are the right level of personnel and equipment assigned. Is there a learning opportunities in place	Is there a holistic resource plan in place	Are resource risks taken into account. Is there a contingency.	Are resource risks taken into account. Is there a contingency.	Is there a holistic resource plan in place that is updated	Are there sufficient funds for the resources required and is this monitored against the plan	Are all resources checked to be up to the task	Are there sufficient funds for the resources required and is this monitored against the plan highlighting the cash flow	Is there forward thinking and identification on resources requirements and improvements	Are new suppliers engaged with as alternative means of resources	Are new users engaged with as alternative means of resources
		project	1-No recognition of skill a and competencies to deliver projects. 2-Resources deployed but inconsistent approach to acquisition, planning or management. RM methods are being adopted. Appropriate individuals selected for principle project activities. 3-Well defined project and managers. Can highlight resource shortfalls. 4-Capacity planning in place. RM more strategic(long term) than tactical (Short term). 5-Evidence of load balancing, effective use of internal and external resources. Projects focused on business needs not project. RM identifies future needs.	Are the resources considered in the appraisal for the project. Not just people	Are R&R identified and prioritised within the project	Are the right level of personnel and equipment assigned. Is there a learning opportunities in place	Are resources part of the plan and allocated and available at the right time	Are resource risks taken into account. Is there a contingency.	Is there a contingency in place	Are resources used part of the progress reporting	Is there a contingency and are resources used monitored.	Are all resources checked to be up to the task	Are relevant assurances and contracts in place for external resources. Are they part of the cash flow and timed in the plan.	Are the right people in place to make things better. Have they the autonomy to make change happen.	Are suppliers resourced correctly and know what they have to produce	Can users supply the resources to give then information and decisions required