

## PROJECT MANAGEMENT MATURITY

**Archibald & Prado Research**

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# Report 2014:

# **“General Report”**

# **Part C: Governance Aspects**

**February/2015**

**Organized by:**

**Darci Prado, Warlei Oliveira and Lara Romano**

We are presenting the Part C of ***General Report***. Each report contains three parts:

- A. Indicators
- B. Participants profile
- C. Governance Aspects

This report analyzes the “organizational aspects” of governance:

- Project Manager
- PMO
- Committee

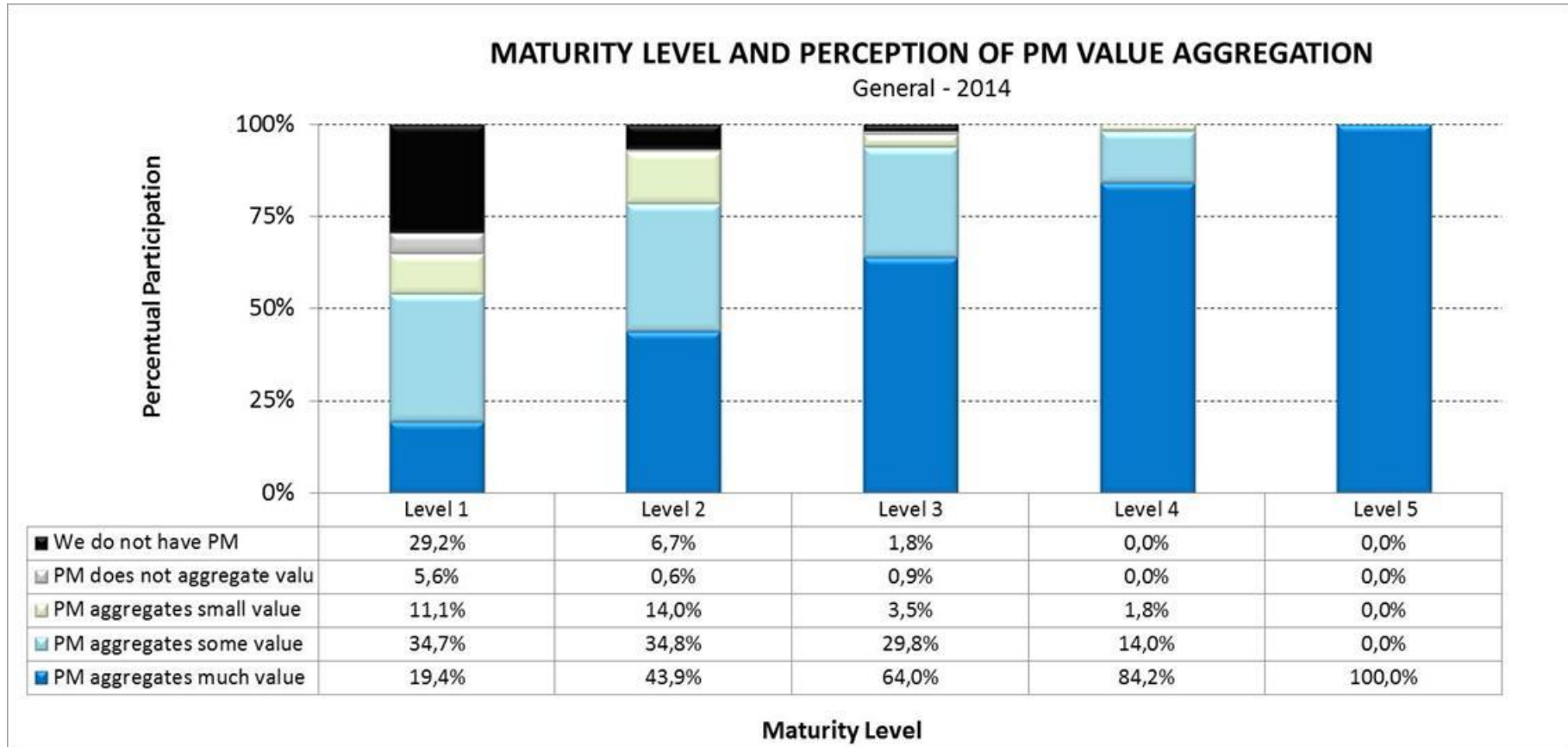
We can see in the following slides that organizational aspects of governance have good acceptance among these organizations, but notes the significant percentage of non-use governance functions. Progress will certainly be welcome at those organizations who should have governance functions, but not use them yet. Highlighting the absence of PMO and Committee.

1. Introduction
2. Overview
3. PMO
4. Team who developed this work
5. Thanks

# Introduction

# Perception of PM Value Aggregation

There is a direct relation between maturity levels and the perception of Project Management to add value to the organization.



Samples size:

Level 1: 72 / Level 2: 164 / Level 3: 114 / Level 4: 57 / Level 5: 8

# **Geral Comparison**

**In this part of the report, a quick comparison is made between the main three elements of organizational structure, that affect directly projects success:**

- **Project Manager**
- **PMO**
- **Committee**

# Occurrence of Governance Functions by Usage Time

The 415 organizations that take part of the research have different experiences with the use of governance functions.

USAGE TIME OF GOVERNANCE FUNCTIONS			
USAGE TIME	PROJECT MANAGER	PMO	COMMITTEE
We do not have the function	60	122	163
Exists less than 1 year	38	68	58
Exists from 1 to 2 years	65	54	48
Exists from 2 to 5 years	108	95	69
Exists for more than 5 years	144	76	77
TOTAL	415	415	415

# Occurrence of Governance Functions

The *Project Manager* function is the most used.

OCCURRENCE OF GOVERNANCE FUNCTIONS			
OCCURRENCE	PROJECT MANAGER	PMO	COMMITTEE
NO	14,5%	29,4%	39,3%
YES	85,5%	70,6%	60,7%

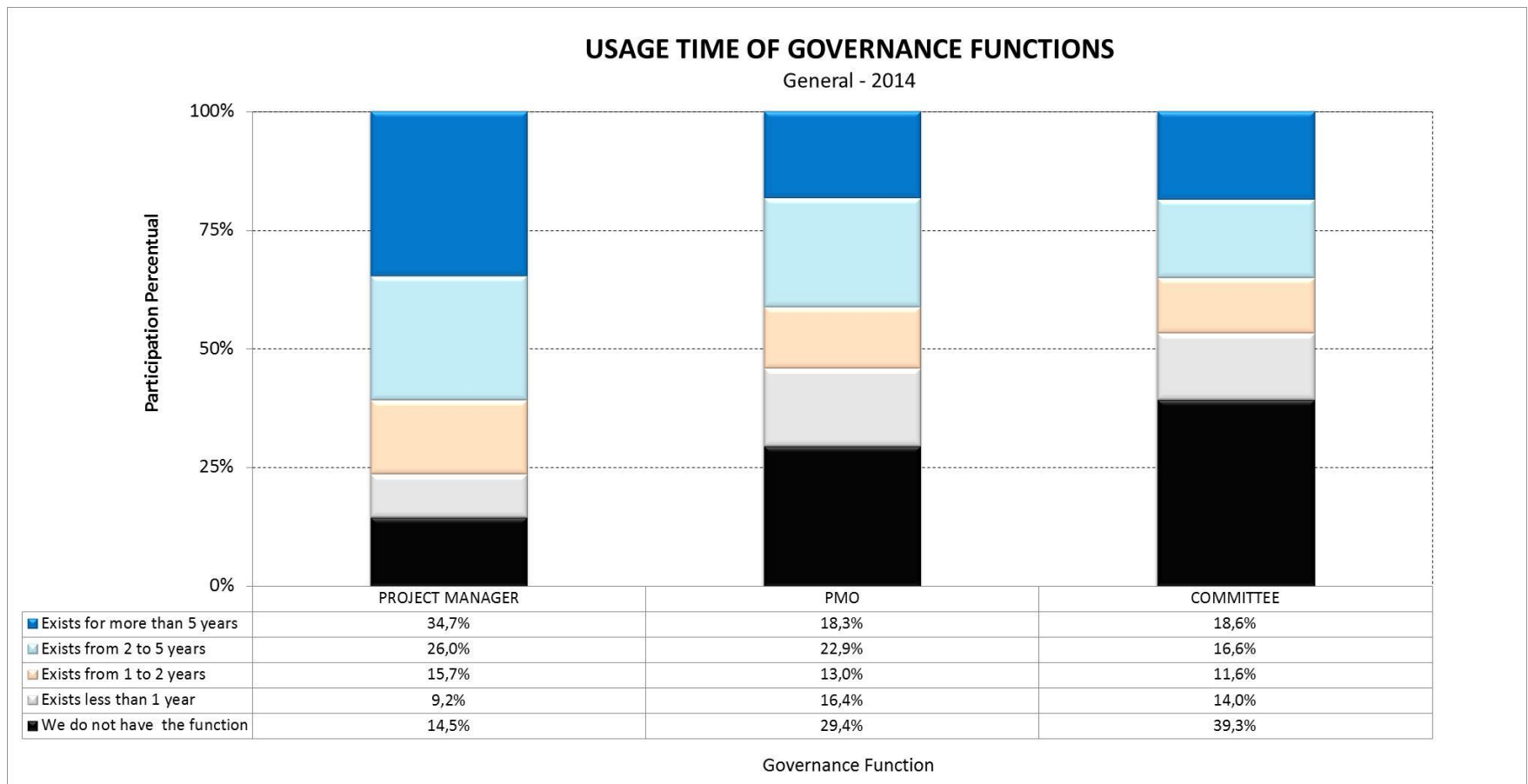


# Usage Time of Governance Functions

The *Project Manager* function is the most used: 60.7% of organizations have this function for more than 2 years.

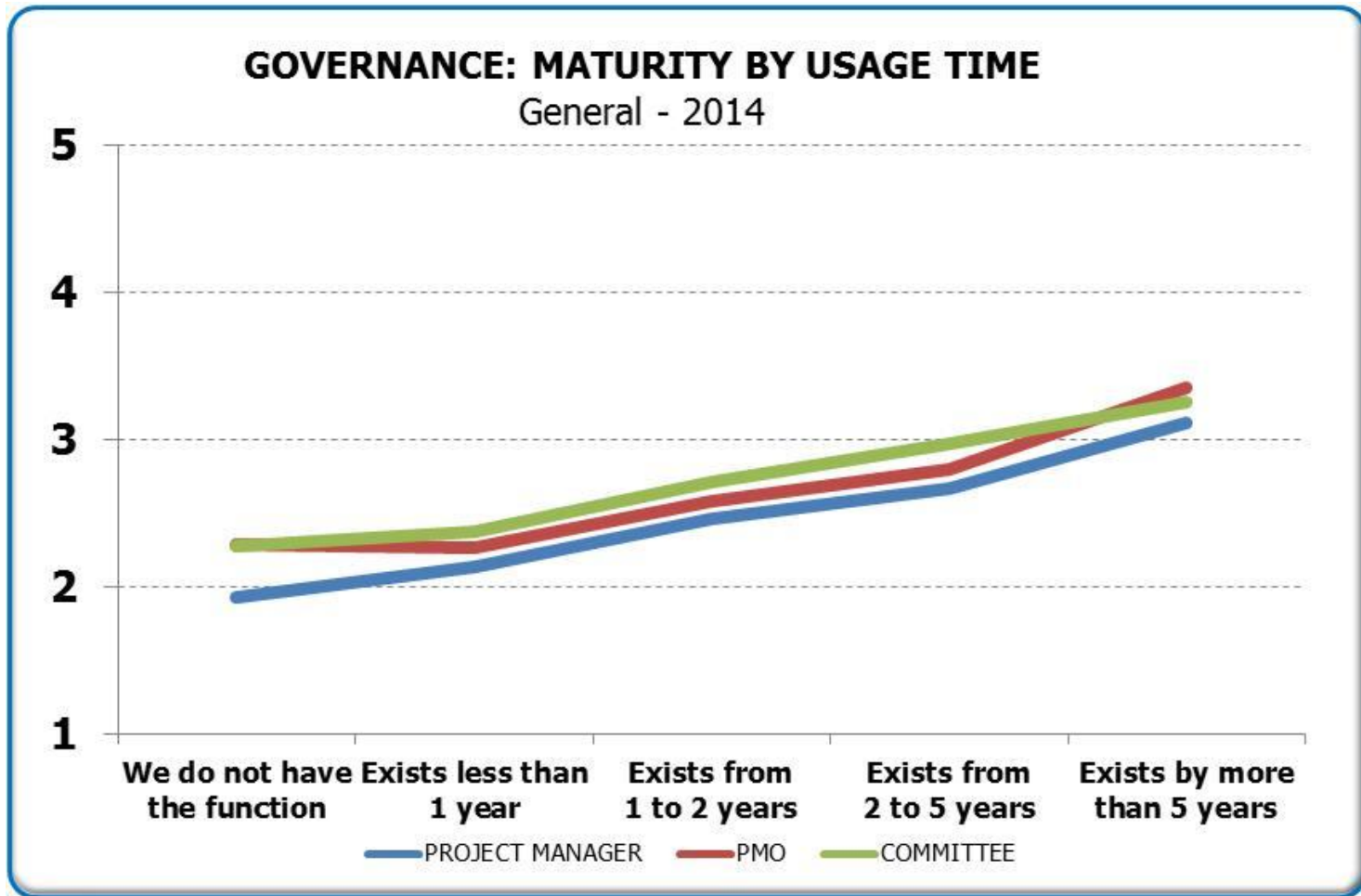
The *PMO* function is still unknown by 29.4% of the organizations.

The *Committee* function is not used by 39.3% of the organizations.



# Maturity by Usage Time

There is a direct relation between maturity and usage time.



# PMO

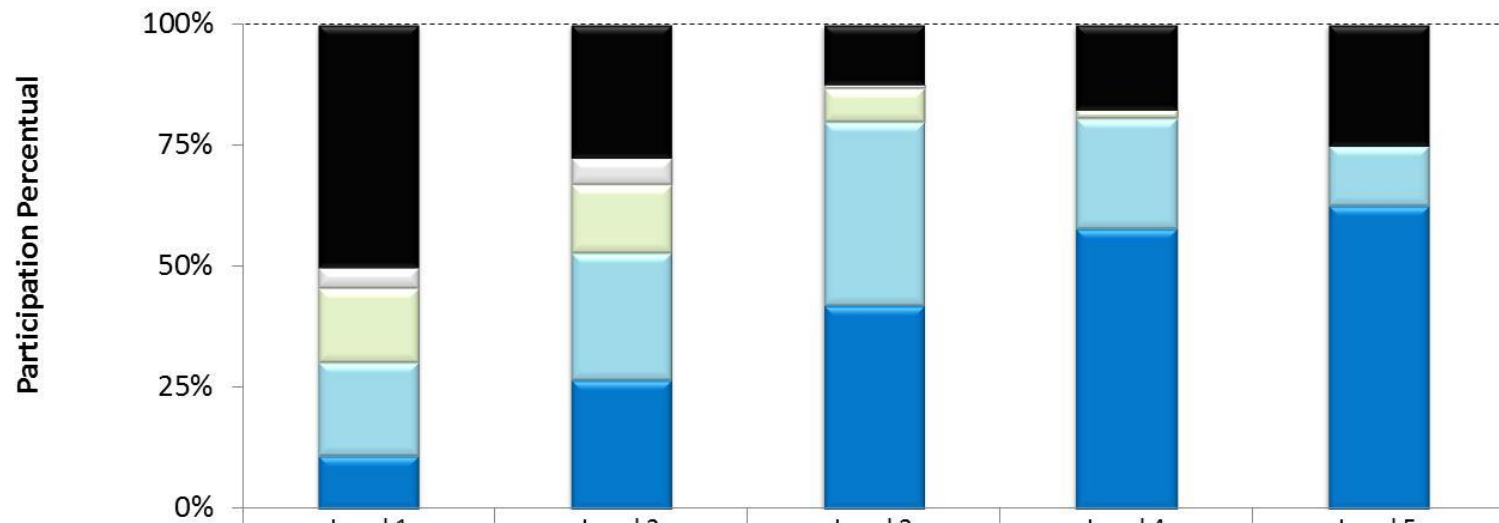
**In this part of the report, the PMO function is better detailed.**

# PMO Value Aggregation Perception

The data obtained show that PMO value aggregation perception grows as the maturity grows.

## PMO VALUE AGGREGATION PERCEPTION

General - 2014



Samples size:

Level 1: 72 / Level 2: 164 / Level 3: 114 / Level 4: 57 / Level 5: 8

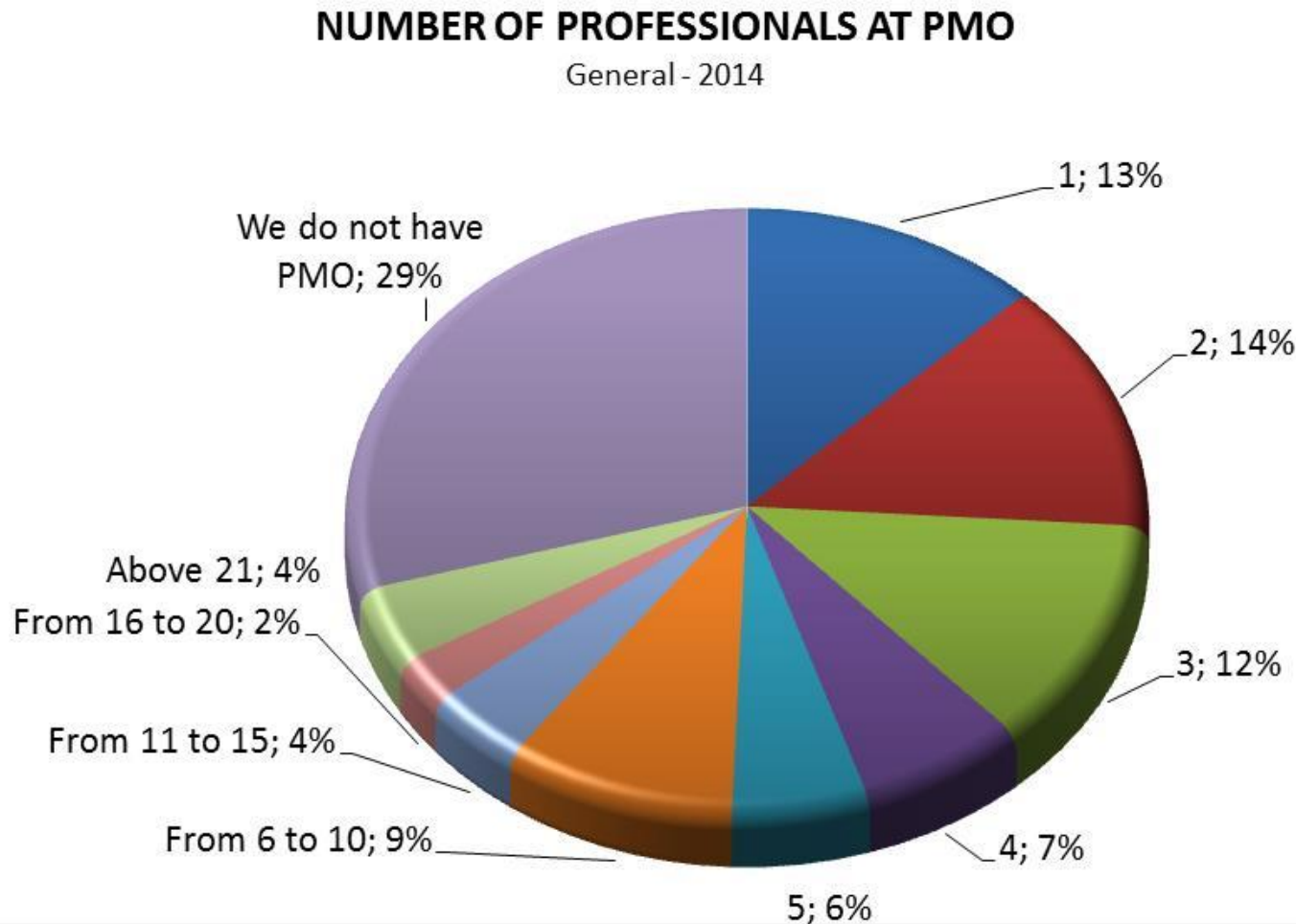
# Participants profile: Professionals number at PMO

Organizations that have higher number of professionals at PMO, have higher maturity.

PROFESSIONALS AT PMO	# Resp	%	Maturity
1	52	12,5%	2,45
2	56	13,5%	2,76
3	51	12,3%	2,70
4	28	6,7%	2,76
5	23	5,5%	2,66
From 6 to 10	39	9,4%	3,11
From 11 to 15	17	4,1%	3,09
From 16 to 20	10	2,4%	3,02
Above 21	17	4,1%	3,09
We do not have PMO	122	29,4%	2,26
Total	415	100,0%	2,64

# Participants profile: Professionals number at PMO

On average, there are 5.64 professionals at PMO among the organizations that have PMO.  
The amount of non-usage of PMO organizations is significant (29%).



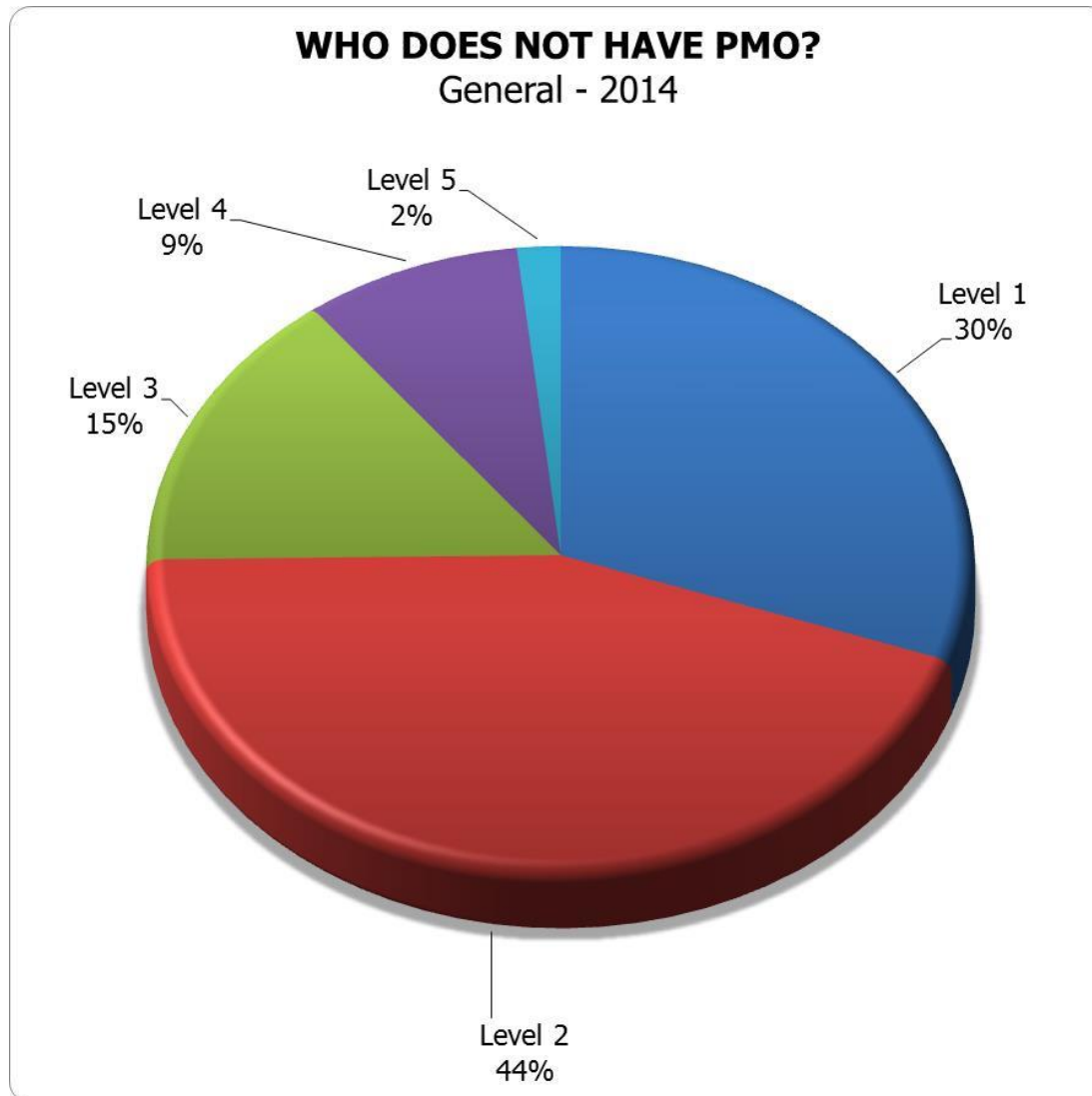
On average, a PMO professional is responsible for 3.4 projects.

## ONLY ORGANIZATIONS THAT HAVE PMO (293 organizations)

Group	Average number of projects in the portfolio	Average cost of portfolio of projects (US\$)	Average number of professionals at PMO	Cost of Portfolio of Projects per PMO Professional (US\$)	Total of Projects per PMO Professional
General	19	751.217.226	5,64	133.236.469	3,4

# Participants profile: Who does not have PMO?

82% of non-usage of PMO organizations are at levels 1 and 2.





# Who do not use Governance Functions ?

Analyzed by:  
Organization Type  
Projects Categories  
Business Areas  
Brazilian States

## **Comments about this part of the report:**

The following graphs are also presented at details report. This report makes a general comparison. The leader must have attention to the fact “does not have a function specific” may be related to:

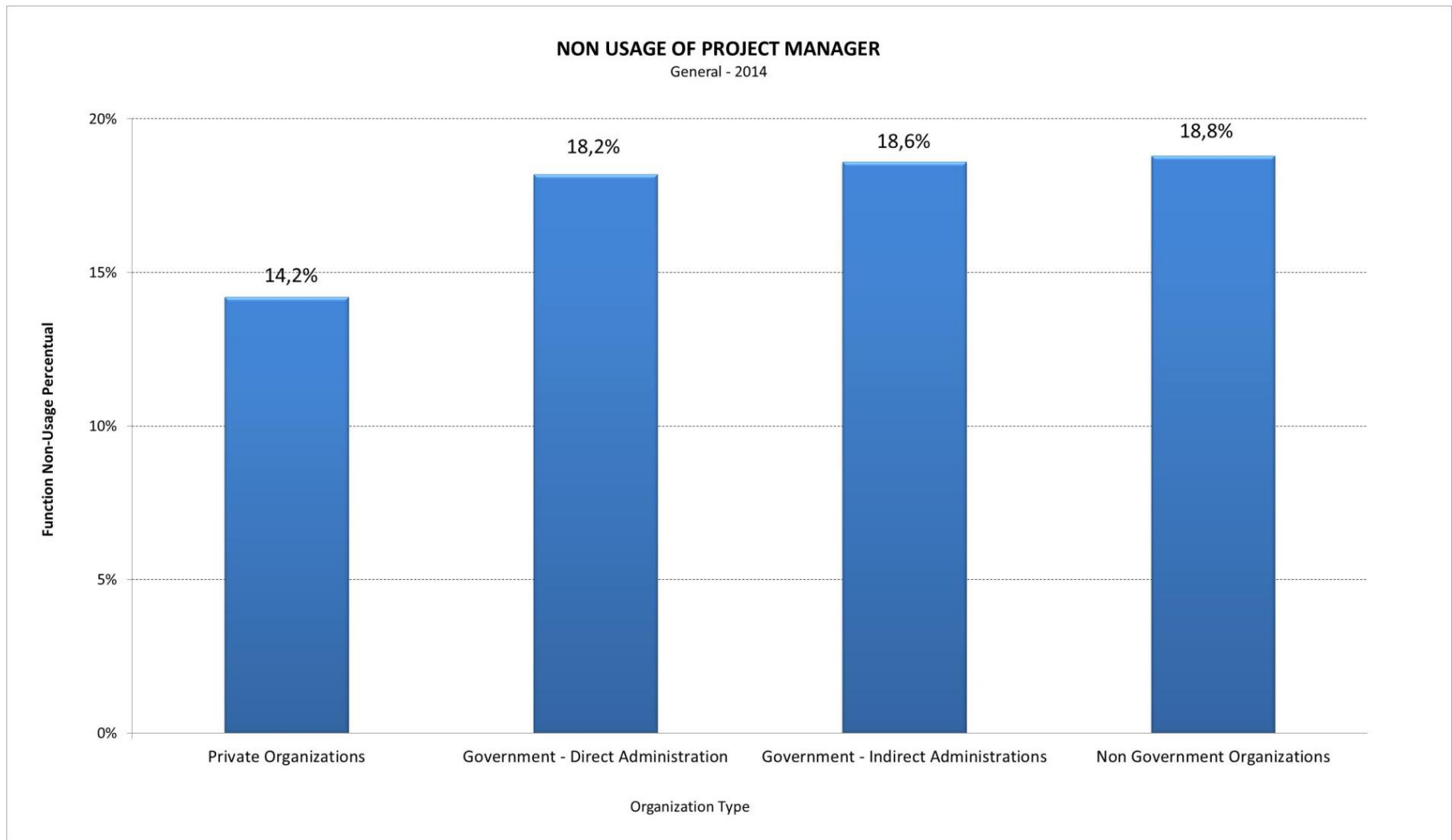
- Business Area Maturity
- Business Area Peculiarities (some classes does not require determined governance functions, because of the way that professionals are grouped; Example: engineering)

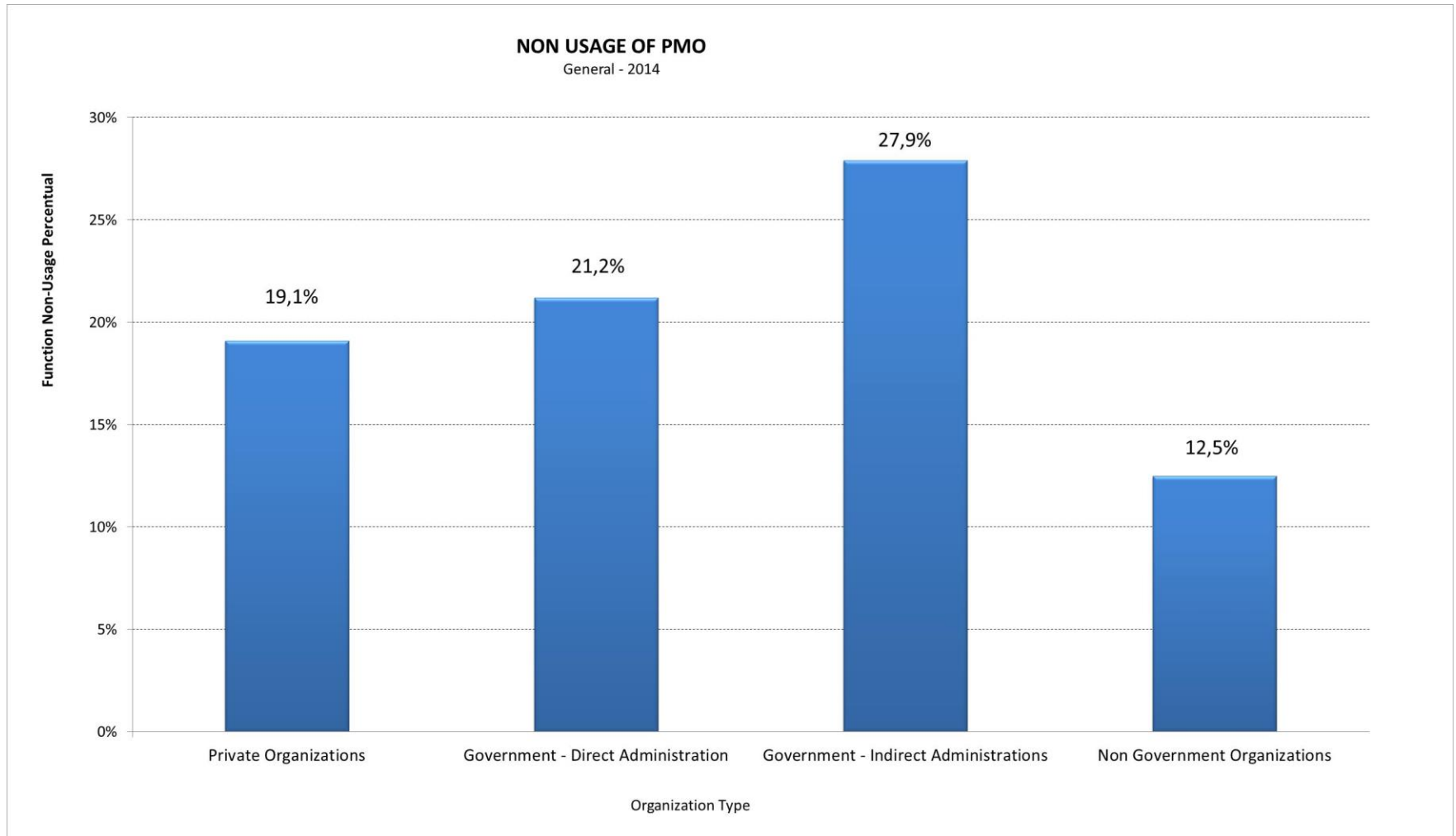
# **Who do not use Governance Functions?**

## **A – Analyzed by Organization Type**

Type of Organization	# Respondents	We do not have Project Manager	We do not have PMO	We do not have Committee
Private Organizations	323	14,2%	19,1%	44,0%
Government - Direct Administration	33	18,2%	21,2%	24,2%
Government - Indirect Administrations	43	18,6%	27,9%	23,2%
Non Government Organizations	16	18,8%	12,5%	18,8%

# Non-usage of Project Manager

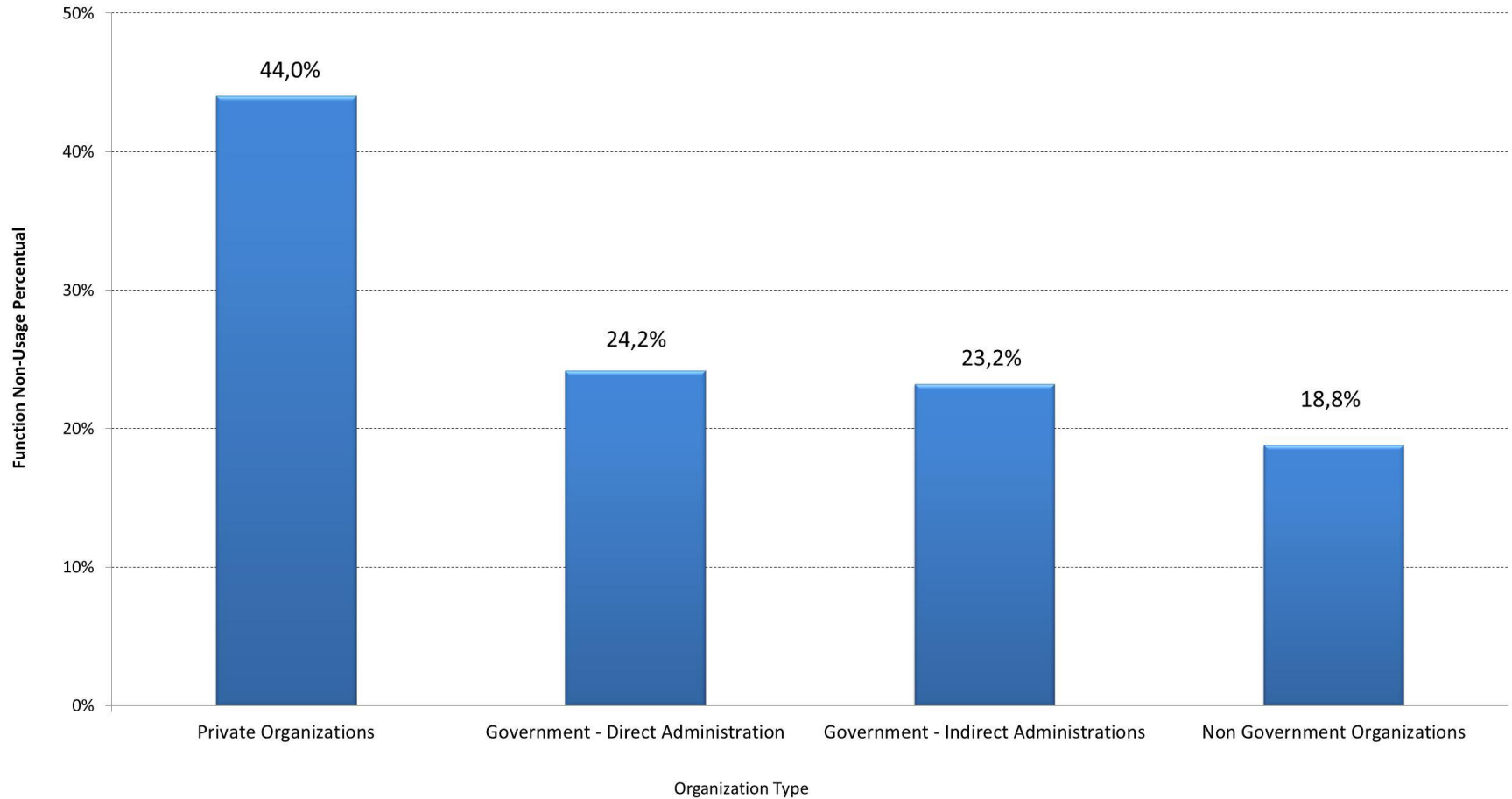




# Non-usage of Committee

## NON USAGE OF COMMITTEE

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# **Who do not use Governance Functions?**

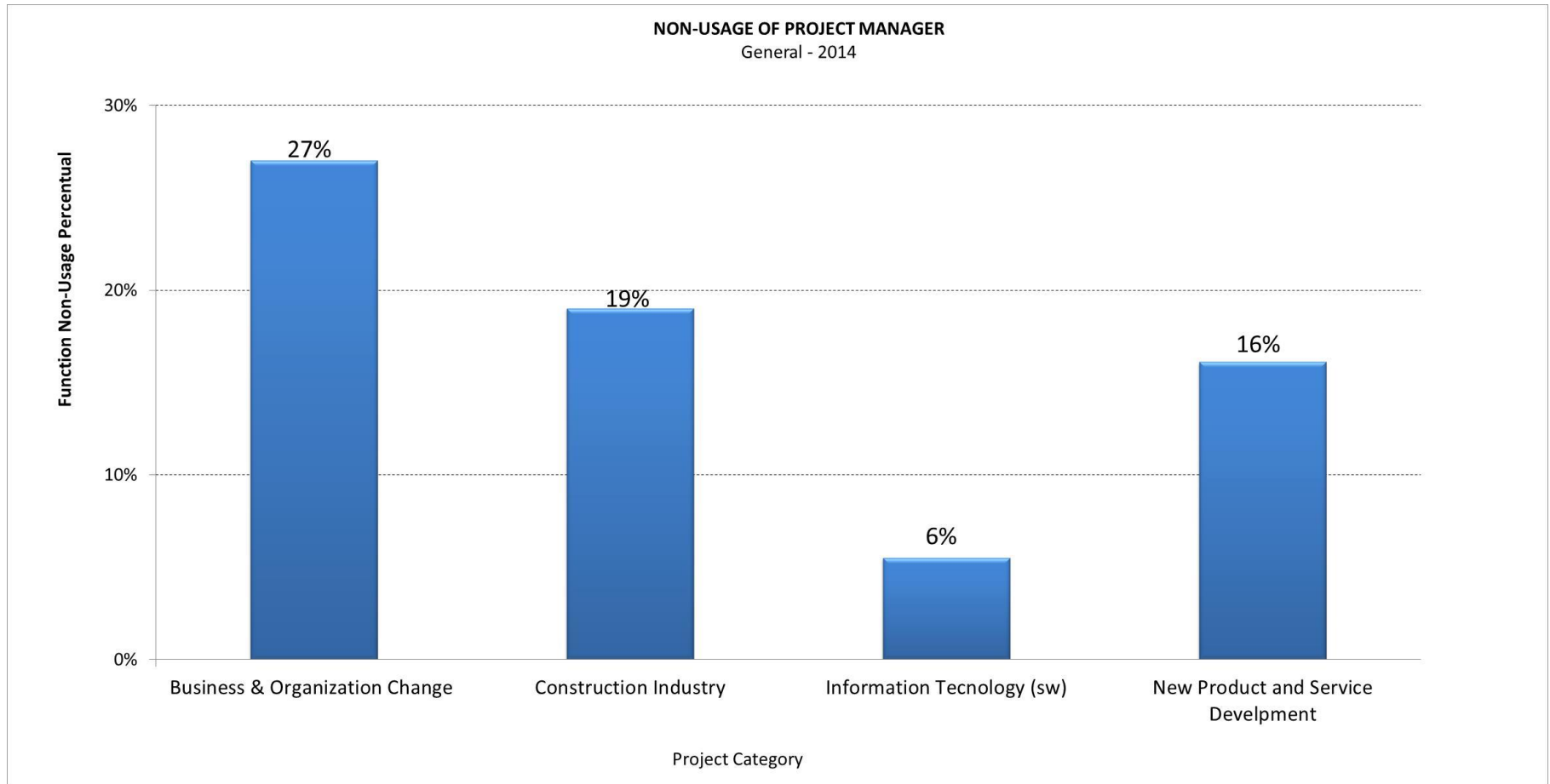
## **B - Analyzed by Projects Categories**

Project Category	# Respondents	We do not have Project Manager	We do not have PMO	We do not have Committee
Business & Organization Change	74	27,0%	25,7%	35,1%
Construction Industry	61	19,0%	28,6%	47,6%
Information Tecnology (sw)	109	5,5%	22,9%	43,1%
New Product and Service Develpment	56	16,1%	42,9%	33,9%

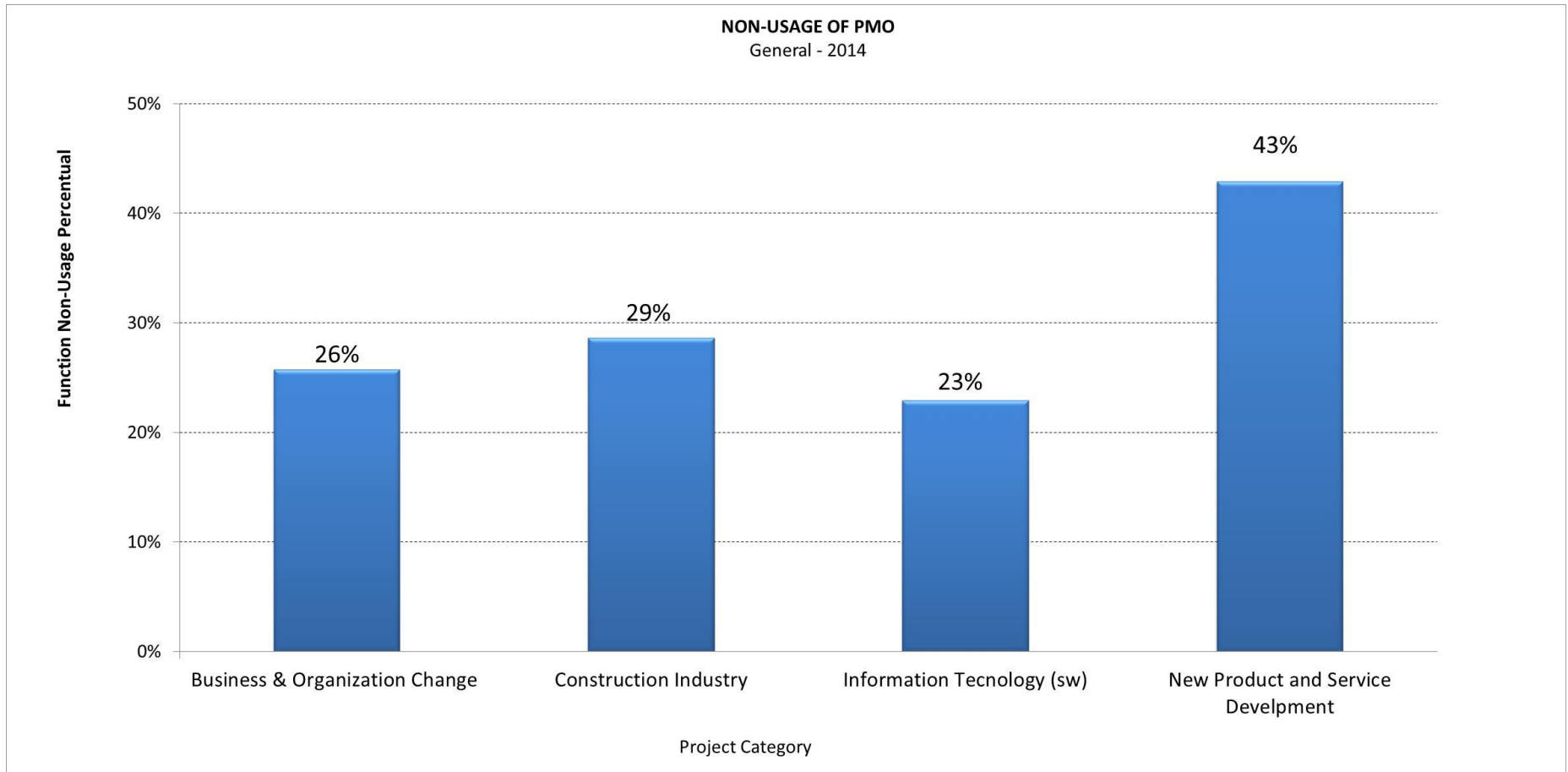
The above table contains only classes with over 20 participants.



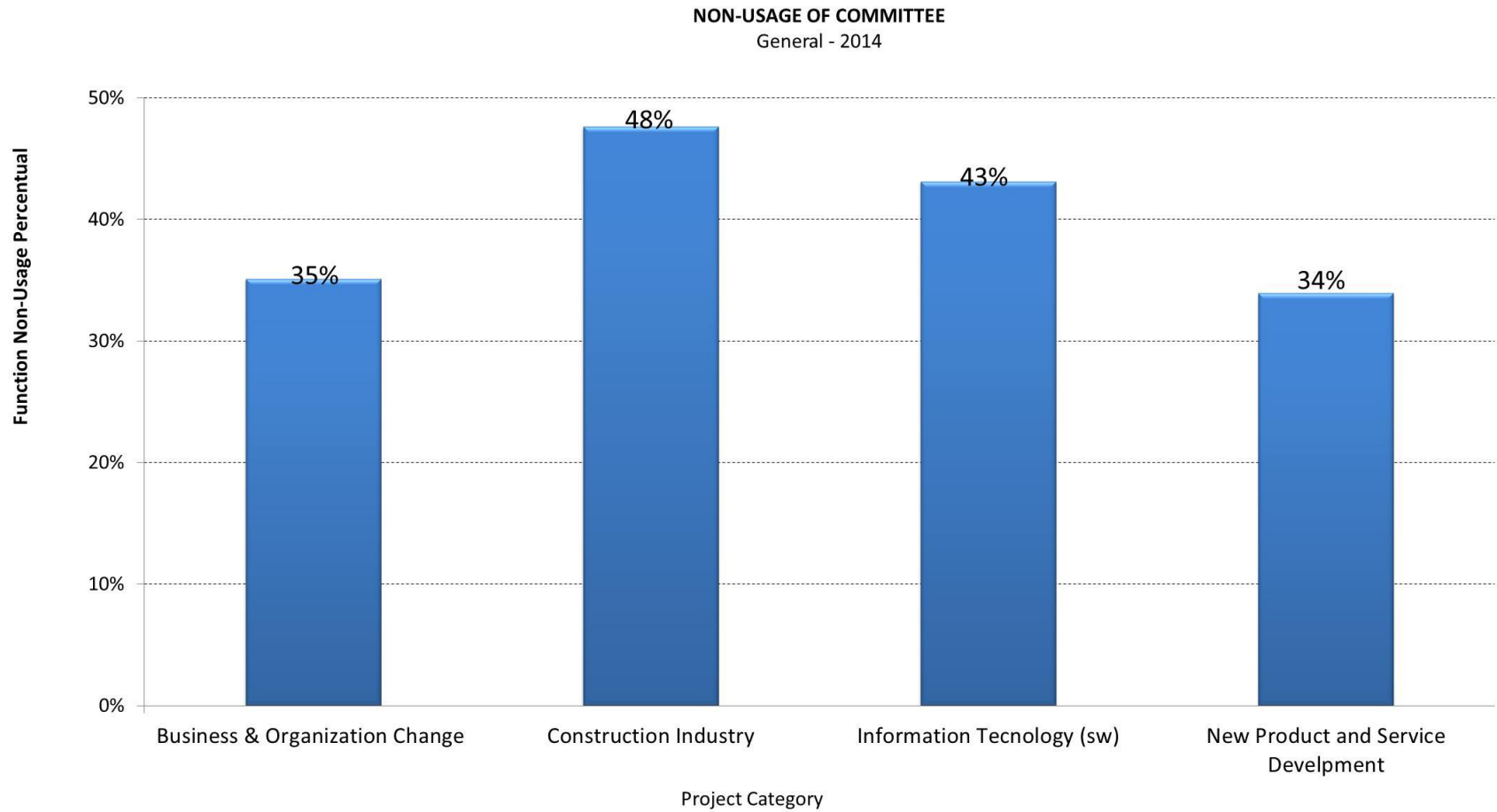
# Non-usage of Project Manager



# Non-usage of PMO



# Non-usage of Committee



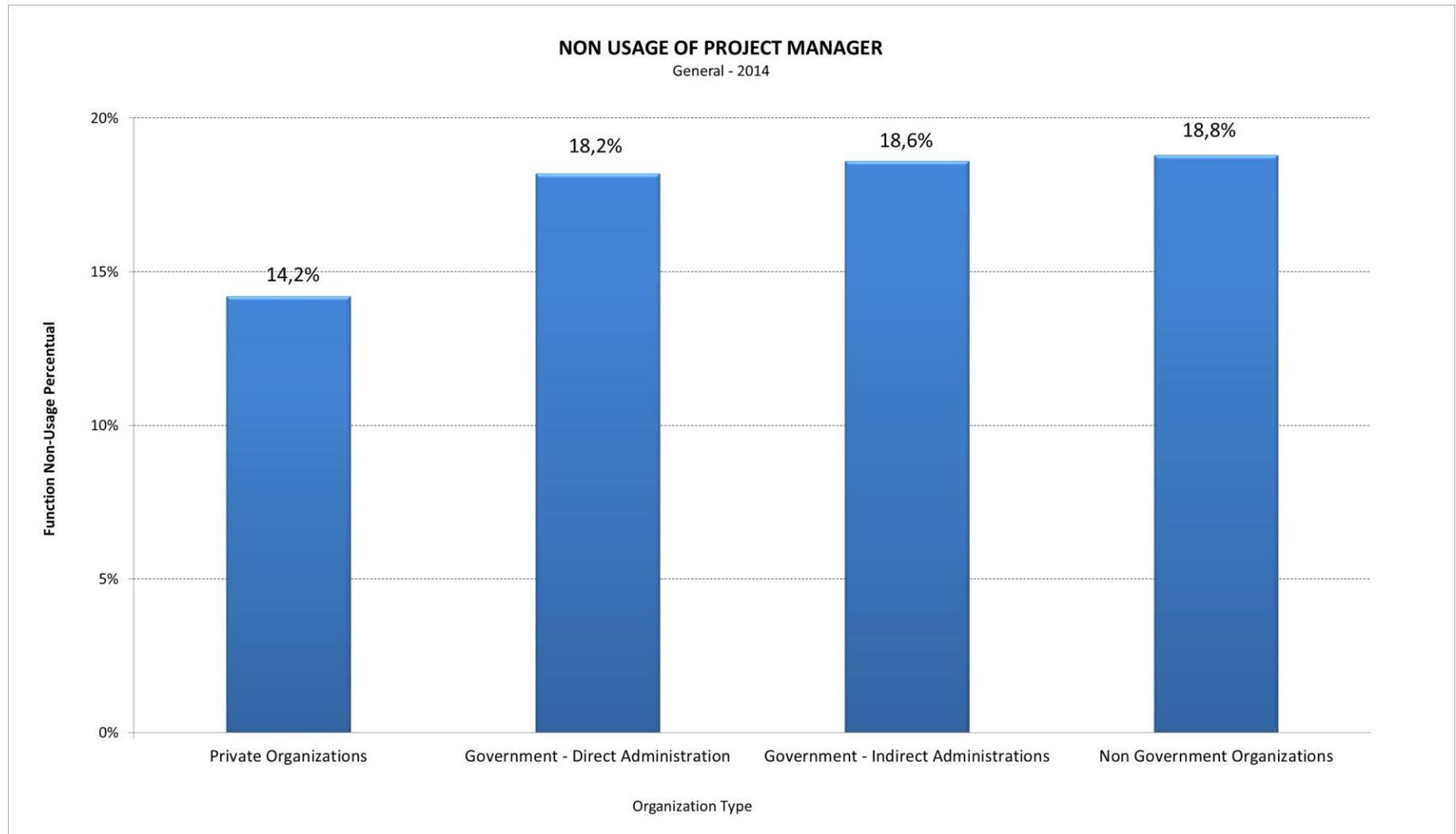
# **Who do not use Governance Functions?**

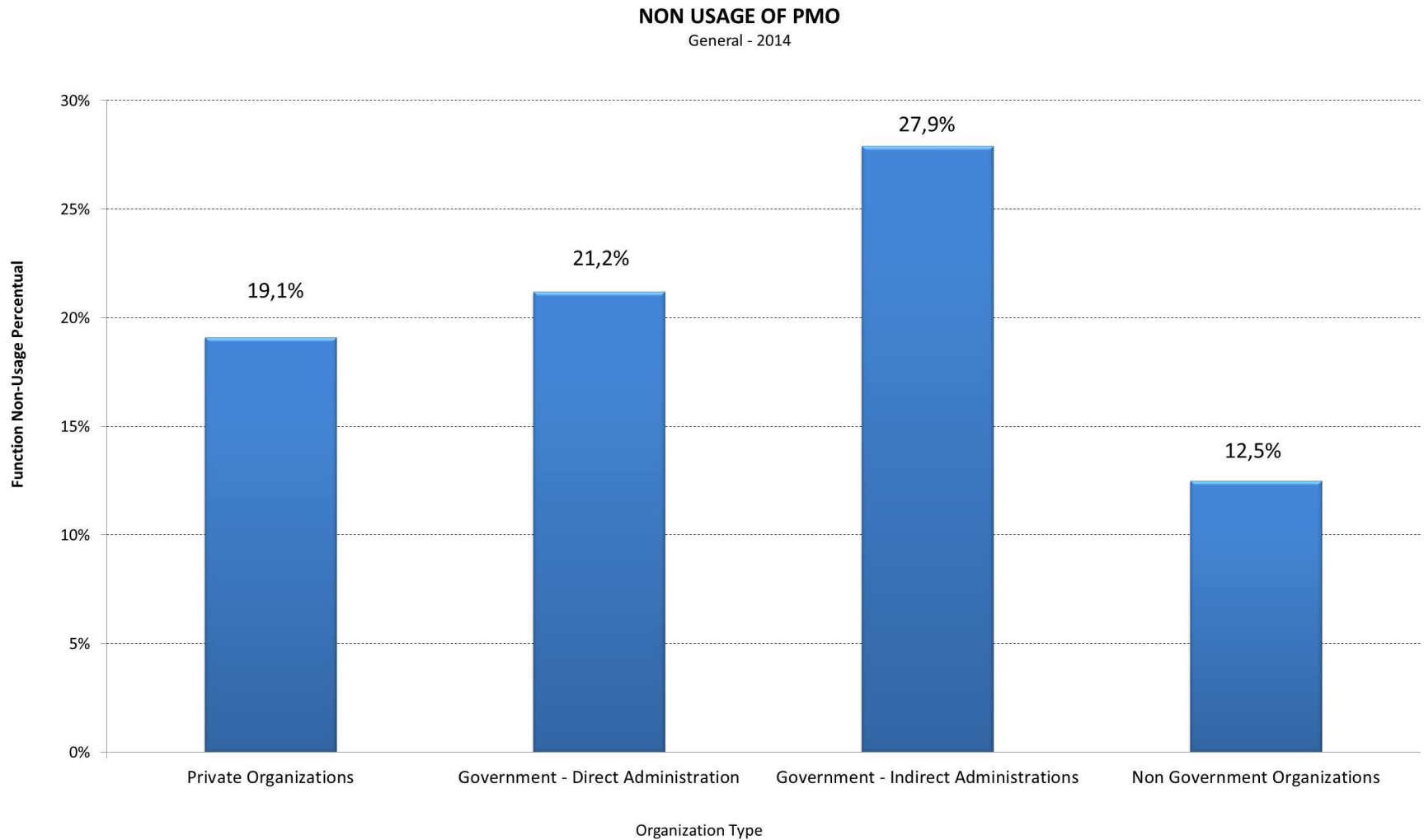
## **C - Analyzed by Business Areas**

Business Area	# Respondents	We do not have Project Manager	We do not have PMO	We do not have Committee
Construction	32	22%	25%	44%
Consulting	40	28%	28%	48%
Education	21	29%	31%	33%
Engeneering	32	22%	38%	63%
Health	24	21%	33%	33%
Information Technology	75	40%	27%	51%

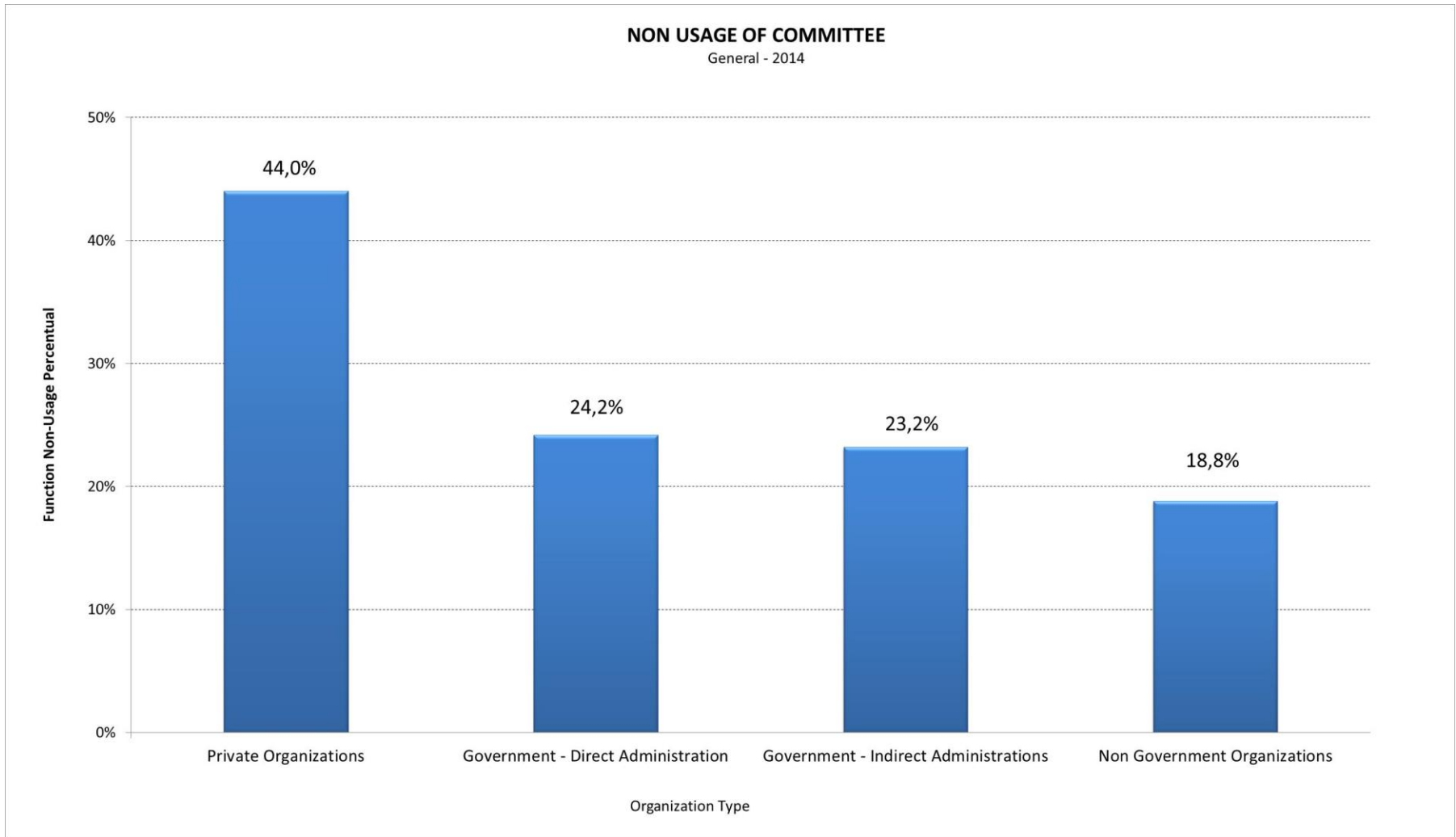
The above table contains only classes with over 20 participants.

# Non-usage of Project Manager





# Non-usage of Committee





# Who do not use Governance Functions?

## D – Analyzed by Brazilian States

### **Comments about this part of the report:**

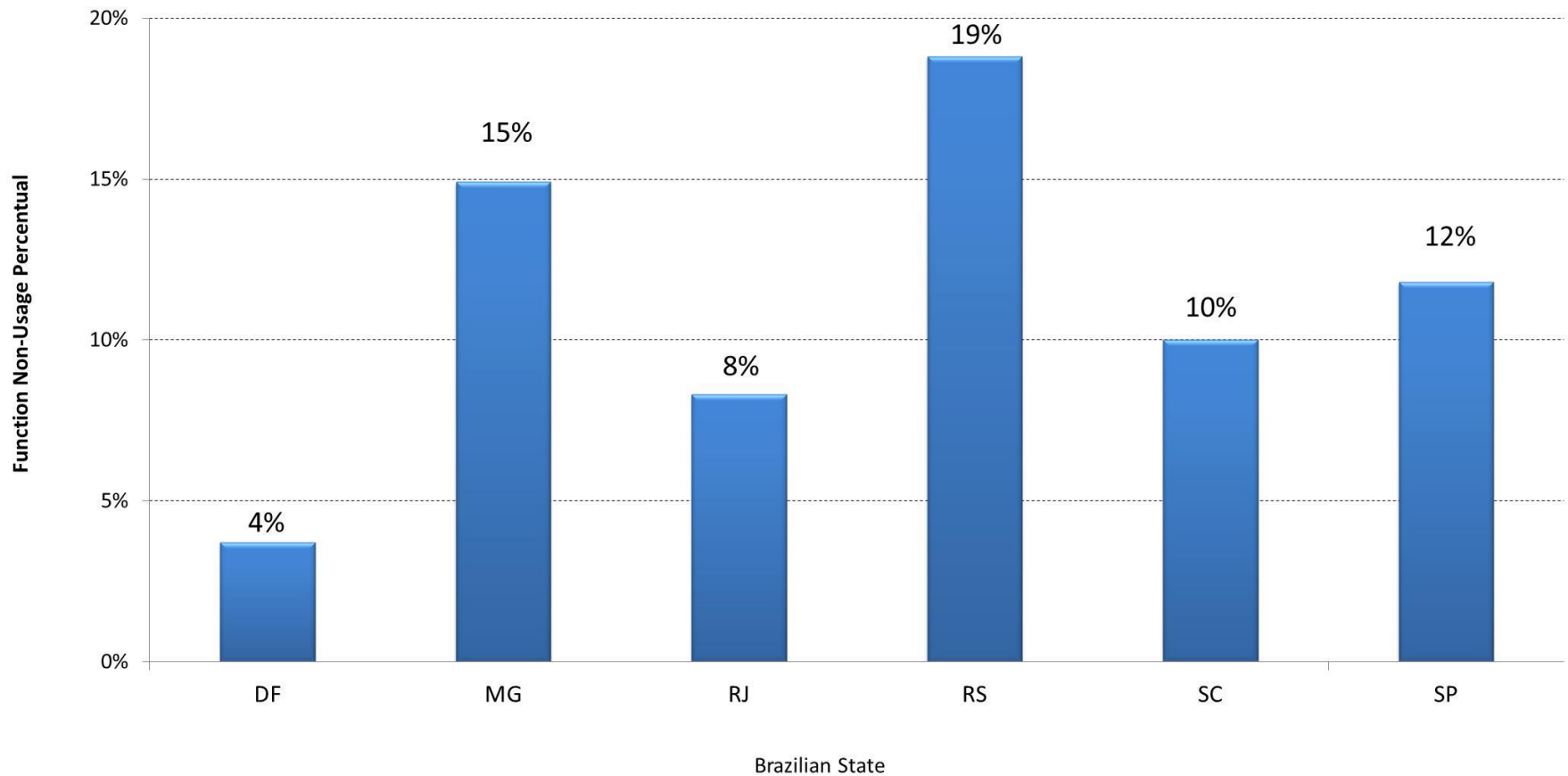
The leader must have attention to the fact “does not have a function specific” may be related to several factors, as said in the introduction. So, comparisons between different states may result to incorrect conclusions if these factors are not considered.

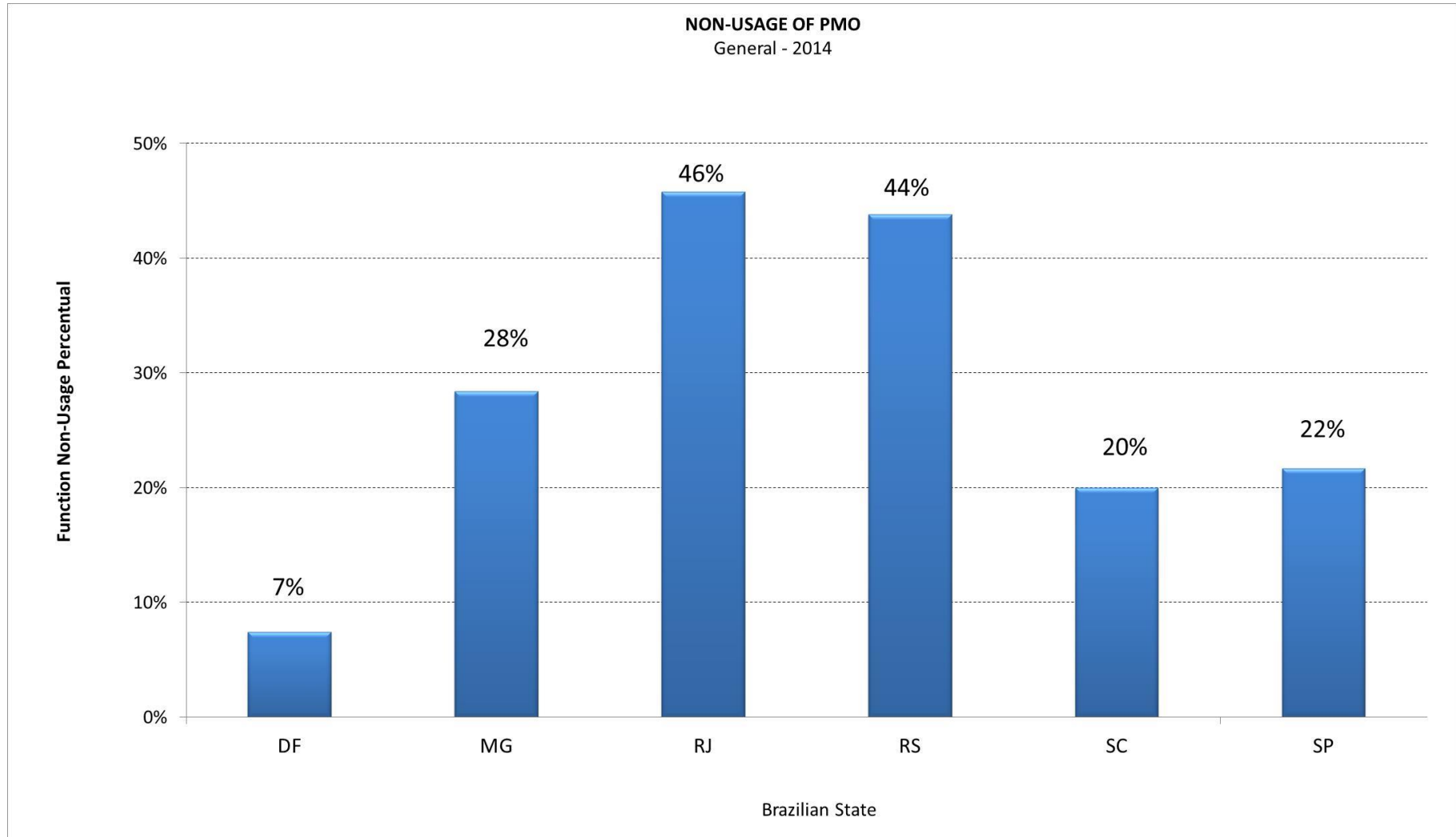
BRAZILIAN ESTATE	# Respondents	We do not have Project Manager	We do not have PMO	We do not have Committee
DF	27	3,7%	7,4%	18,5%
MG	67	14,9%	28,4%	25,9%
RJ	24	8,3%	45,8%	45,8%
RS	32	18,8%	43,8%	34,4%
SC	20	10,0%	20,0%	45,0%
SP	152	11,8%	21,7%	43,4%

The above table contains only classes with over 20 participants.

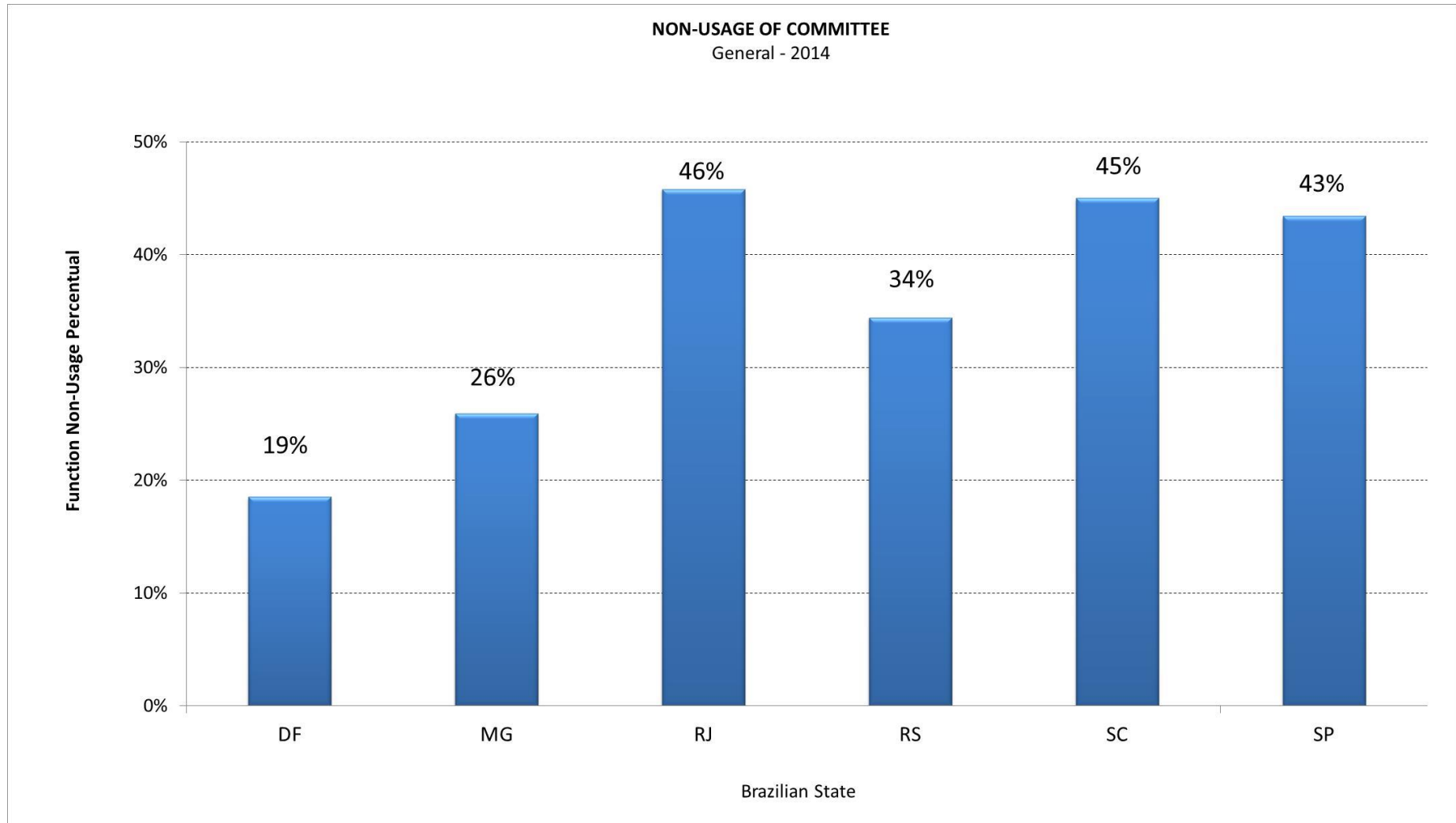
# Non-usage of Project Manager

**NON-USAGE OF PROJECT MANAGER**  
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# Non-usage of Committee



# **Team who developed this work**



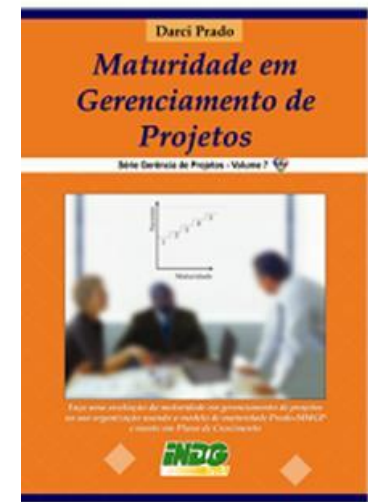
### Russel D. Archibald

- 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 and Club IPMA-BH founders
- Associate Consultant at FALCONI





**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.



**Warlei Agnelo de Oliveira** was Secretary of Transportation and Public Works advisor, and is currently the Project Manager of “Belo Horizonte Metro” structuring project. Bachelor degree in Civil Engineering, holds a MBA degree in Project Management from *FGV* and a M.Sc. degree in Business Administration. He is Orange Belt / ILL certified and is currently professor of Civil Engineering and Environmental Technology courses at *Centro Universitário UNA*.



**Lara Mendonça Romano** is a Consultant at *FALCONI Consultores de Resultado*. Bachelor degree in Food Engineering from *UFLA*, postgraduate degree in Project Management, holds a MBA degree in Business Management from IETEC. She is PMP certified and takes part of many projects at public sector and private organizations from different areas at *FALCONI Consultores de Resultado*.



## **COMMITTEE**

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Website development: Warlei Oliveira and Carlos E. Andrade

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

Italian Language: Lucas Pinheiro, José Miglioli and Italian team

Spanish Language: Jose Luiz Oliva Posada, Maria Eugenia, Dulce Morales, Gerardo Mendoza, Lucas Pinheiro Neto and Igor Nehmy Malta

## **DATABASES**

Carlos E. Andrade

## **DATA ANALYSIS**

Bruno Machado

## **COMPLETE REPORT**

Partnership with several organizations and opinion formers

# Thanks

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    - FIEMG
  - Educational institutions:
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- Special Thanks: Paulo Safady Simão (CBIC), Mauro Sotille (PMI) e Sérgio Marangoni (PMI).

# THE END