

PROJECT MANAGEMENT MATURITY

Archibald & Prado Research
www.maturityresearch.com

Report

“Organizational Changes” - 2012

Summary Version

January 27th 2013

Version 2

Organized by :

Darci Prado, Manuel Carvalho and Daniel von Sperling



Darci Prado is an Associate Consultant at *FALCONI Consultores de Resultado*. Bachelor degree in Chemical Engineering from *UFMG*, postgraduate degree in Economic Engineering from *FDC* and PhD from *UNICAMP*. He participated in the establishment of the PMI chapter in Minas Gerais and Paraná, and was a Board member of PMI-MG between 1998-2002. He was the president of *Clube IPMA-BH* between 2006 and 2008. Author of 10 project management books.



Manuel Carvalho da Silva Neto is a Guest Professor at Fundação Dom Cabral and consultant in the areas of Project Management, Process Management and Strategy Deployment . Master in Management at CEPEAD-UFMG and has PMP Certification. Also obtained the titles of specialist in Economics Engineering (INEA / EEUFMG) and Financial Management (FJP) and holds a degree in Mechanical Engineering from UFMG. He has experience of 44 years in the market, which 38 are in Projects. Participated or directed over 100 projects in medium and large private and state companies and public organizations. It was Undersecretary of Planning and Budget of the State of Minas Gerais from 2007 to 2008.



Daniel von Sperling is an Associate Consultant at *FALCONI Consultores de Resultado*. Bachelor degree in Civil Engineering from *UFMG* and M. Sc. Degree in Environmental Management from *Brandenburgische Technische Universität*, Germany. PMP and IPMA-D certified. Leads consultancy projects for the public sector and for private organizations from different business areas at *FALCONI Consultores de Resultado*.

This is the **Organizational Changes Report Summary Version** of the 2012 Archibald & Prado Research. It was available at the website www.maturityresearch.com from September to December 2012 and was taken by **72** professionals from Organizational Change and Business companies. This number is quite similar to those achieved in the last two surveys. The data provided are from a total of 1,224 projects.

The final result presented an **average maturity of 2.74**. This value can be accepted as good for Brazilian organizations considering that the subject GP won repercussion in Brazil recently and yet to be greater than the global average of 2.60 overall. However, surely, is modest when looking for that much still has to be done in Brazil and that about 14% of the 72 responding companies already have an average maturity of 4.03.

Results in the following text are grouped and, as informed on our website, all data is shown under the following premises:

- Data is only shown for groupings with more than 5 participants;
- No individual maturity score will be available for the general public, in any media.

The reader should be aware of the fact that this report is totally dedicated to Organizational Change. Here are some examples of projects in this category:

Process Mapping / Business

Redesign of processes / business

Mapping and redesign of the organizational structure

Reduction expenses program

Reduction costs program

Revenue increase program

Capital management program

Increase of productivity of routine processes program(PDCA / SDCA)

Increase of profitability of processes / business program

Deployment goals (Management by Guidelines)

Acquisition and integration of competing companies

Big improvements in project management

Formation and launch of a new company

Consolidation of divisions and downsize of companies

Big event of litigation.

MATURITY:

- Maturity : 2.74

RESULTS INDICATORS

- Success Index:
 - Total Success: : 55.3%
 - Partial Success : 29.4%
 - Failure : 15.4%
- Average percentage of delay in the respondents projects: 25.0%
- Average percentage of cost overrun in the respondents projects : 12.0%

PORTFOLIO COMPOSITION OF AVERAGE PROJECTS BY PARTICIPANT

- Average projects number : 17
- Average duration of each project : 10 months
- Average value of each project : R\$ 7,459,483.00

1. 2012 Maturity Results
2. 2012 Indicators Results
3. Governance Aspects
4. Maturity Model Value
5. Main Results Overview
6. Participants
7. Prado-PMMM Model Revision
8. Research Team
9. Acknowledgements

Maturity Results

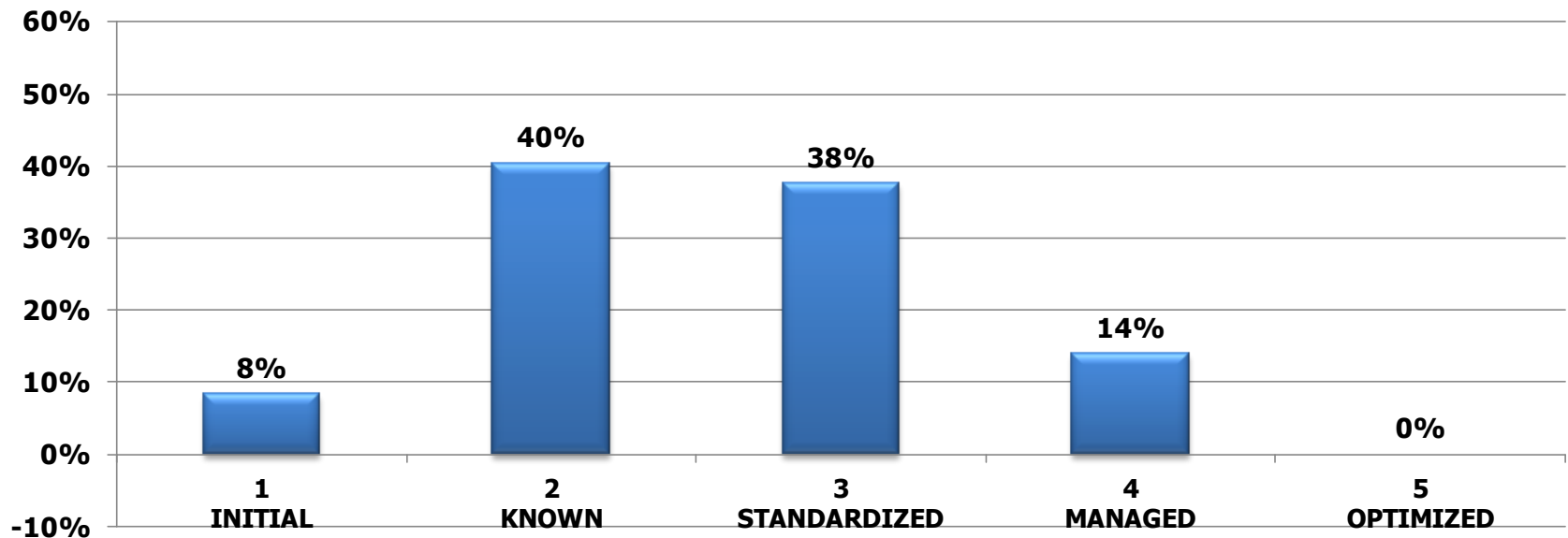
This part of the report contains :

- Overall results of Development of New Applications – Software
- Maturity broken down by :
 - Organization type
 - Project Categories
 - Business Areas
 - Billing Classes
 - Brazilian State

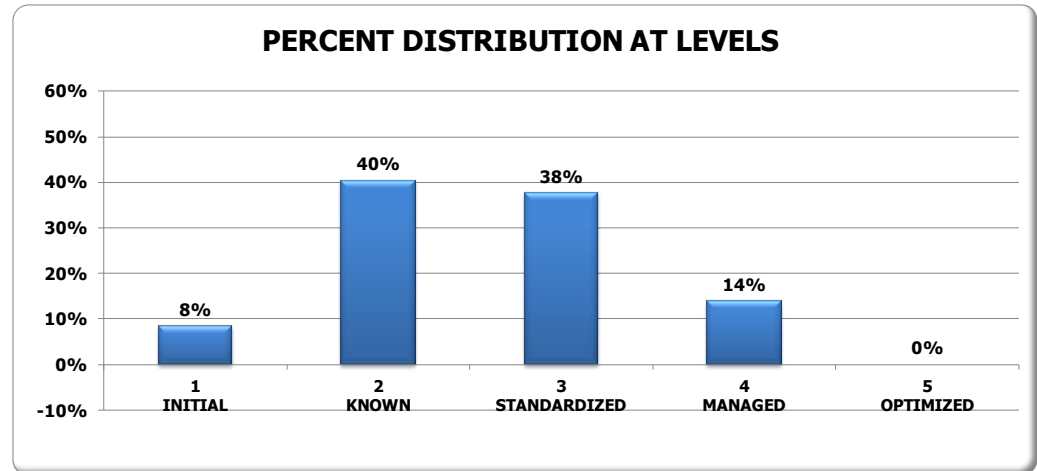
Average Global Maturity : **2.74**

The level 2 has the higher participation.

PERCENT DISTRIBUTION AT LEVELS



- Level 1** – 8.3% haven't started evolving.
- Level 2** – 40.3% invested in knowledge.
- Level 3** – 37.5% implemented standards.
- Level 4** – 13.9% dominate the process.
- Level 5** - 0 % reached the optimized level.

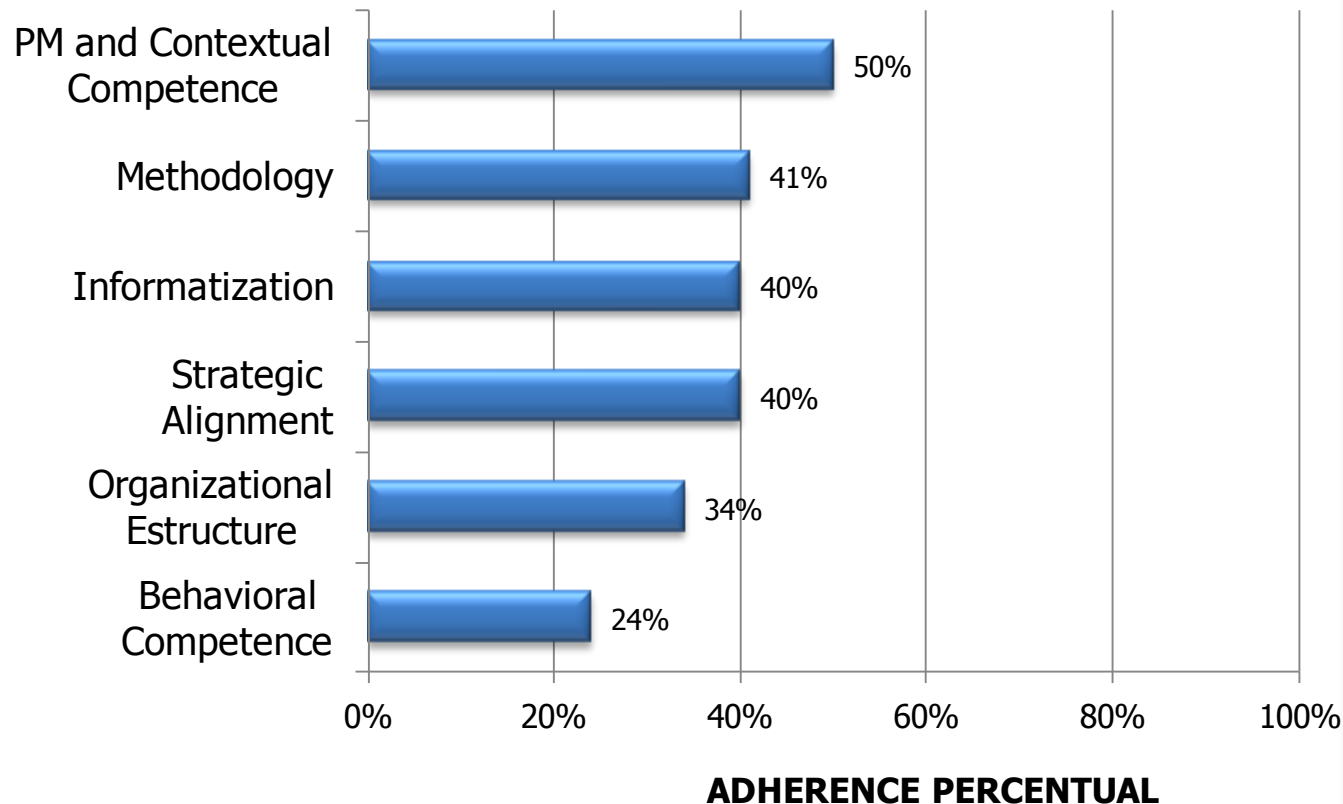


Comentários

- For the majority (51.4%) of the organizations participating in this research, project management has enabled to bring results to their business as would be desired (levels 3, 4 and 5);
- A significant highlight: 37.5% of organizations are at Level 3.
- 13.9% of the participant organizations are in levels which allow work domain and optimization (levels 4 and 5).
- However, 48.6% of respondents have yet to move forward on the issue and thus obtain better results.

Behavioral Competence is the main weakness of the organizations, while PM and Contextual Competence stands.

ADHERENCE TO DIMENSION - 2012

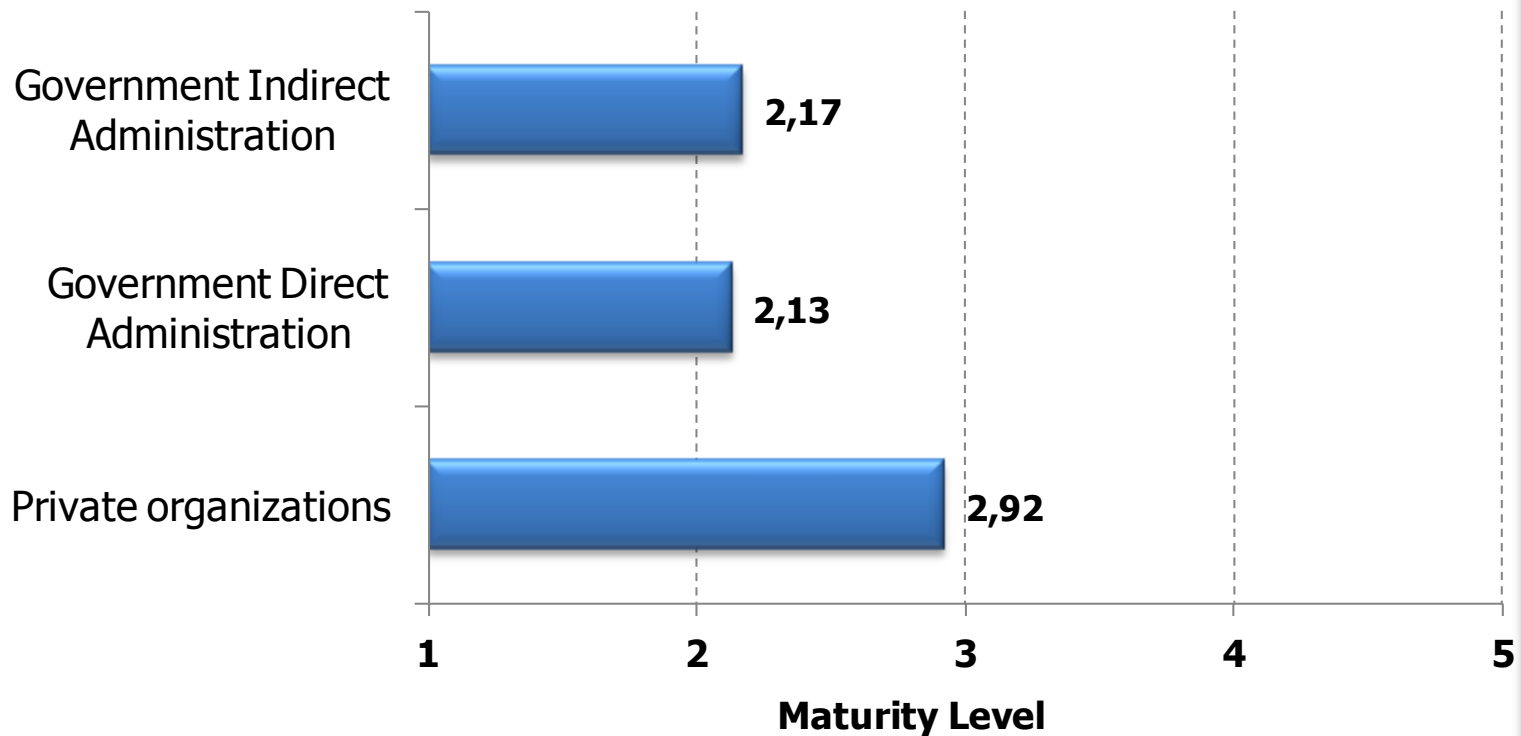


Considering that, because it is a survey where stratifications are made and different sizes samples are used, they have different representativeness. Thus, if the total number of respondents for a given sample is high, it is also high the representativeness of the data relating to that amount of respondents. The interpretation of the representativeness of the data is completely governed by STATISTICAL and, for now, we believe it is sufficient to inform the reader about representativeness indications for different values of the total number of respondents.

Total Number of Respondents	Representativeness
Above 25	Good representativeness
Between 14 and 25	Average representativeness. Analyze data with discernment.
Below 14	Low representativeness. Analyze data with discernment

Note: The warning "data analysis with discernment" is related to the fact that some populations are **finite** and therefore the representativeness criteria are differentiated. For example, for the line of business "Refractories" we have only 5 companies in Brazil and all of them participated in the survey, the shown results would be total representativeness.

MATURITY BY ORGANIZATION TYPE



Samples size:

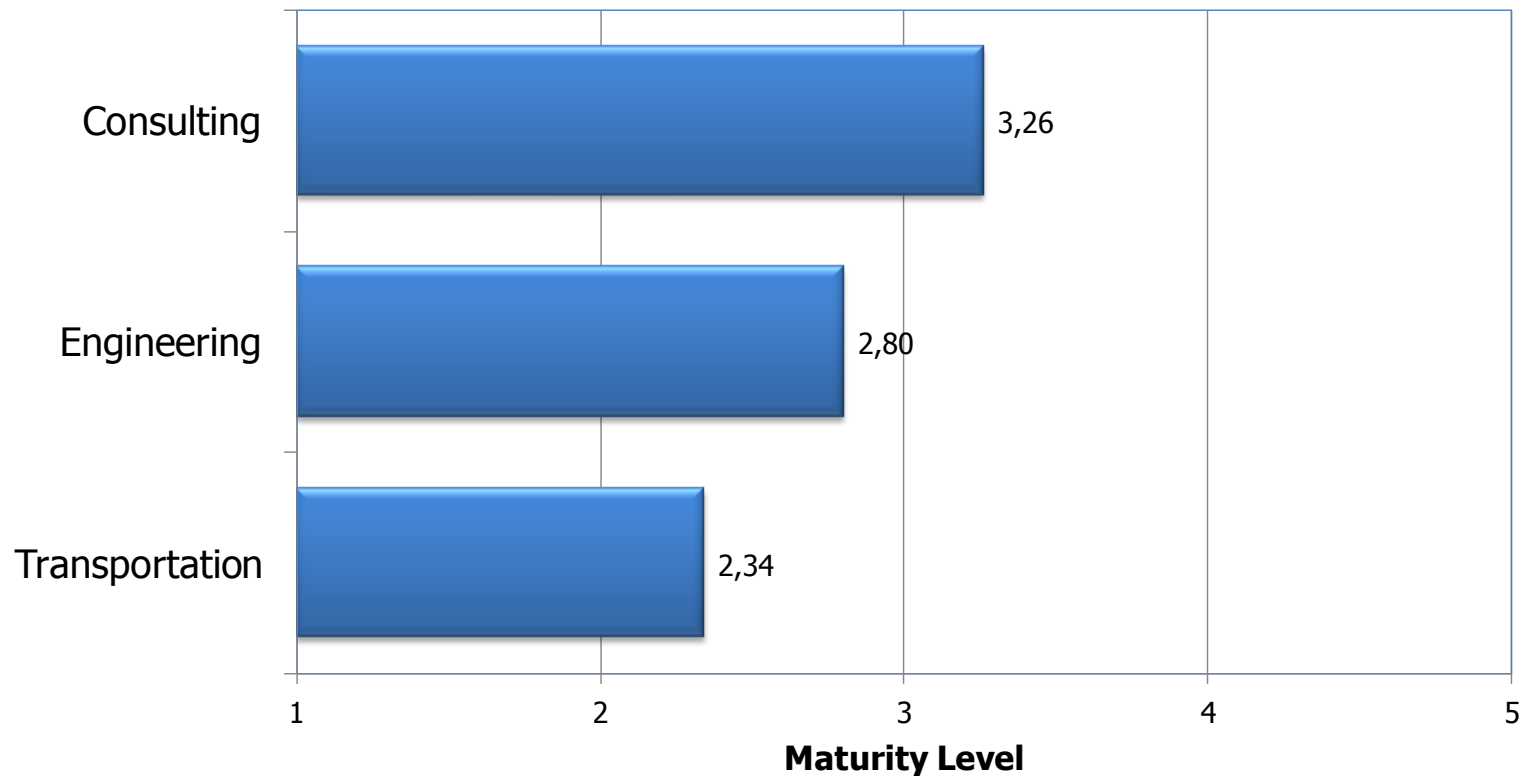
Private organizations: 53

Government- Indirect Adm.: 11

Government- Direct Adm.: : 6

Note: the Government samples (Direct Adm and Indirect Adm) have low representativeness

MATURITY BY BUSINESS AREA 2012



Samples size:

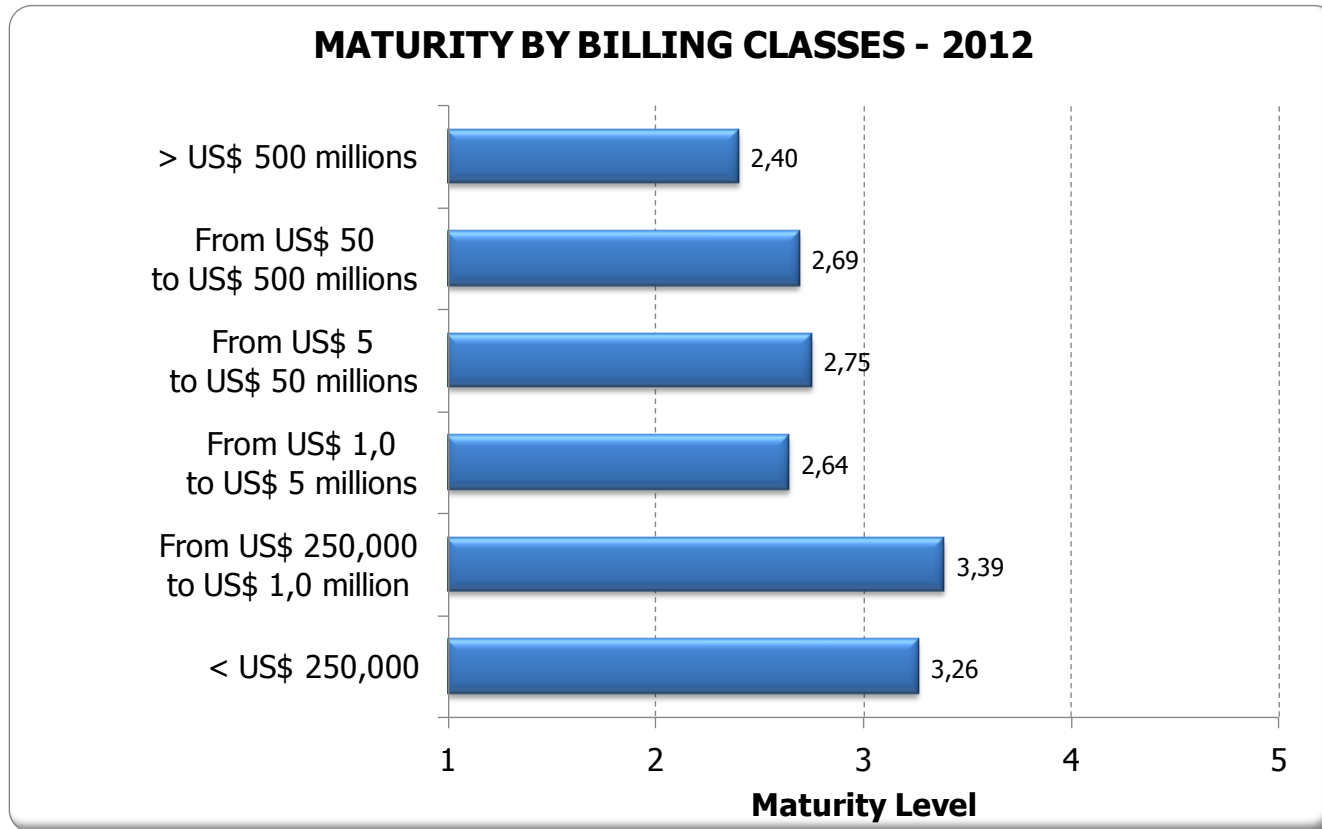
Consulting: 50

Transportation: 7

Engineering: 5

Note: the samples to Transportation and Engineering above have low representativeness

Firms with higher Billing Class have lower maturity



Samples size:

Over U\$ 500 millions: 20

From U\$ 50 to 500 millions: 10

From U\$ 5 to U\$ 50 millions: 15

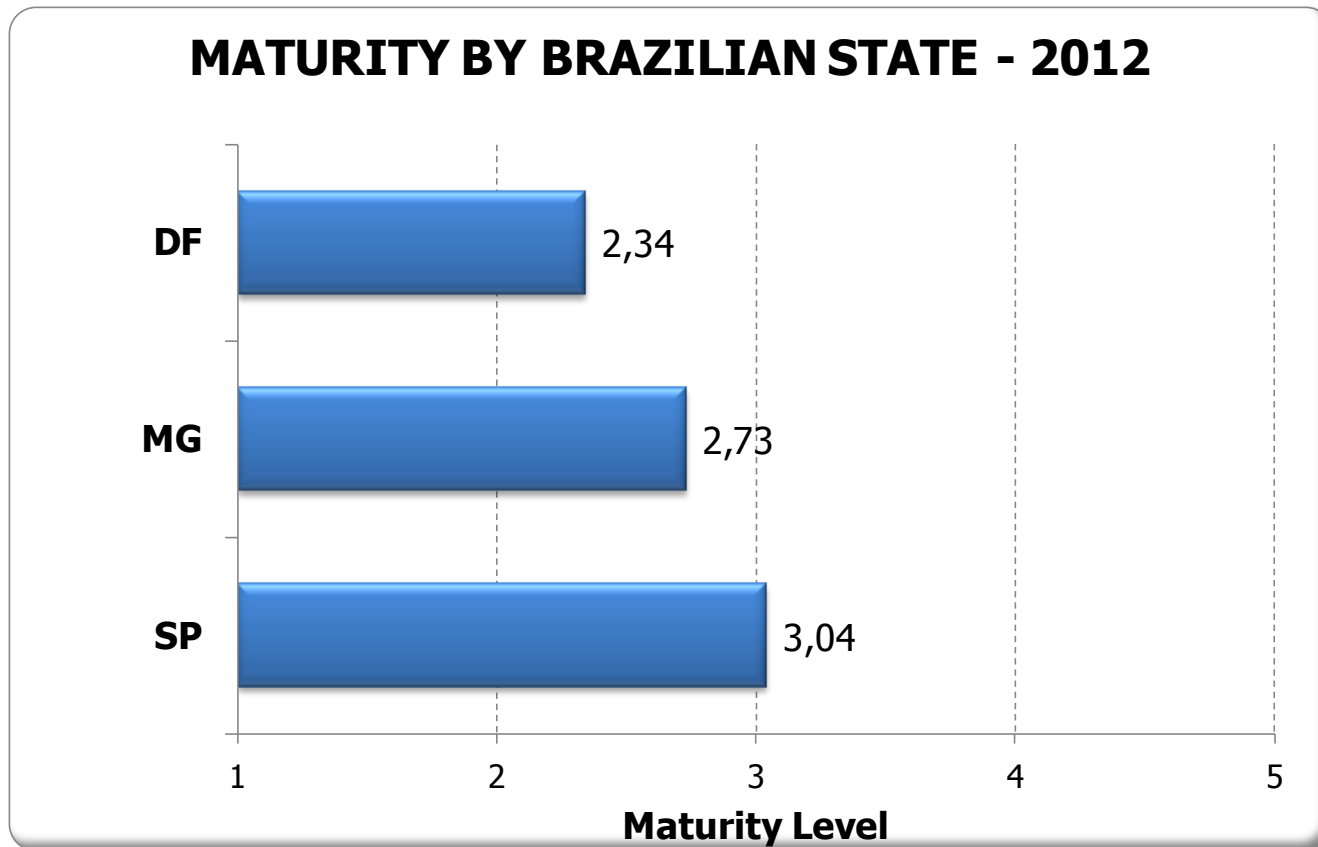
From U\$ 1 to U\$ 5 millions: 12

From U\$ 250,000 to U\$ 1 million: 8

Under U\$ 250,000 : 7

Note: the sample sizes above have medium or low representativeness

Apresentamos apenas os estados que participaram com mais de 5 respondentes.



Samples size:

DF: 9

MG: 9

SP: 27

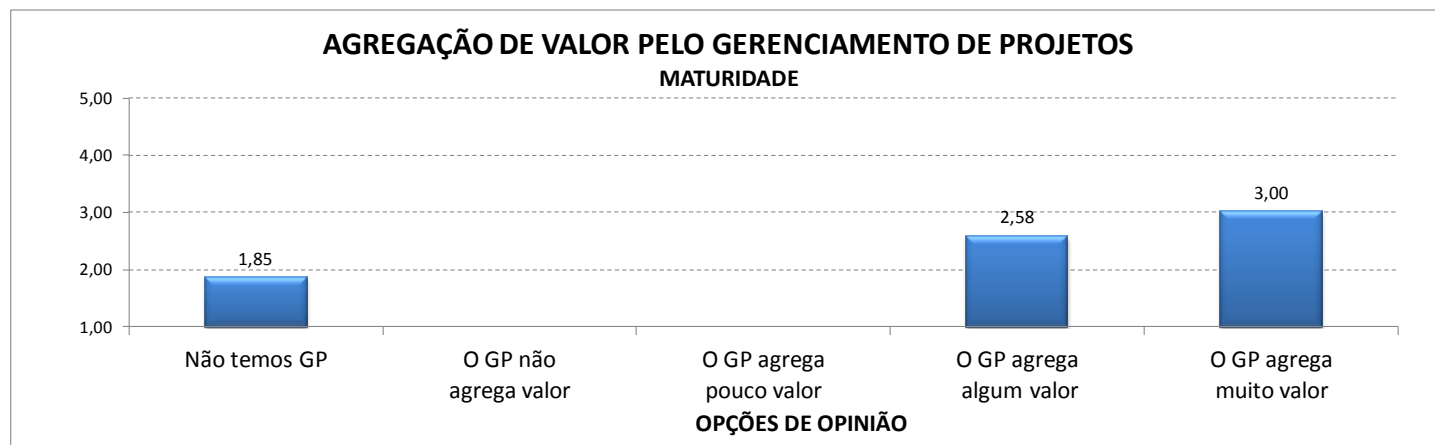
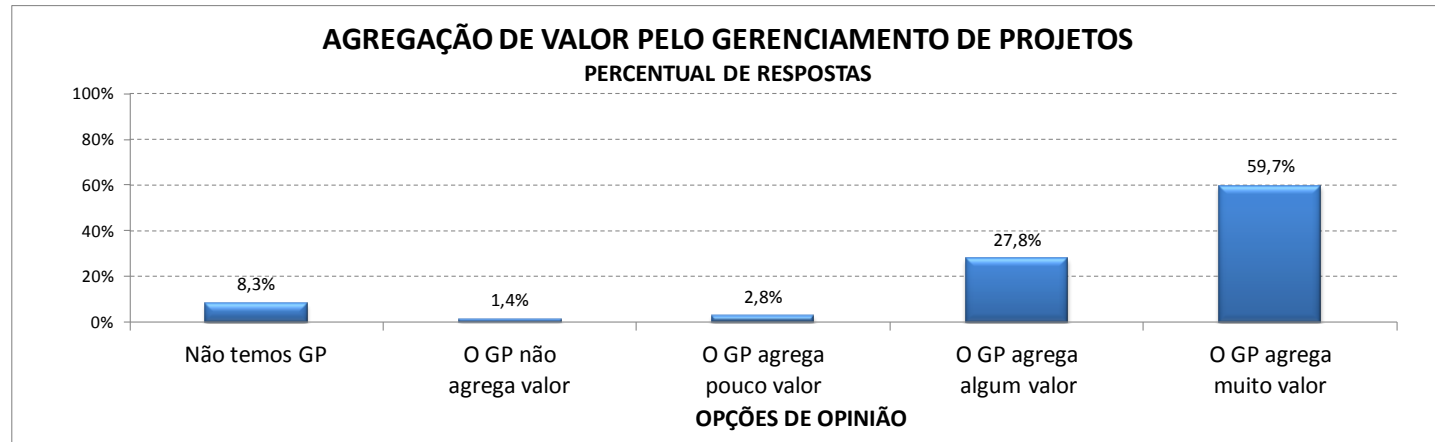
Note: the sample sizes above have low or good representativeness

2012 RESULTS INDICATORS

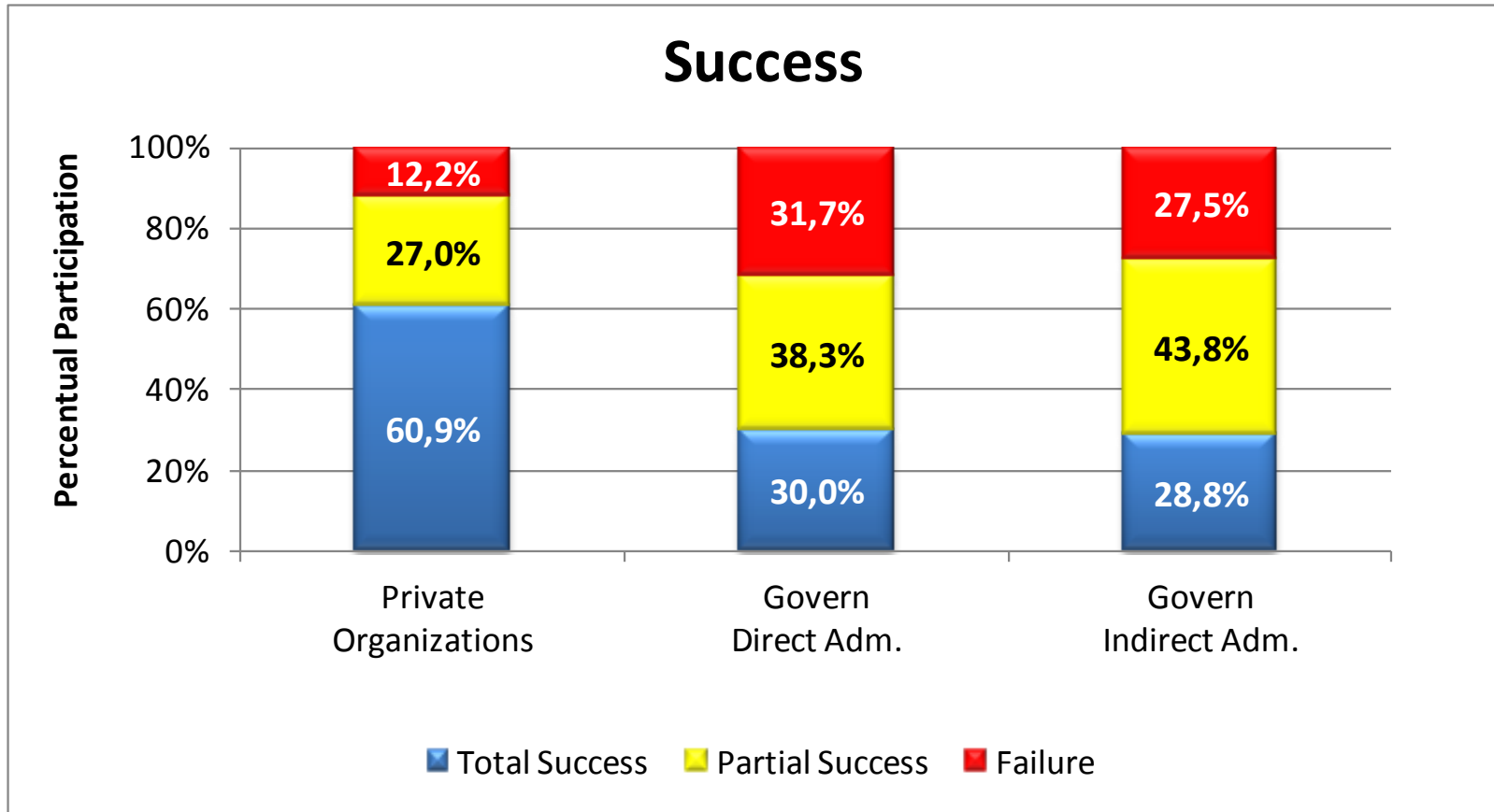
This part of the report contains:

- Mean values obtained for :
 - Perception of value aggregation
 - Success (Total Success, Partial Success and Failure)
 - Delay
 - Cost Overrun

The companies where senior management and leadership have a perception that the best practices of project management add much value are exactly those with higher maturity level according to the PMMM Model.



Note: the size of the first three samples above have low representativeness



Sample sizes:

Private Organizations: 53

Govern Direct Adm.: 11

Govern Indirect Adm.: 6

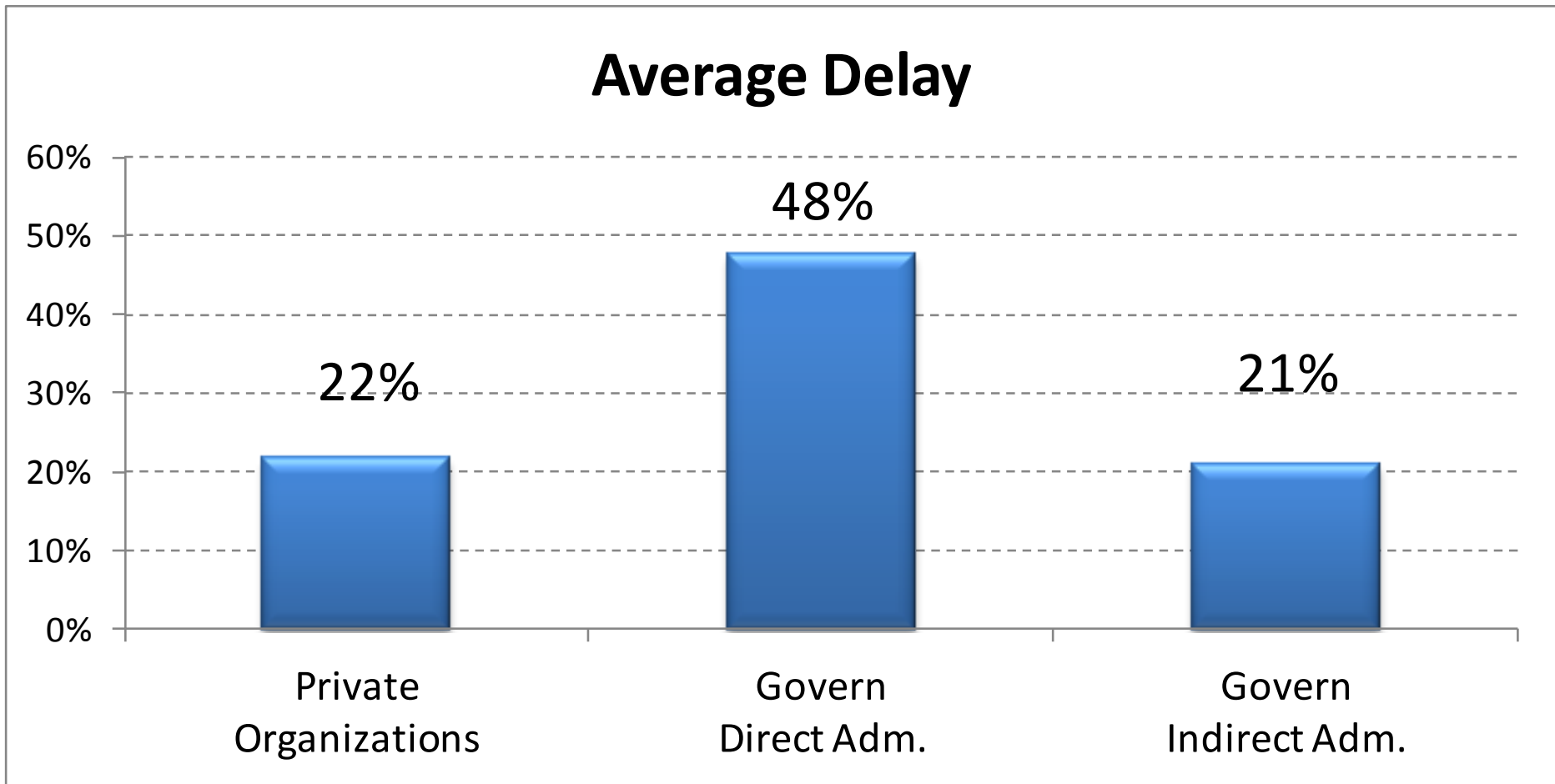
Note: the sample sizes above have high or low representativeness

The participants used the following concepts of success:

Total Success : A successful project is one that has reached the goal. This usually means it was completed and produced the expected results and benefits and main stakeholders were fully satisfied. In addition, but not mandatory, it is expected that the project has been terminated within the requirements for time, cost, scope and quality (small differences can be accepted).

Partial success or compromised : The project was completed, but not produced the results and benefits expected. There is significant dissatisfaction among main stakeholders. Also, probably some of the requirements for time, cost, scope and quality were significantly exceeded.

Failure : There is a huge dissatisfaction among main stakeholders or because the project was not completed or why not met the expectations of main stakeholders or because some of the requirements for time, cost, scope and quality were exceeded in an absolutely unacceptable.



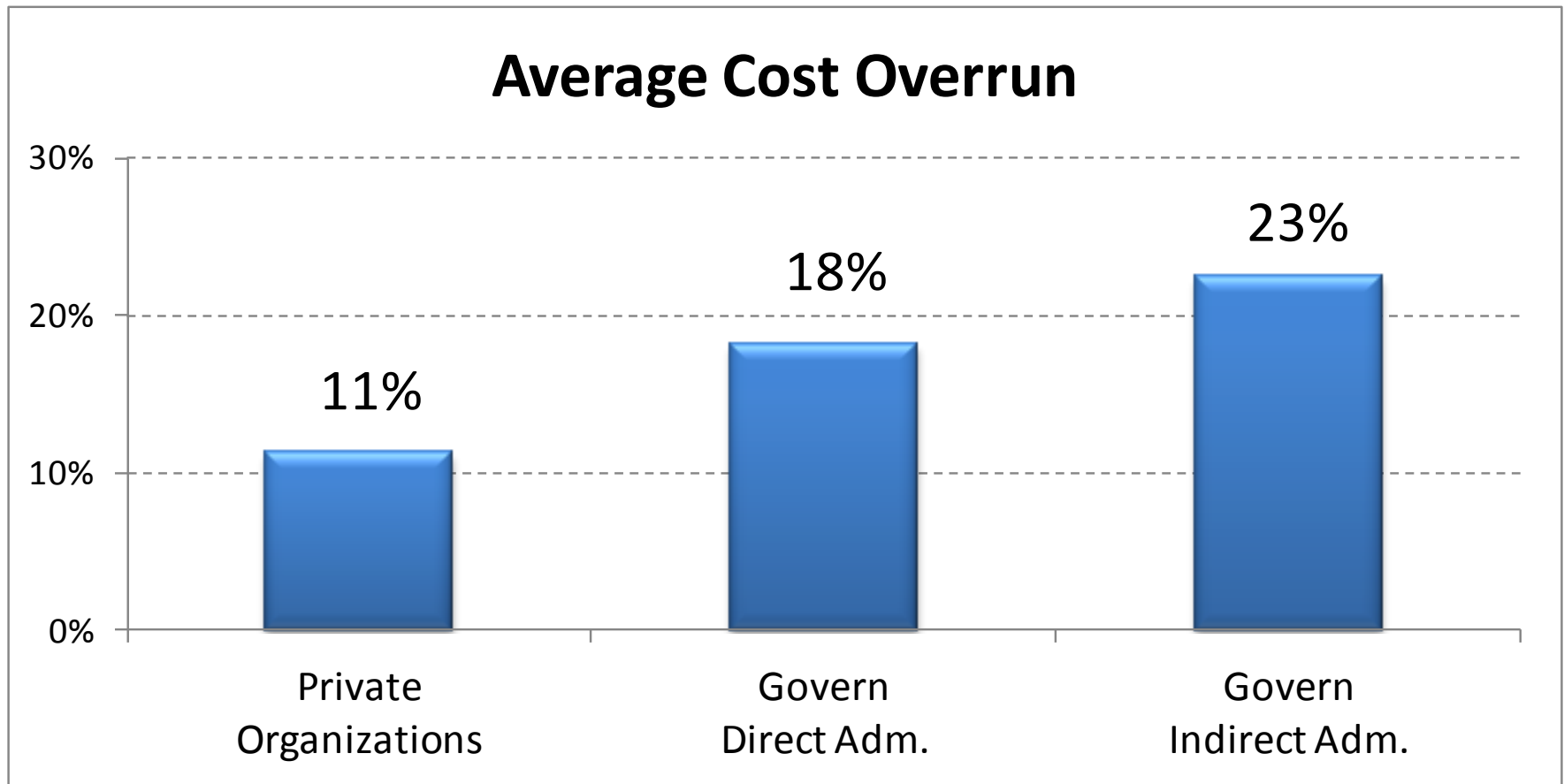
Sample sizes:

Private Organizations: 53

Govern Direct Adm.: 11

Govern Indirect Adm.: 6

Note: the sample sizes above have high or low representativeness



Sample sizes:

Private Organizations: 53

Govern Direct Adm.: 11

Govern Indirect Adm.: 6

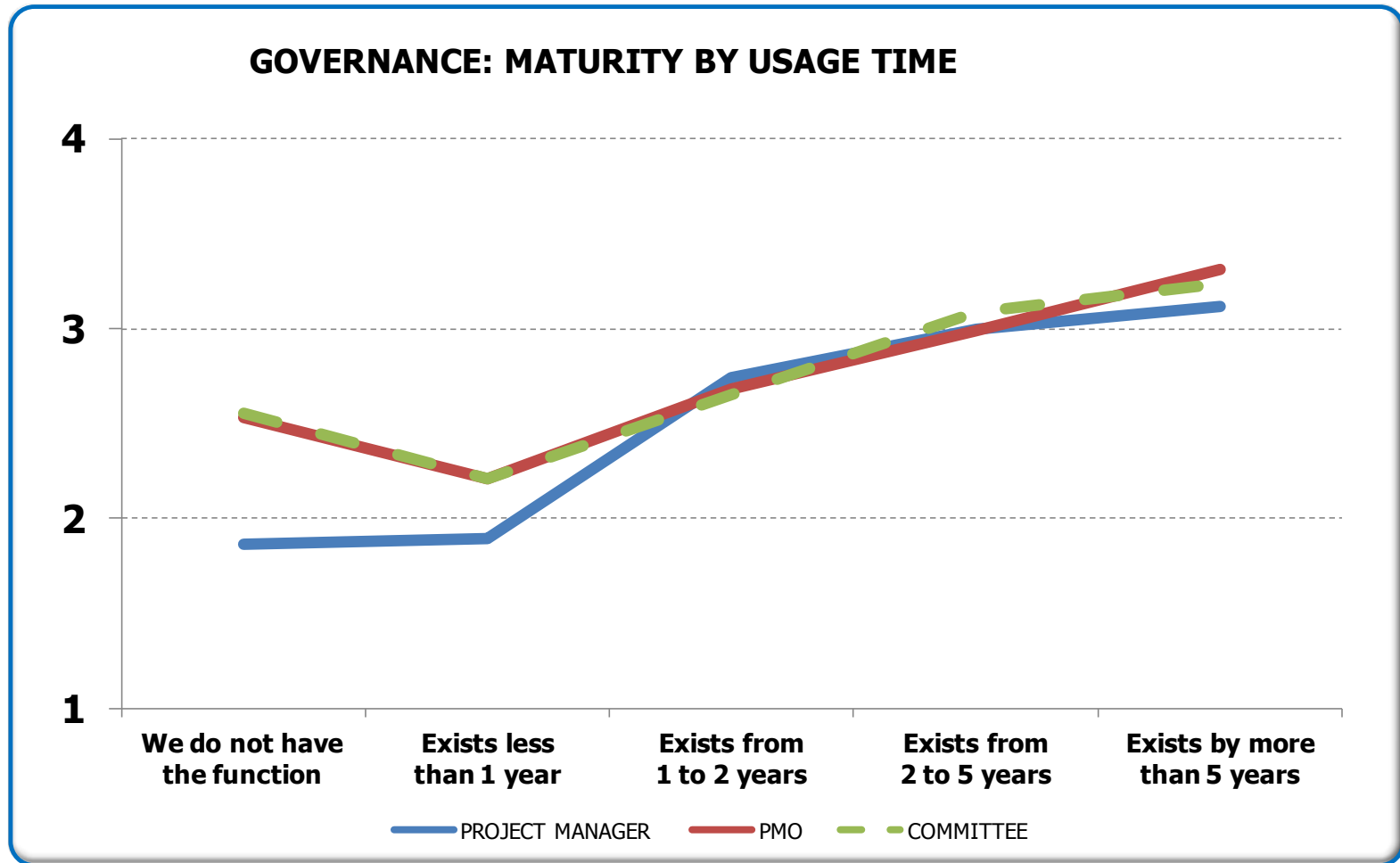
Note: the sample sizes above have high or low representativeness

Governance Aspects

In this part of the report are presented data about the importance and acceptance of the following governance aspects:

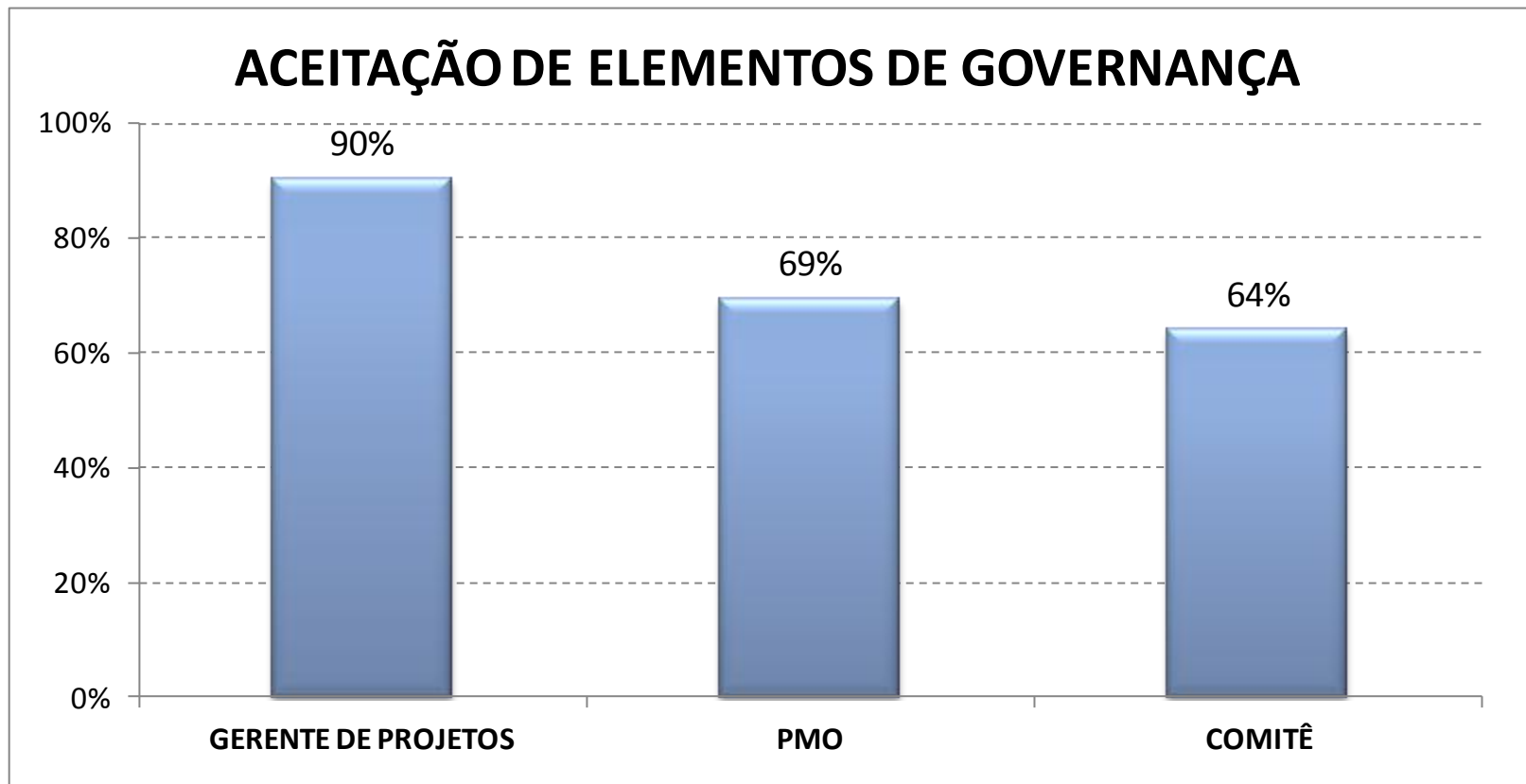
- Project Manager
- PMO
- Committee

Organizations that use the governance elements for longer time have greater maturity. The graph shows the relationship between the average maturities of the participating organizations and time of use of governance elements.



Note: the sample sizes above have average representativeness

The graph below shows the usage of the governance elements by the respondents. The project manager function is frequently used, however PMO and Committee are still not in every organization. It does not necessarily mean a non-acceptance because there are situations where those elements are not needed.



Note: the sample sizes above have average representativeness

The Maturity Model Value

As in the General Report, in this part of the report an analysis about the value of the Maturity Model-PMMM Prado, using data obtained in the research, is made . The data are:

- Senior management perception
- Maturity *versus* Indicators :
 - Success
 - Delay
 - Cost Overrun
- Conclusions

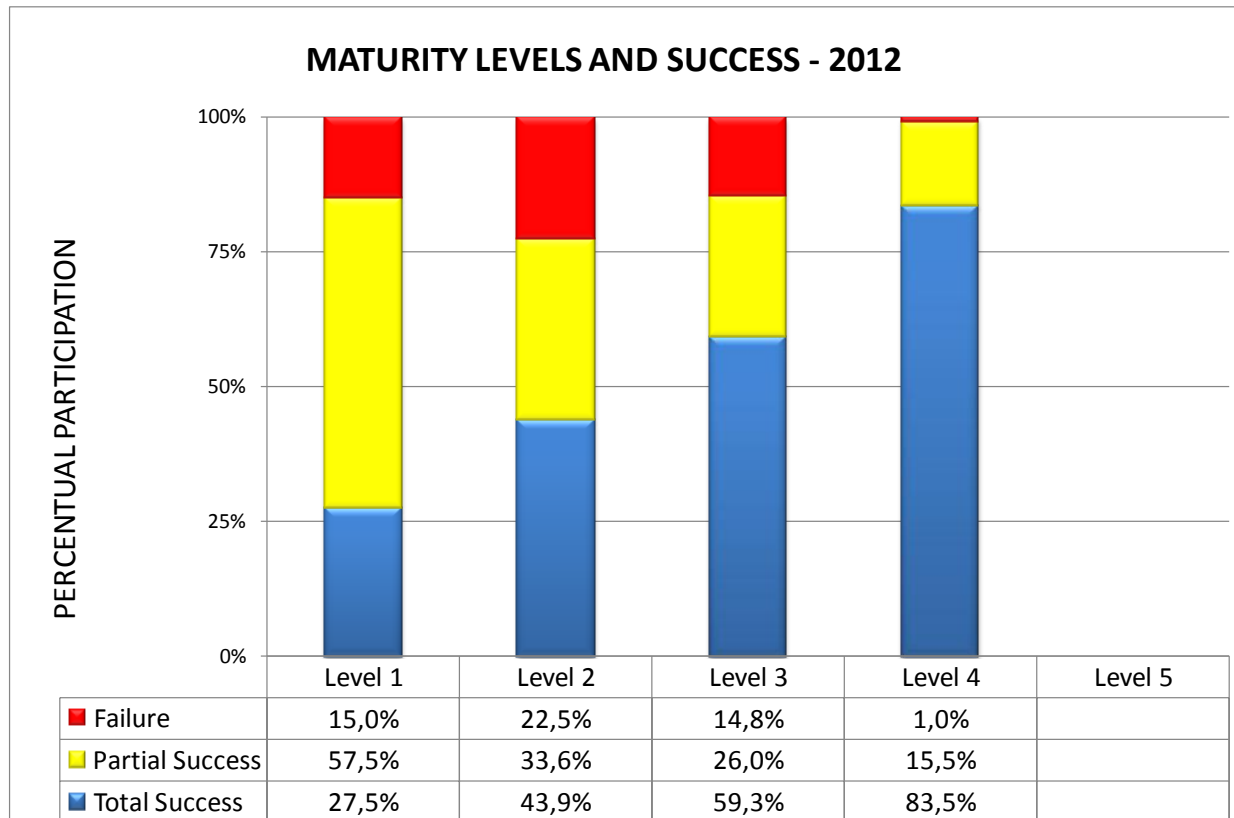
The answers to the 21st and 22nd questions of the questionnaire allowed to conclude that companies in senior management and leadership believe that the project management adds more value are those that:

- They have the lowest values for delay and cost overrun;
- Have the highest values for maturity.

AGREGATION OF VALUE BY PROJECT MANAGEMENT (PM)	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PM	6	8,3%	1,85	56,7%	30,0%	13,3%	75%	14%
PM does not agregate value	1	1,4%						
PM agregates small value	2	2,8%						
PM agregates some value	20	27,8%	2,58	51,7%	30,0%	18,3%	20%	11%
PM agregates much value	43	59,7%	3,00	59,4%	26,7%	13,9%	19%	12%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

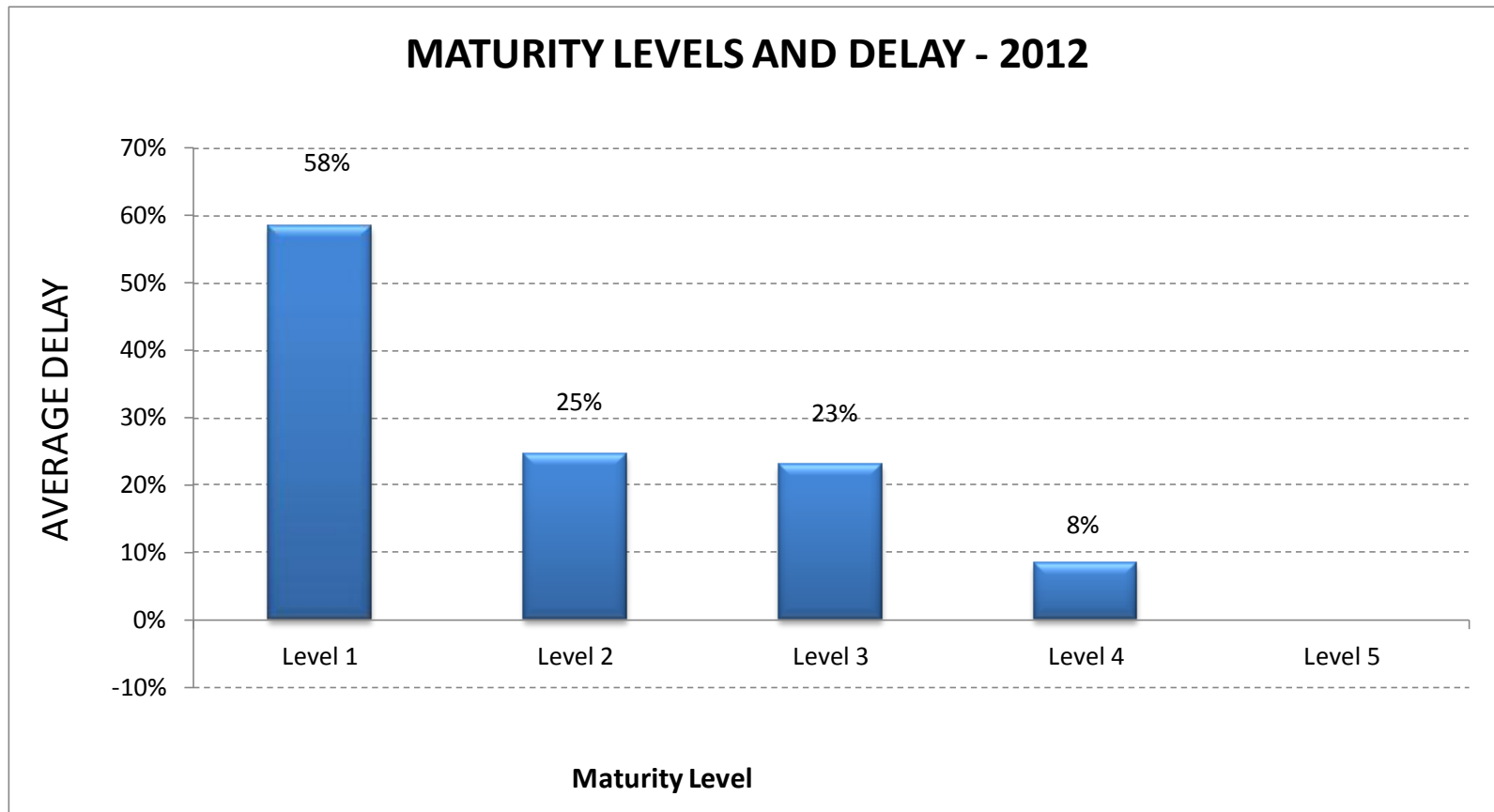
Note: The first three samples have low representativeness

- The data-cross between level 2 and level 3 allowed the following conclusions:
 - There is a positive relation between maturity levels and total success
 - There is a positive relation between maturity levels and the sum of total success and partial success
 - There is an opposite relation between maturity levels and failure.



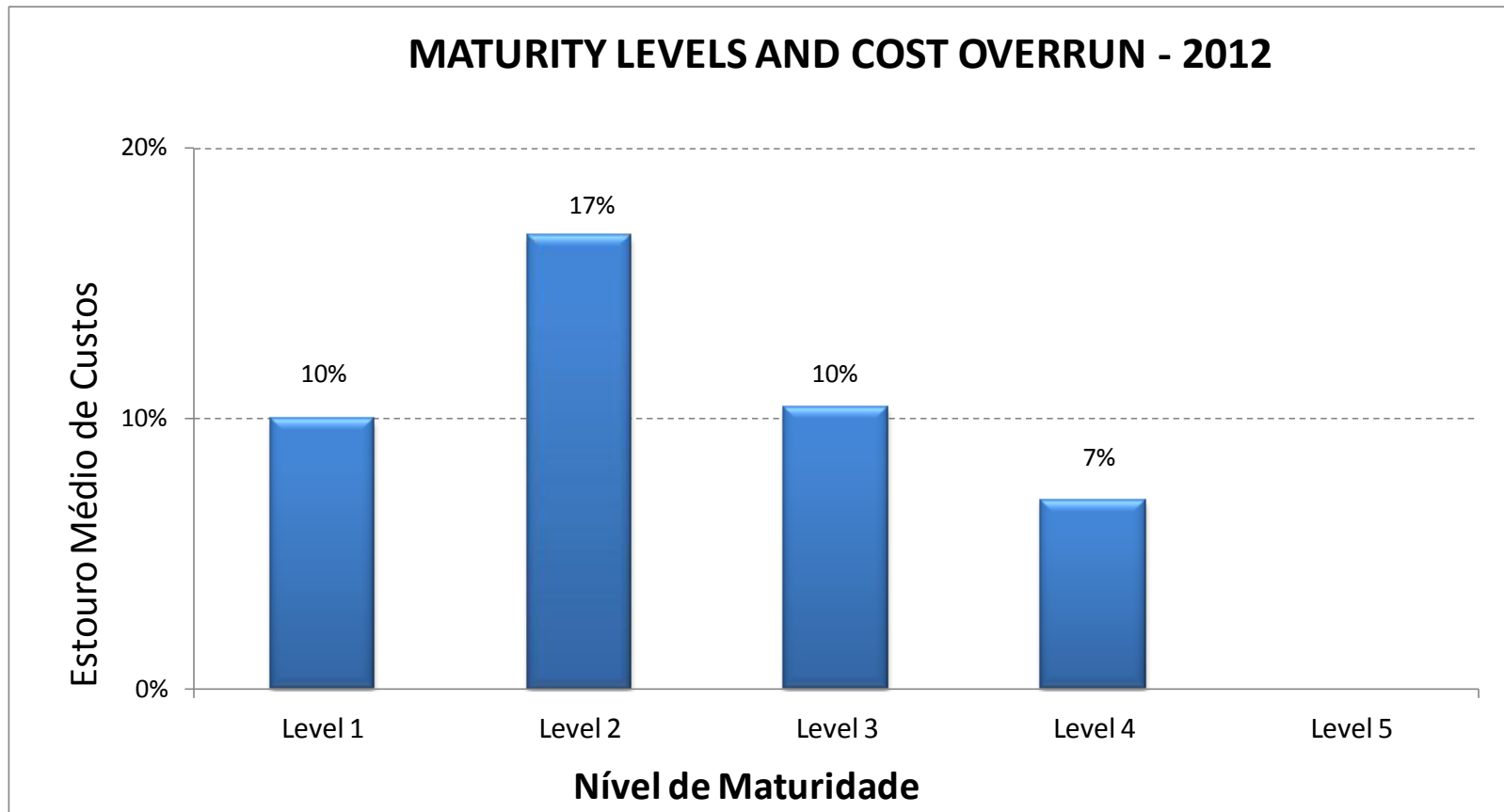
Note.: the samples to levels 1 and 4 have low representativeness

The data-cross between level 2 and level 3 allowed to conclude that (cont.):
There is an opposite relation between maturity levels and average delay.



Note.: the samples to levels 1 and 4 have low representativeness

The data-cross between level 2 and level 3 allowed to conclude that (cont.):
There is an opposite relation between maturity levels and average cost overrun.



Note.: the samples to levels 1 and 4 have low representativeness

Value perception of project management best practices by senior management and leaders is directly related to the the existence of good results from these practices.

The Maturity Model Prado-PMMM was created to evaluate the existence of project management best practices. .

Although not completely conclusive, as noted in the General Report and the Software Report, data from previous slides allow to believe that the Maturity Model Prado-PMMM is a good tool to measure na organization stage in the adoption of project management best practices and is a good indicator to reflect projects success and the perception of good results aggregation (or value aggregation) by senior management. In other words, the higher the maturity:

- The higher the total success (or the higher the sum of total success and partial success)
- The lower the failure
- The lower the cost overrun
- The higher the value perception of project management best practices.

CONSOLIDATED: Main Results

In this part of the report are presented the data obtained for Organizational Changes, with 72 participants, whose data were analyzed in the previous slides of this document. We emphatically warn about the representativeness of small value samples, as shown earlier in this document.

Results for samples with less than 5 participants are not presented.

Consolidated: Main Results

TYPE OF ORGANIZATION	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Private organizations	53	73,6%	2,92	60,9%	27,0%	12,2%	22%	11%
Government - Direct Administration	11	15,3%	2,13	30,0%	38,3%	31,7%	48%	18%
Government - Indirect Administration	6	8,3%	2,17	28,8%	43,8%	27,5%	21%	23%
Non Governmental Organizations	2	2,8%						
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

BUSINESS AREA	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Food and beverage	2	2,8%						
Banking, finance and insurance	2	2,8%						
Trading	1	1,4%						
Construction	3	4,2%						
Consulting	20	27,8%	3,26	71,3%	22,5%	6,3%	8%	8%
Defense, Security and Aeronautics	1	1,4%						
Education	2	2,8%						
Electrical Energy (Production and/or Distribution)	3	4,2%						
Engineering	5	6,9%	2,80	52,5%	27,5%	20,0%	49%	18%
Mining	2	2,8%						
Metallurgy and Steelmaking	1	1,4%						
Paper and Cellulose	1	1,4%						
Health	3	4,2%						
Information Technology (Hardware & Software)	4	5,6%						
Telecommunications	2	2,8%						
Transportation, Storage & Services, Logistics	7	9,7%	2,34	47,9%	35,7%	16,4%	26%	11%
Automotive & Automotive Parts	1	1,4%						
Other	12	16,7%	2,28	47,1%	27,9%	25,0%	24%	8%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

Consolidated: Main Results

BILLING	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
< US\$ 250,000	7	9,7%	3,26	73,0%	19,0%	8,0%	6%	6%
From US\$ 250,000 to US\$ 1,0 million	8	11,1%	3,39	70,7%	25,0%	4,3%	15%	9%
From US\$ 1,0 to US\$ 5 millions	12	16,7%	2,64	55,0%	40,0%	5,0%	26%	12%
From US\$ 5 to US\$ 50 millions	15	20,8%	2,75	64,2%	25,4%	10,4%	27%	10%
From US\$ 50 to US\$ 500 millions	10	13,9%	2,69	36,4%	32,1%	31,4%	34%	16%
> US\$ 500 millions	20	27,8%	2,40	45,8%	31,4%	22,8%	29%	16%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

EMPLOYES	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
< 19	12	16,7%	3,42	70,0%	24,0%	6,0%	10%	8%
From 19 to 99	16	22,2%	2,83	59,0%	33,0%	8,0%	26%	12%
From 100 to 999	15	20,8%	2,58	48,8%	32,3%	18,8%	38%	12%
From 1.000 to 4.999	17	23,6%	2,40	53,2%	31,8%	15,0%	25%	12%
From 5.000 to 9.999	2	2,8%	2,41	30,0%	40,0%	30,0%	15%	
> 10.000	10	13,9%	2,71	49,4%	21,3%	29,4%	23%	24%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

Consolidated: Main Results

STATE	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
AL	1	1,4%						
AM	1	1,4%						
BA	3	4,2%						
CE	2	2,8%						
DF	9	12,5%	2,34	42,0%	24,0%	34,0%	29%	12%
ES	1	1,4%						
GO	1	1,4%						
MG	9	12,5%	2,73	51,7%	30,0%	18,3%	13%	11%
PE	3	4,2%						
PR	2	2,8%						
RJ	4	5,6%						
RS	4	5,6%						
SC	2	2,8%						
SE	2	2,8%						
SP	27	37,5%	3,04	61,0%	29,8%	9,2%	23%	13%
TO	1	1,4%						
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

Consolidated: Main Results

USAGE OF PROJECT MANAGER	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have Project Managers	7	9,7%	1,87	57,5%	30,0%	12,5%	65%	14%
Exists less than 1 year	8	11,1%	1,90	19,4%	53,1%	27,5%	29%	19%
Exists from 1 to 2 years	16	22,2%	2,74	54,5%	28,5%	17,0%	21%	12%
Exists from 2 to 5 years	19	26,4%	3,00	59,6%	26,8%	13,6%	25%	10%
Exists by more than 5 years	22	30,6%	3,12	66,5%	22,0%	11,5%	14%	11%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

USAGE OF PMO	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PMO	22	30,6%	2,53	59,7%	32,0%	8,3%	29%	10%
Exists less than 1 year	9	12,5%	2,21	35,6%	40,0%	24,4%	26%	14%
Exists from 1 to 2 years	12	16,7%	2,68	51,1%	26,1%	22,8%	26%	14%
Exists from 2 to 5 years	19	26,4%	2,99	57,7%	26,0%	16,3%	25%	13%
Exists by more than 5 years	10	13,9%	3,32	65,6%	24,4%	10,0%	12%	11%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

USAGE OF COMMITTEE	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have Committee	26	36,1%	2,55	58,0%	32,8%	9,3%	30%	11%
Exists less than 1 year	7	9,7%	2,21	36,0%	44,0%	20,0%	37%	24%
Exists from 1 to 2 years	14	19,4%	2,66	51,0%	27,5%	21,5%	19%	8%
Exists from 2 to 5 years	15	20,8%	3,08	58,3%	26,3%	15,4%	21%	13%
Exists by more than 5 years	10	13,9%	3,24	60,6%	20,0%	19,4%	15%	11%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

AGREGATION OF VALUE BY PROJECT MANAGEMENT (PM)	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PM	6	8,3%	1,85	56,7%	30,0%	13,3%	75%	14%
PM does not aggregate value	1	1,4%						
PM aggregates small value	2	2,8%						
PM aggregates some value	20	27,8%	2,58	51,7%	30,0%	18,3%	20%	11%
PM aggregates much value	43	59,7%	3,00	59,4%	26,7%	13,9%	19%	12%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%
AGREGATION OF VALUE BY PMO	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PMO	18	25,0%	2,45	55,4%	35,4%	9,2%	27%	10%
PMO aggregates small value	4	5,6%						
PMO aggregates some value	22	30,6%	2,56	54,7%	24,7%	20,6%	28%	15%
PMO aggregates much value	28	38,9%	3,08	56,7%	29,6%	13,7%	21%	10%
TOTAL	72	100,0%	2,74	55,3%	29,4%	15,4%	25%	12%

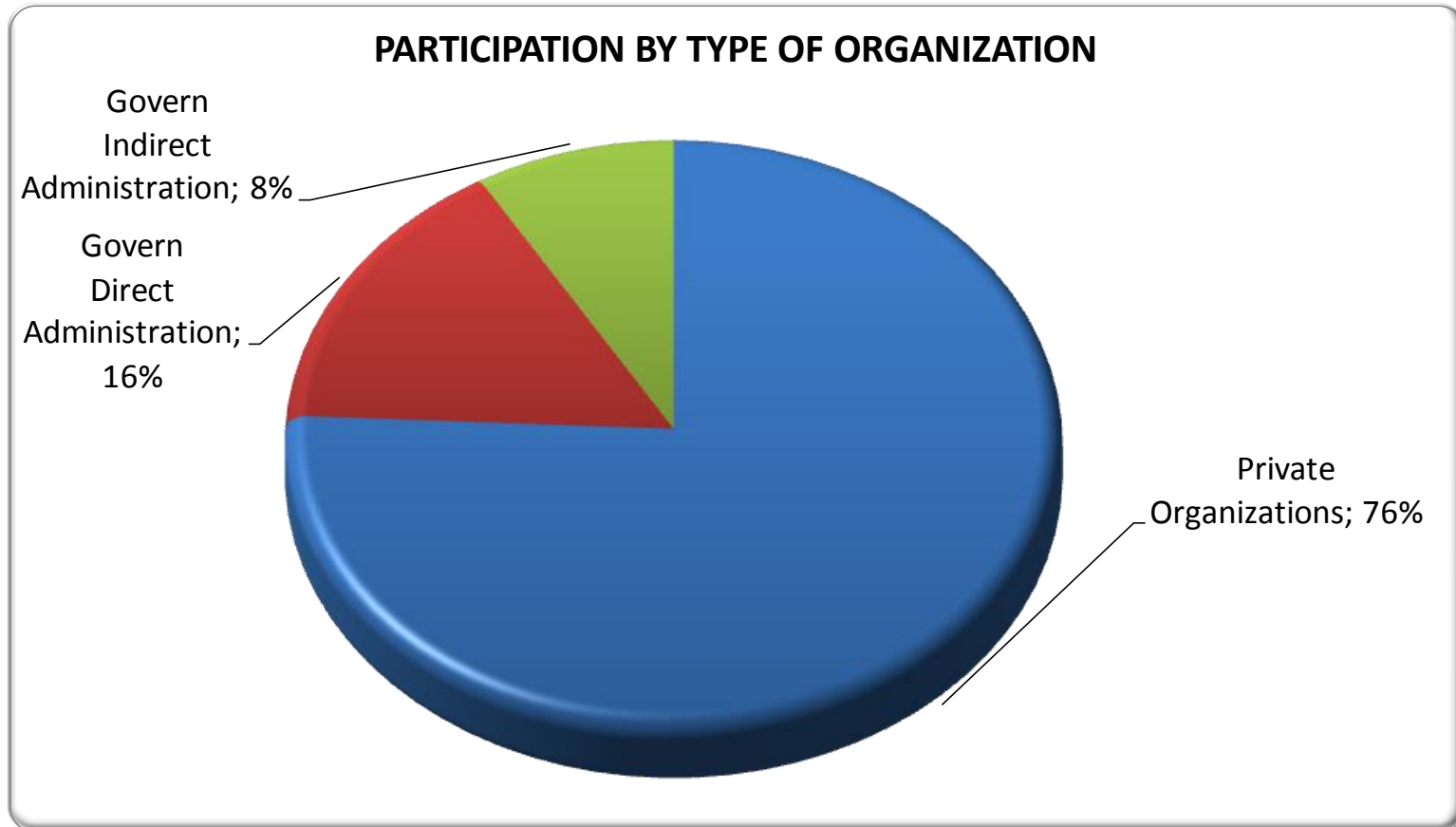
2012 PARTICIPANTS

In this part of the report we present:

- Profile of the 72 participants
- Who are the benchmarks
- Complete list of the participant organizations

PARTICIPANTS PROFILE

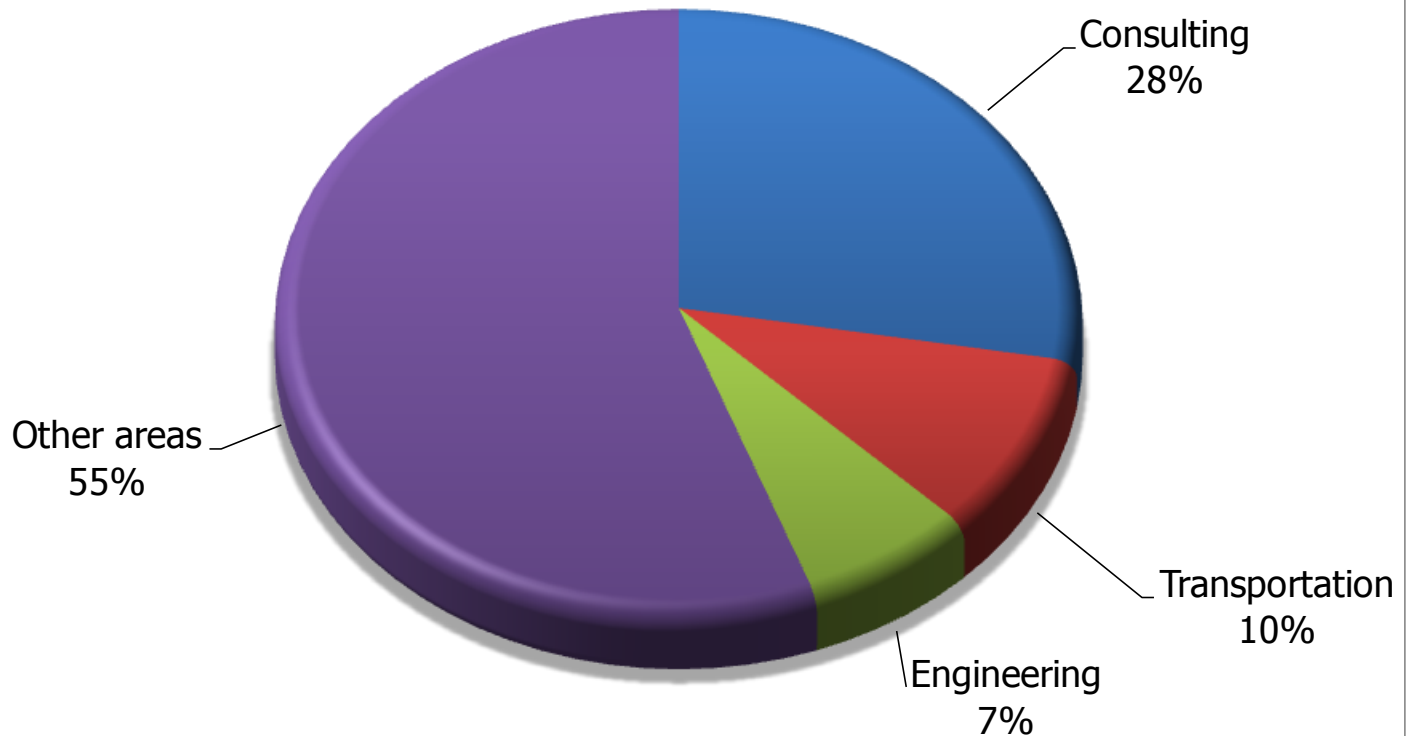
Private Organizations represent 76% of the participants.



Consulting Firms led the ranking of participation..

55% of respondent organizations are dispersed in more than 15 distinct areas of expertise.

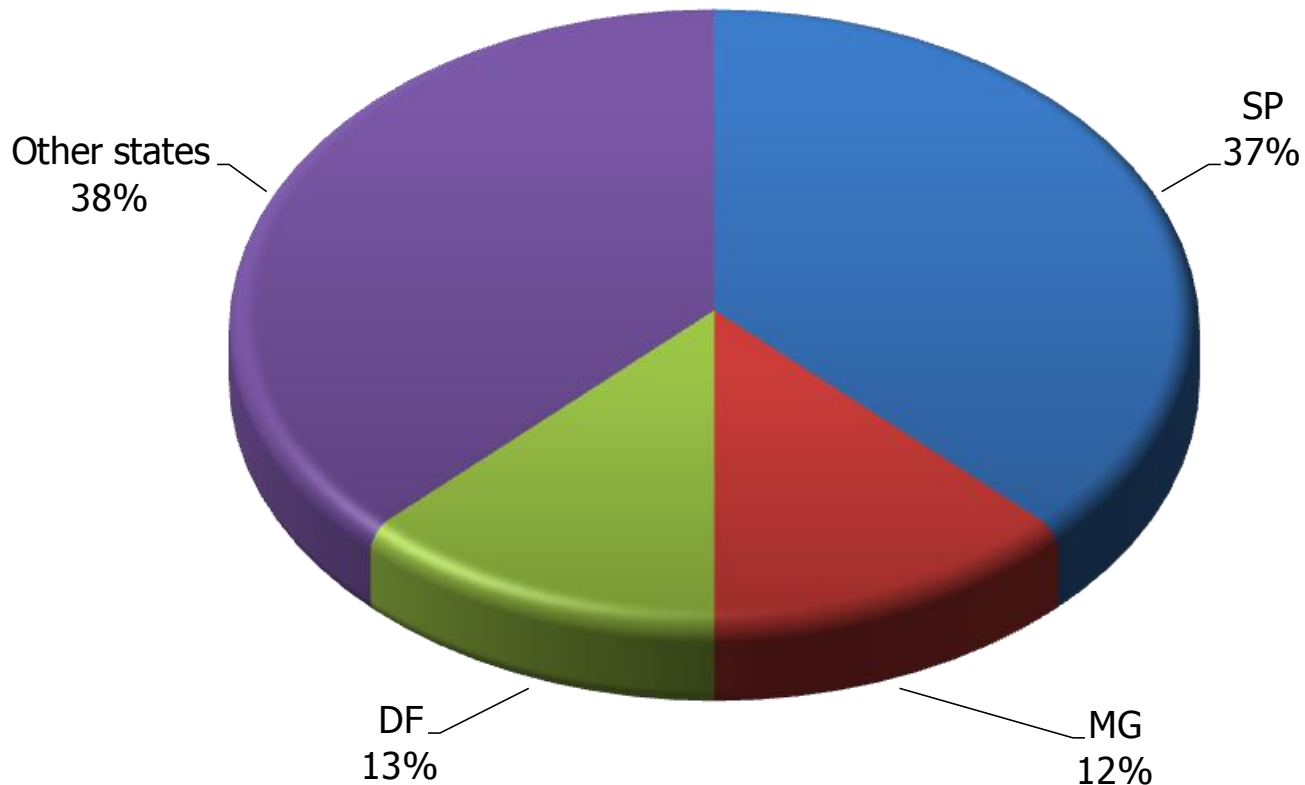
PARTICIPATION BY BUSINESS AREAS - 2012



Participants profile: Brazilian States

São Paulo had the highest participation, which was expected.
However, the Rio de Janeiro surprised with only 4 participants.

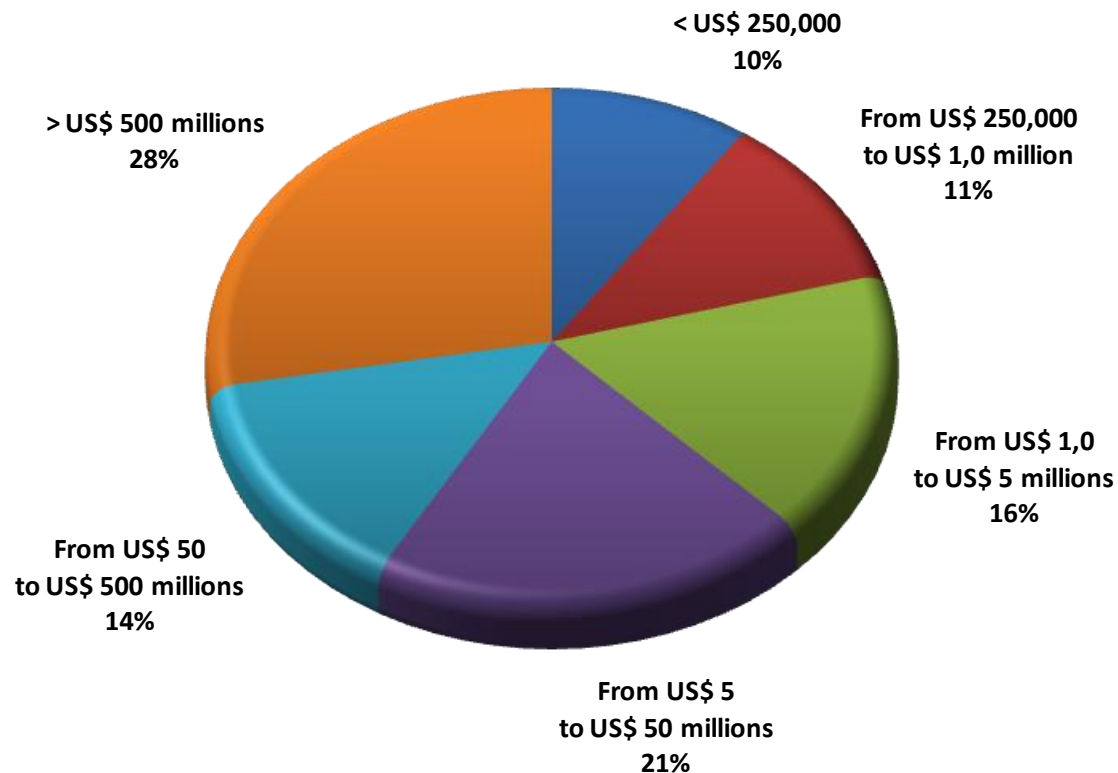
PARTICIPATION BY BRAZILIAN STATE - 2012



Participants profile: Billing Classes

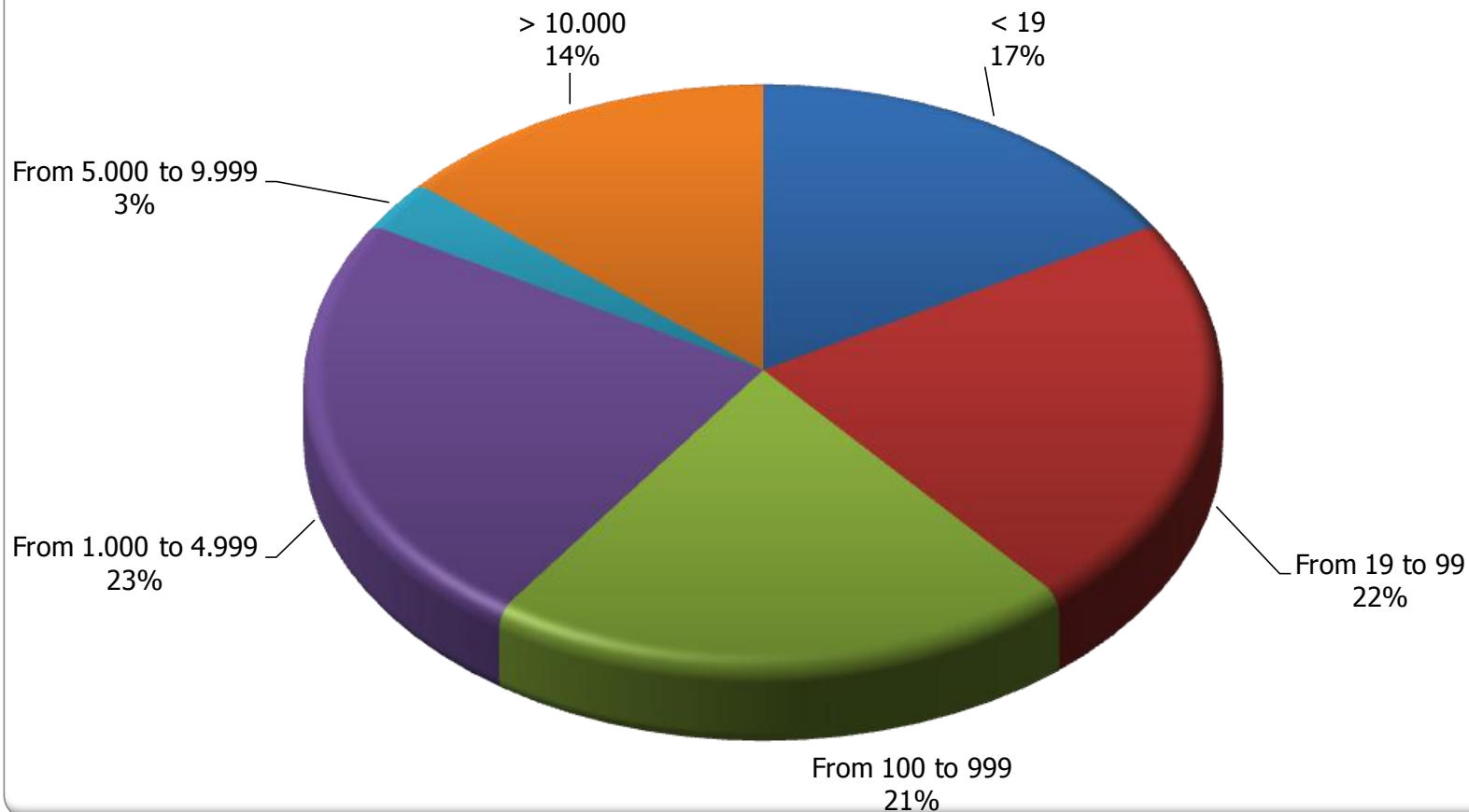
Companies with billing over U\$ 5 million represented 63% of the participants, while the highlighted class was companies with revenues over U\$ 500 millions (28% of total respondents).

PARTICIPATION BY BILLING CLASSES - 2012



Organizations with up to 1,000 employees represent 61% of the participants.

PARTICIPATION BY EMPLOYEES NUMBER - 2012



Who are the benchmarks?

Who are the 10 organizations that reached a maturity level of 4 or 5?

- **By Brazilian State** : 7 organizations are from São Paulo, 1 from Minas Gerais, 1 from Distrito Federal and 1 from Rio Grande do Sul.
- **By organization type** : all come from private sector.
- **By business area** : Consulting (6), Transportation(1), Engineering(1) and Vehicles and Parts(1)

Participants List

Note: If more than one department of the same organization in the same state participated, only one reference to the company is provided in the following list

Participants List (1)

NAME	STATE
AES Tietê	SP
Agencia de Fiscalizacao do Distrito Federal	DF
Arquindex Soluções em Arquivos Ltda	MG
Artlux Iluminacao Cenica	SP
ATP Engenharia	PE
Axia Value Chain	SP
B&B Engenharia Ltda.	SP
Banco do Brasil S.A.	SP
BDMG	MG
BRX Software	SP
Bunge Brasil	SP
CHIP & CIA - IT CONSULTING	SE
Connexion Brasil - Carillo Consultoria Ltda.	SP
Copel	PR
Departamento de Polícia Federal	DF
Distribuidora de Medicamentos SantaCruz Ltda	SP
Dânica Termointustrial Brasil Ltda	SC
EGV Consultoria	SP
ERP Consultoria	SP
Falconi Consultores de Resultado	MG
FGV Projetos	SP
Fundação Aprender	MG
Gerdau Usiba SA	BA
Goldratt Associados Brasil	SP
Grupo Fleury	SP
Human Power	DF
IDEA CONSULTORES	PE
Infraero	DF
IRANI	SC
ISDN Infraestrutura e Talentos em TIC	RJ
JRS	AL
KI	MG

NAME	STATE
M. Dias Branco S.A.	CE
Minascom	TO
Ministerio da Fazenda	DF
Ministério das Cidades	DF
Multipet Sopradoras	PR
Organização dos Estados Iberoamericanos	DF
ORPEG CONSULTORIA E TREINAMENTO	SP
Otimiza Consultoria em Administração Ltda	RS
PMQM-Gerenciamento de Projetos e Métodos Quantitativos	MG
Quattri Consultoria	SP
RCA Consultoria Empresarial	SP
Secretaria da Fazenda do Estado da Bahia	BA
Secretaria de Estado de Casa Civil e de Relações Institucionais de MG	MG
Secretaria Municipal de Saúde - Lagarto	SE
Secretaria Municipal dos Transportes e Infraestrutura - Salvador	BA
SESC Rio	RJ
STI&BE Consultores	PE
TECHNIQUE	RS
Tesouro do Estado	RS
Toctao Engenharia Ltda	GO
Top Ventures Investimentos S/A	MG
TOTVS	SP
TOTVS RS	RS
Tribunal de Justiça do Estado do Ceará	CE
Tribunal Regional do Trabalho da 11a. Região (AM/RR)	AM
TRIP Linhas Aereas	SP
TS Consultoria Empresarial Ltda	DF
UNIMED PAULISTANA	SP
UTRSA	SP
Vale	ES
Versionna do Brasil	SP
Volkswagen of Brazil	SP
White Martins Gases Industriais Ltda	RJ

Prado-PMMM Model

In this part we present a review of the Prado-PMMM model:

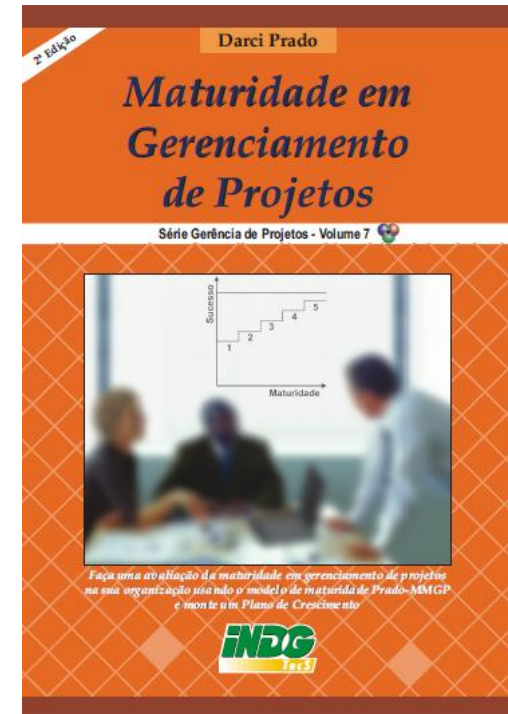
- Conception Criteria
- Levels
- Dimensions

What is a maturity model?

- A form of measuring the status of an organization regarding its ability to manage projects successfully
- A resource to assist in obtaining a growth plan.

Model characteristics

- Developed between 1999 and 2002
 - Based on vast practical experience;
 - Published in December 2002.
- Actual status: Version 1.7
 - Used by several organizations (see the "Testimonials" page at www.maturityresearch.com)
 - Good consolidation level;
 - Refer to the book shown at the right (or go to www.indgtecs.com.br) for more information.



2nd Edition
November, 2010

Criteria used for conception

- **Address the full well lifecycle** (product, service ou result), involving finalistic and support processes.
- Reflect the use of **Best Management Practices** (especially those practices that really add value).
- Try to relate organizational **maturity** with its **ability to successfully execute projects**.
- **Utilize the same levels of the SW-CMM model** (1 to 5) developed by Carnegie-Mellon University for software development.
- Be **simple** (questionnaire with 40 questions) and **universal** (able to be applied to every kind of organization and project category).

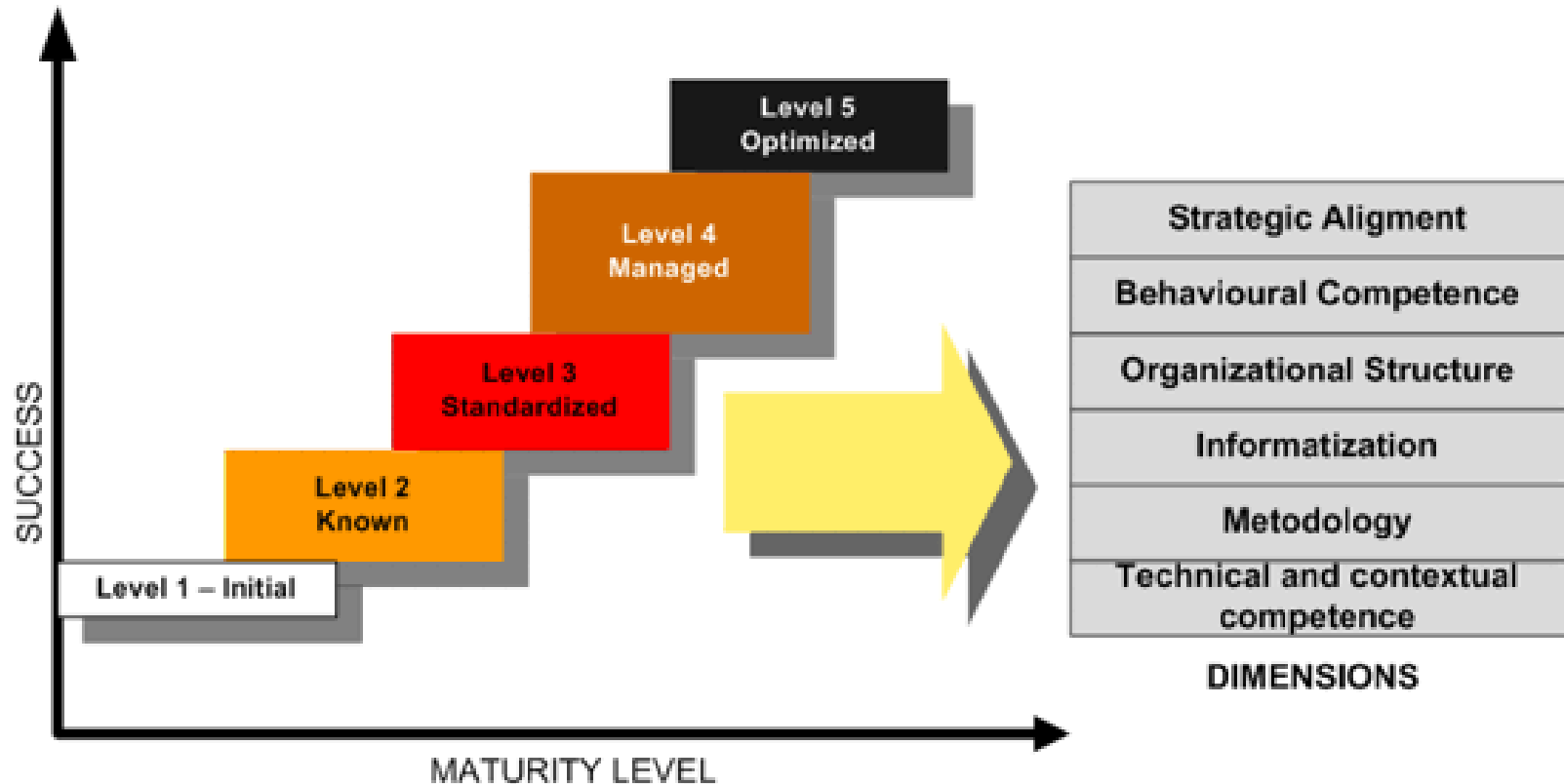
Levels

1. Initial
2. Known
3. Standardized
4. Managed
5. Optimized

Dimensions

1. Technical, context-based competence
2. Use of methodology
3. Informatization
4. Use of adequate organizational structure
5. Alignment with corporate business
6. Behavioural competencies

SECTORIAL PMMM: LEVELS vs. DIMENSIONS



The levels

1) Initial

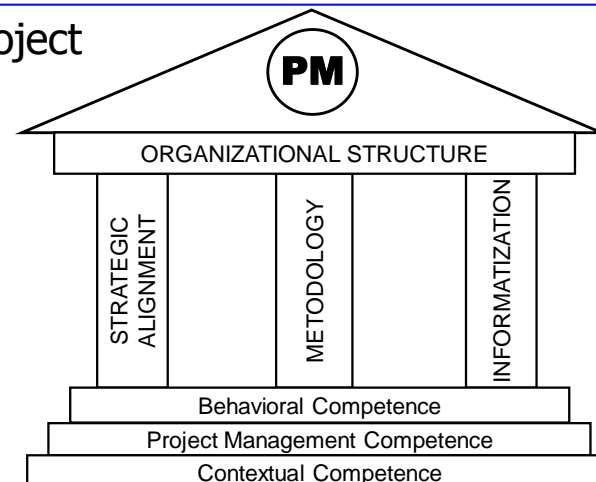
- Low knowledge about the subject
- No methodology or management models
- Projects managed by intuition

2) Known

Beginning of a new culture oriented to skill development
Isolated initiatives.

3) Standardized

- Implementation of a standardized Project Management platform:
 - Organizational structure
 - Methodology
 - Informatization
 - Strategic alignment
- Development of competencies



The levels

4) Managed

- Platform enhancements: the standards are working
- Anomalies identified and eliminated
- Efficient human relations
- Consolidated alignment with corporate business

5) Optimized

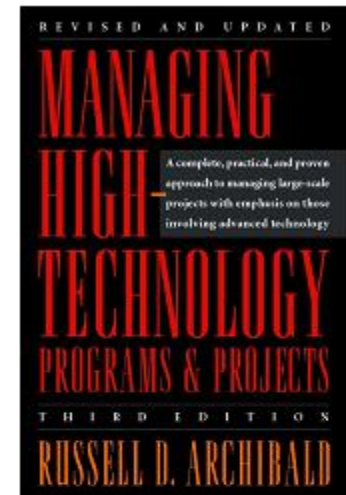
- Optimized performance indicators (deadlines, scope, quality and costs)
- Optimized management processes.
- Wisdom
- Low stress
- Low interference
- Somewhat natural

The team who developed this work



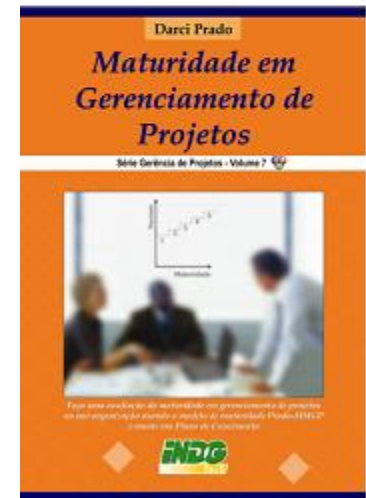
Russel D. Archibald

- MSC, PhD
- PMP, IPMA
- One of the PMI-USA founders
- Global consultant
- Listed in "Who is Who"



Darci Prado

- PhD
- *Qualis* member of IPMA-Br
- One of the PMI-MG, PMI-PR e Clube IPMA-BH founders
- Associate Consultant at FALCONI



COMMITTEE

Russell Archibald, Darci Prado, Carlos E. Andrade, Fernando Ladeira, Ilso Oliveira, Manuel Carvalho Filho, Marcus Vinicius Marques and Warlei Oliveira

COMMITTEE OF NEW APPLICATIONS DEVELOPMENT

Carlos Eduardo Andrade and Darci Prado

GENERAL COORDINATION

Darci Prado

WEBSITE DEVELOPMENT AND MAINTAINANCE

Portuguese Language : Warlei Oliveira, Carlos E. Andrade and José Carlos Tinoco

English Language: Daniel von Sperling, José Carlos Tinoco and Rafael Negrini

Italian Language: Lucas Pinheiro, José Miglioli and italian team

DATABASES

Carlos E. Andrade

DATA ANALYSIS

Marcus Vinicius Marques, Bruno Machado, Cássio Goulart Gonçalves and Jorge Scheidegger

NEW APPLICATIONS DEVELOPMENT (SOFTWARE) REPORT

Darci Prado and Carlos Eduardo Andrade

PROMOTION

Partnership with several organizations and opinion makers

Acknowledgements

- Support :    
  
- Promotion:
 - Organizations and Associations:
 - CBIC: All affiliates (SINDUSCON, SICEPOT, SECOVI, etc.)
 - PMI: All chapters
 - IPMA-Br
 - CREA: MG and SP
 - FIEMG
 - Educational institutions:
 - FGV, FUNDAÇÃO DOM CABRAL, IETEC, IBMEC, CPLAN, VANZOLINI, DINSMORE
- Special thanks: Mauro Sotille (PMI) and Sérgio Marangoni (PMI)

END