

PROJECT MANAGEMENT MATURITY

Archibald & Prado Research

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Report 2024:

“General Report”

Part C: Governance Aspects

February/2025

Organized by:

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

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

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. Committees

ATTACHMENTS

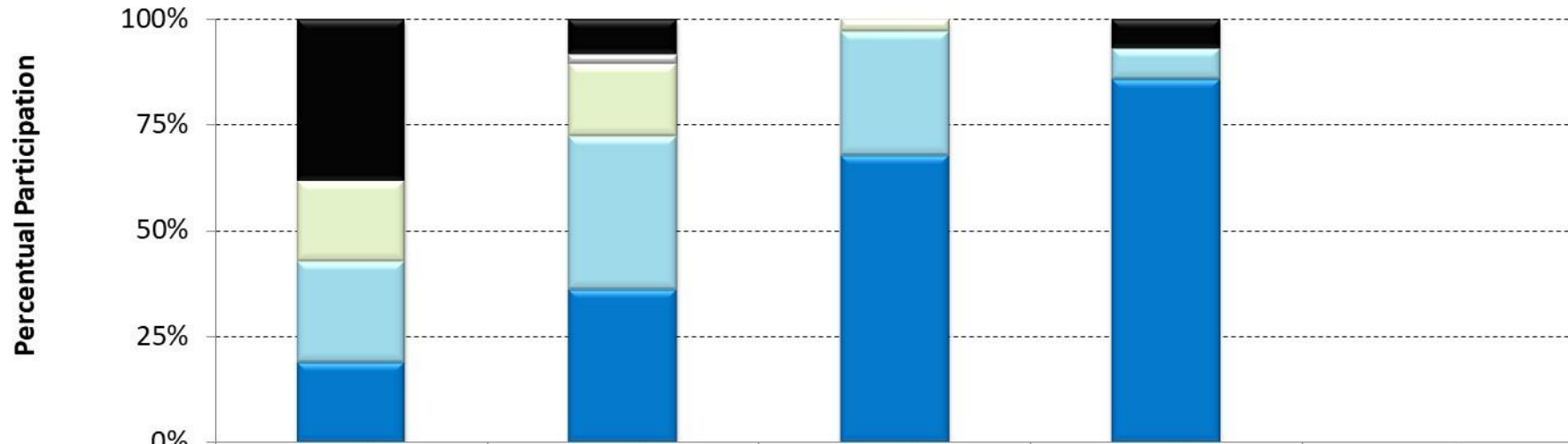
- A. Team who developed this work
- B. Thanks

Introduction

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

MATURITY LEVEL AND PERCEPTION OF PM VALUE AGGREGATION

General - 2024



| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|------------------------------|---------|---------|---------|---------|---------|
| ■ We do not have PM | 38,1% | 8,5% | 0,0% | 7,1% | |
| ■ PM does not aggregate valu | 0,0% | 2,1% | 0,0% | 0,0% | |
| ■ PM aggregates small value | 19,0% | 17,0% | 2,9% | 0,0% | |
| ■ PM aggregates some value | 23,8% | 36,2% | 29,4% | 7,1% | |
| ■ PM aggregates much value | 19,0% | 36,2% | 67,6% | 85,7% | |

Maturity Level

General 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**

The 117 organizations participating in the research have different experiences with the use of governance functions. The Project Manager role is the one that is most used. The PMO function is still not used by 29% of organizations. A similar situation occurs with the Committee function: it is not used by 44% of organizations. It is also important to note the very low rate of organizations that stated that these functions do not apply..

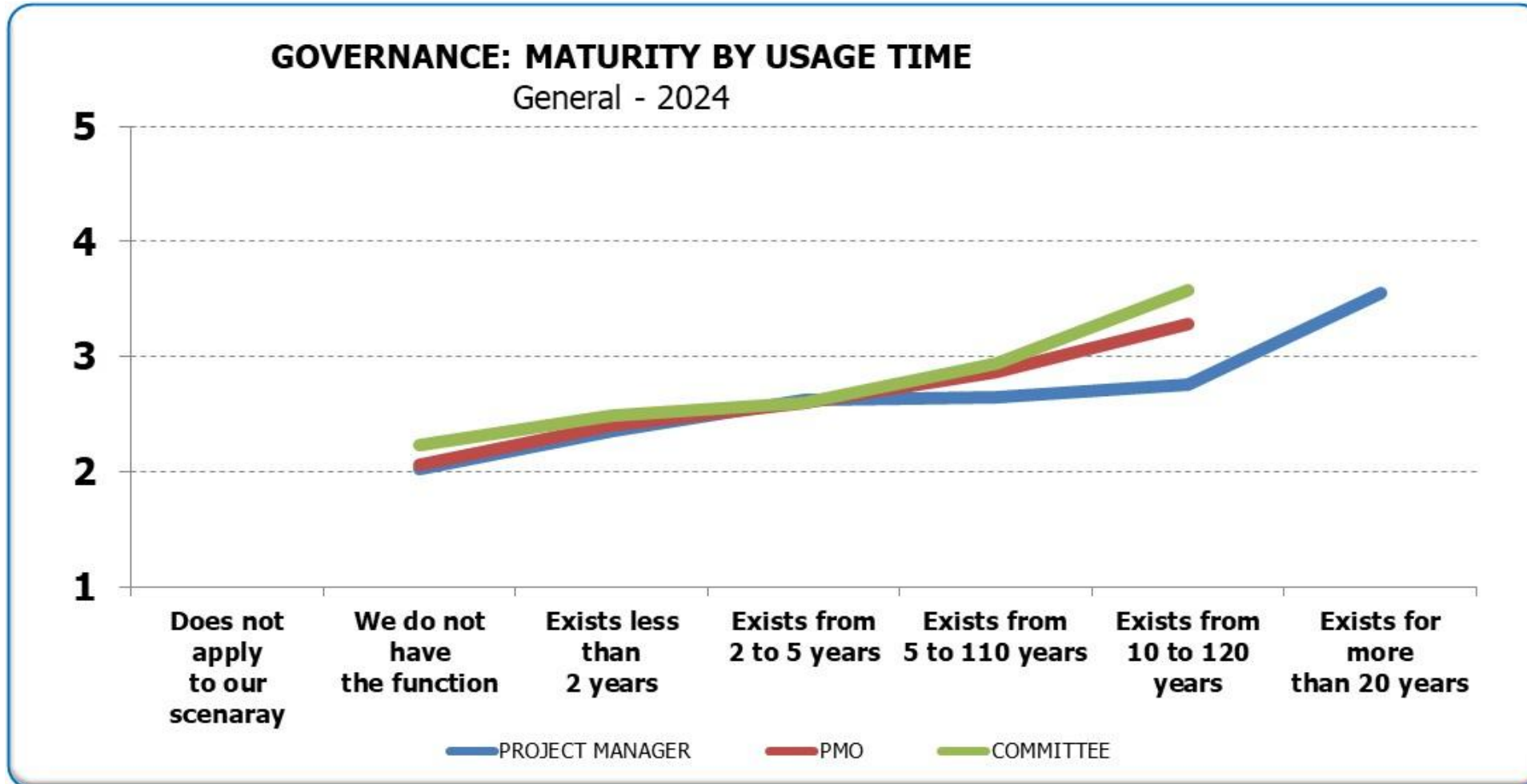
| # OCCURRENCE BY TIME OF USE | | | |
|--------------------------------|-----------------|------------|------------|
| TEMPO DE USO | Project Manager | PMO | Committee |
| Does not apply to our scenaray | 2 | 1 | 0 |
| We do not have the function | 23 | 34 | 52 |
| Exists less than 2 years | 24 | 21 | 15 |
| Exists from 2 to 5 years | 25 | 21 | 23 |
| Exists from 5 to 110 years | 17 | 24 | 14 |
| Exists from 10 to 120 years | 10 | 14 | 10 |
| Exists for more than 20 years | 16 | 2 | 3 |
| TOTAL | 117 | 117 | 117 |

| Occurrence | Project Manager | PMO | Committee |
|----------------------|-----------------|-------------|-------------|
| SIM | 79% | 70% | 56% |
| NÃO | 20% | 29% | 44% |
| NÃO SE APLICA | 2% | 1% | 0% |
| TOTAL | 100% | 100% | 100% |

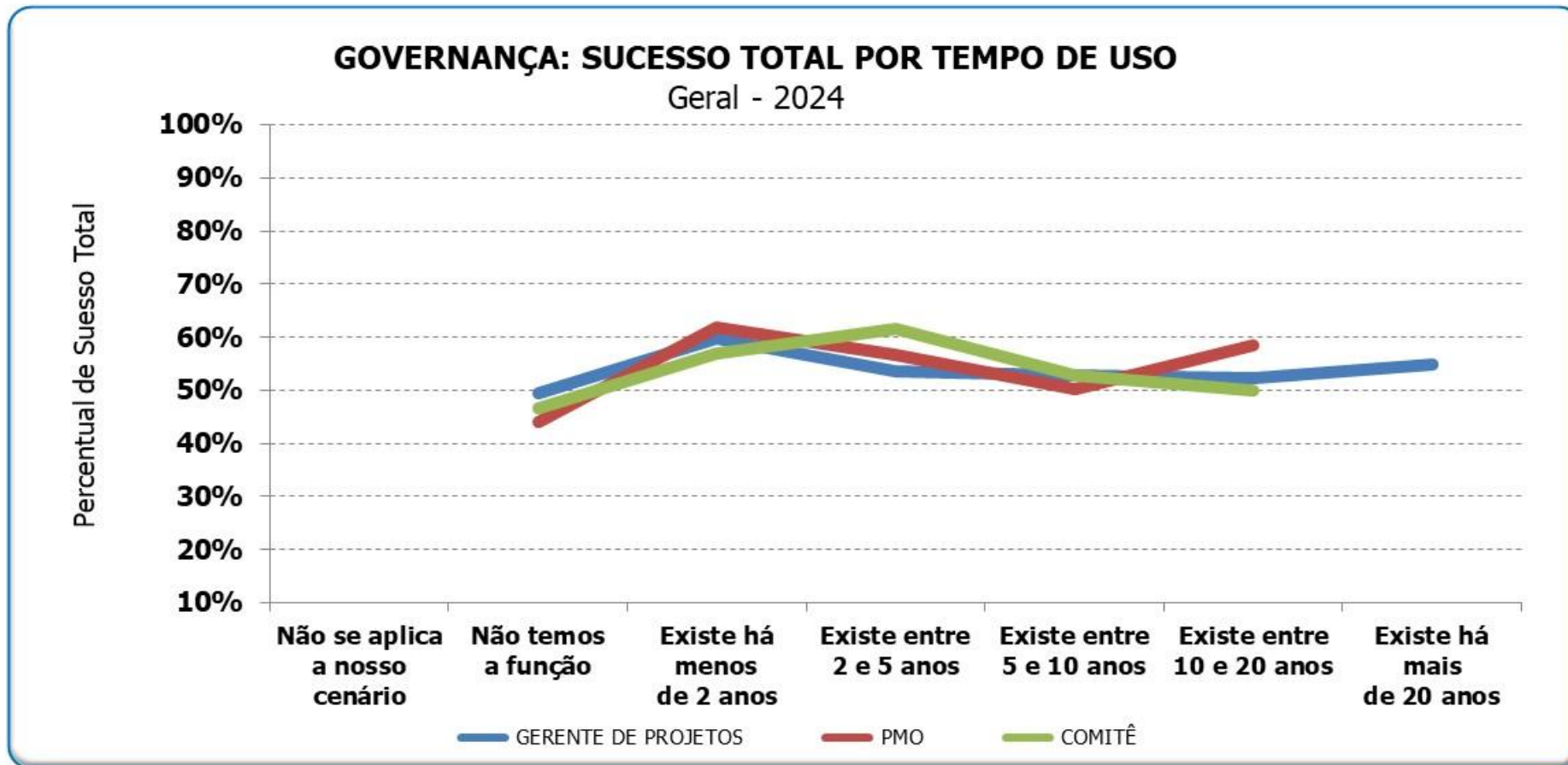
Maturity by Usage Time

The longer the governance function has existed, the greater its maturity.

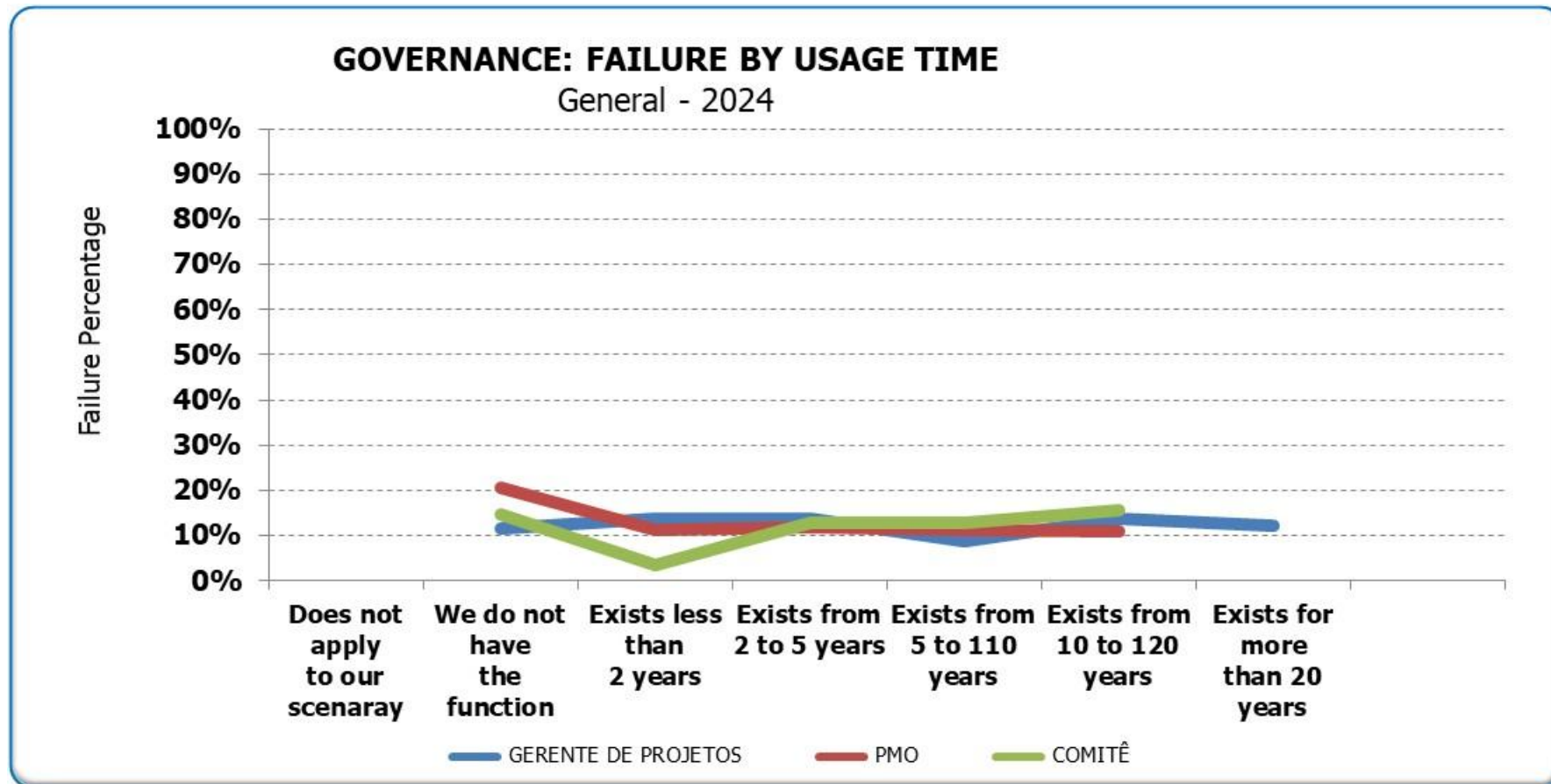
However, observing that the graph shows average values, we can conclude that longevity does not guarantee reaching levels of excellence (levels 4 and 5)



The sample data does not show a direct relationship between time spent using the function and Total Success. Observing that the graph shows average values, we can conclude that longevity does not guarantee reaching high levels of success (above 80%).



The sample data does not show a direct relationship between time of use of the function and Failure. Observing that the graph shows average values, we can conclude that longevity does not guarantee the achievement of low levels of failure (below 5%).

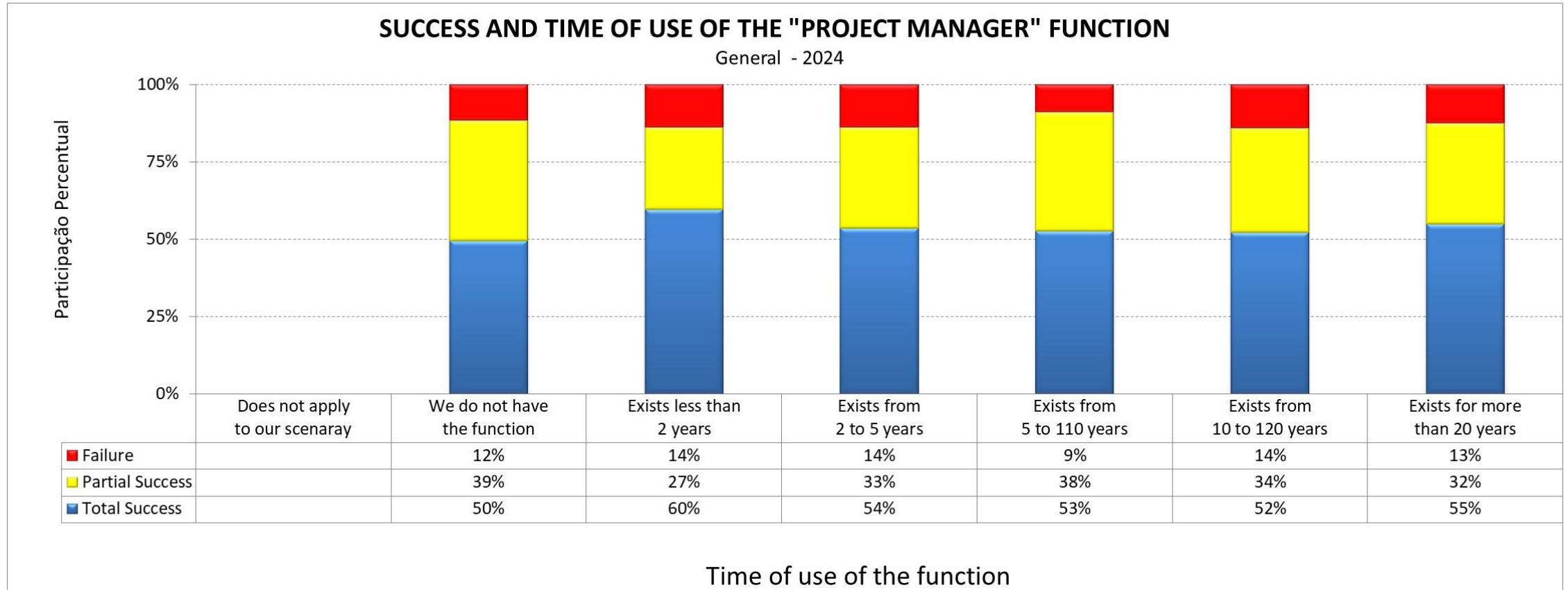


PROJECT MANAGER

In this part of the report, the Project Manager function is better detailed.

Sucesso e tempo de uso da função Gerente de Projetos

Based on data from the 2024 sample, greater longevity of the "Project Manager" role does not imply better performance.

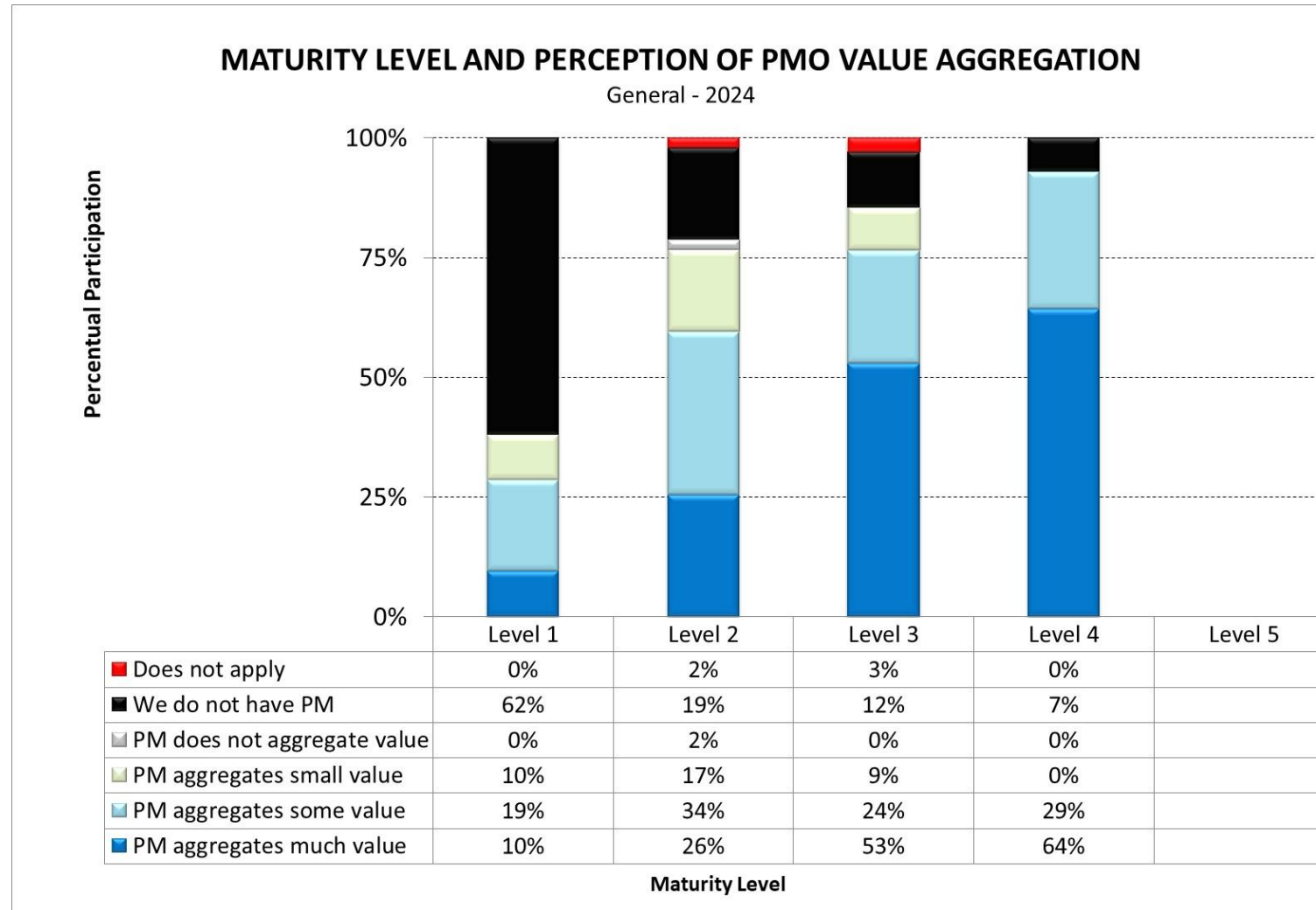


PMO

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

PMO Value Aggregation Perception

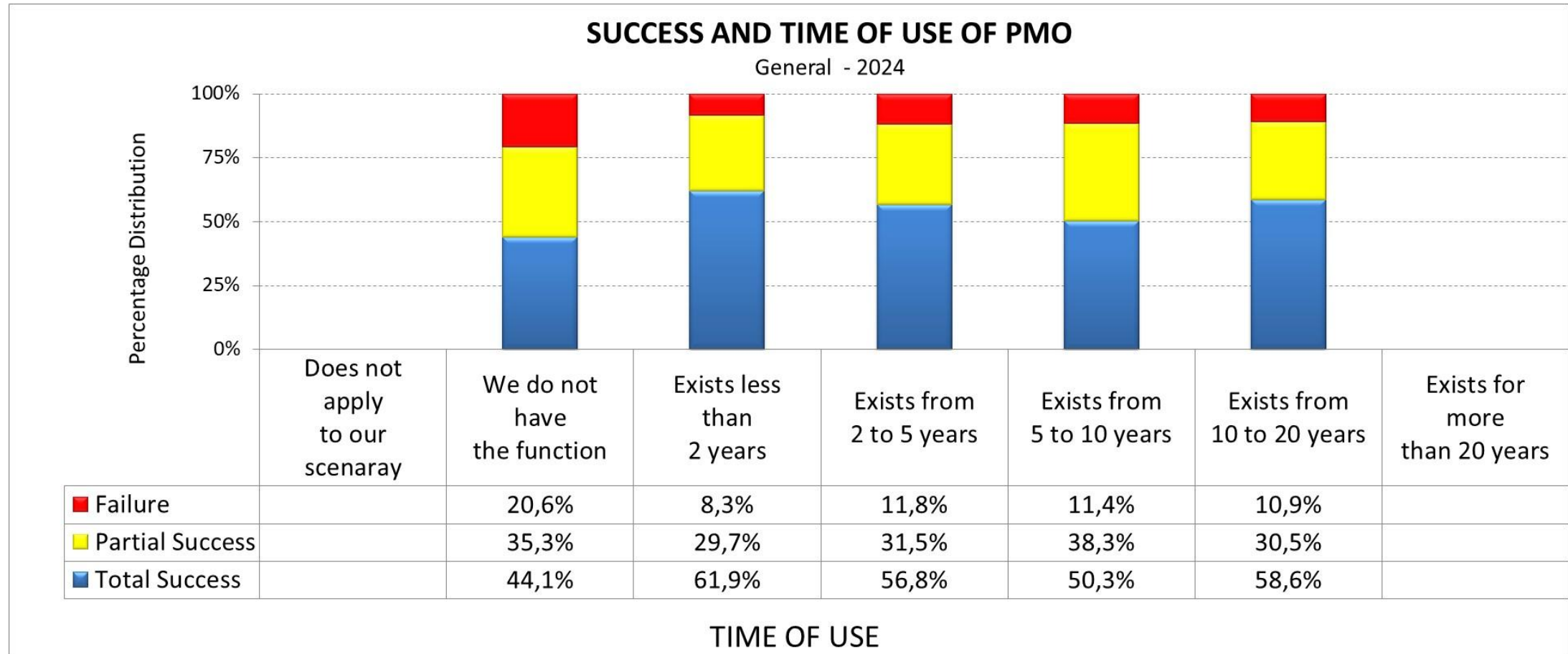
The data obtained show that PMO value aggregation perception grows as the maturity grows. Also note that the non-existence of PMO occurs at all levels.



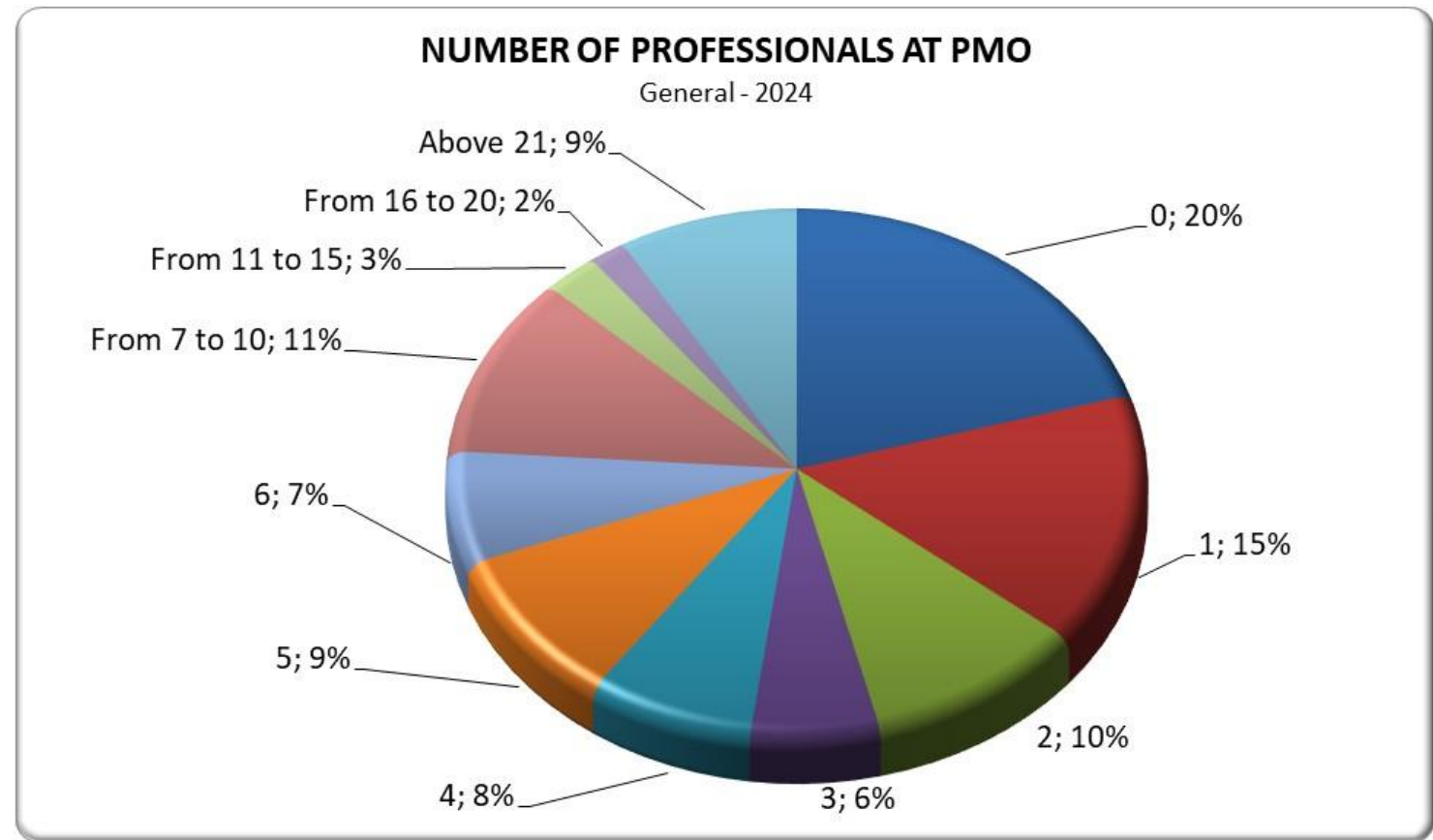
Samples sizes: Level 1: 21 / Level 2: 47 / Level 3: 34 / Level 4: 14 / Level 5: 1

Success and time of use of PMO

Based on data from the 2024 sample, PMOs perform better when they are young (until 2 years).
Greater seniority of a PMO does not directly imply better performance.



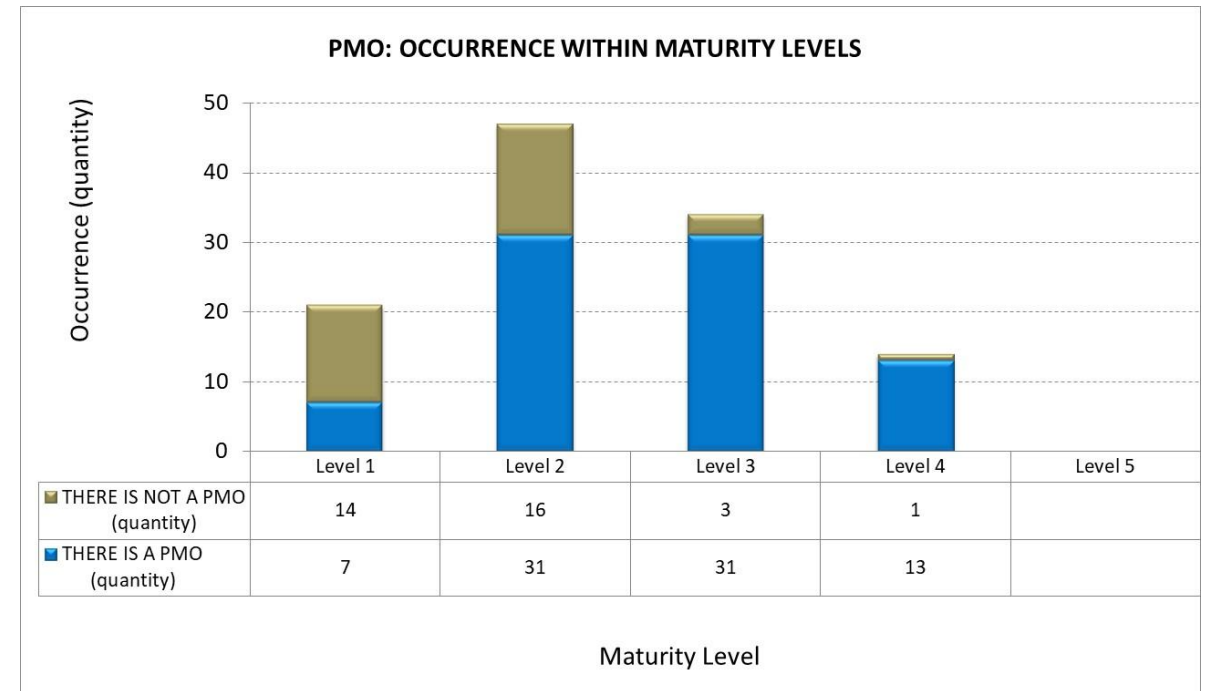
| PROFESSIONALS AT PMO | # Resp | % | Maturity |
|----------------------|--------|--------|----------|
| Does not apply | 0 | 0,0% | |
| We do not have PMO | 24 | 20,5% | 1,99 |
| 1 | 18 | 15,4% | 2,47 |
| 2 | 12 | 10,3% | 2,56 |
| 3 | 7 | 6,0% | 2,91 |
| 4 | 9 | 7,7% | 2,77 |
| 5 | 11 | 9,4% | 2,93 |
| 6 | 8 | 6,8% | 2,63 |
| From 7 to 10 | 13 | 11,1% | 2,39 |
| From 11 to 15 | 3 | 2,6% | |
| From 16 to 20 | 2 | 1,7% | |
| Above 21 | 10 | 8,5% | 3,51 |
| Total | 117 | 100,0% | 2,58 |



ADDITIONAL INFORMATION.

- Organizations that do not have a PMO (20%) are mainly organizations that are still at levels 1 and 2 (see also next slide).
- For those organizations that have a PMO, we have an average of 5.3 professionals in the PMO.
- Considering that, on average, we have 24 projects per PMO, we have an average of 4.5 projects per professional in the PMO.

| LEVELS | THERE IS A PMO (quantity) | THERE IS NOT A PMO (quantity) | TOTAL | THERE IS A PMO % | THERE IS NOT A PMO % |
|---------------|---------------------------|-------------------------------|-------|------------------|----------------------|
| Level 1 | 7 | 14 | 21 | 33% | 67% |
| Level 2 | 31 | 16 | 47 | 66% | 34% |
| Level 3 | 31 | 3 | 34 | 91% | 9% |
| Level 4 | 13 | 1 | 14 | 93% | 7% |
| Level 5 | | | | | |
| TOTALS | 82 | 34 | 116 | | |



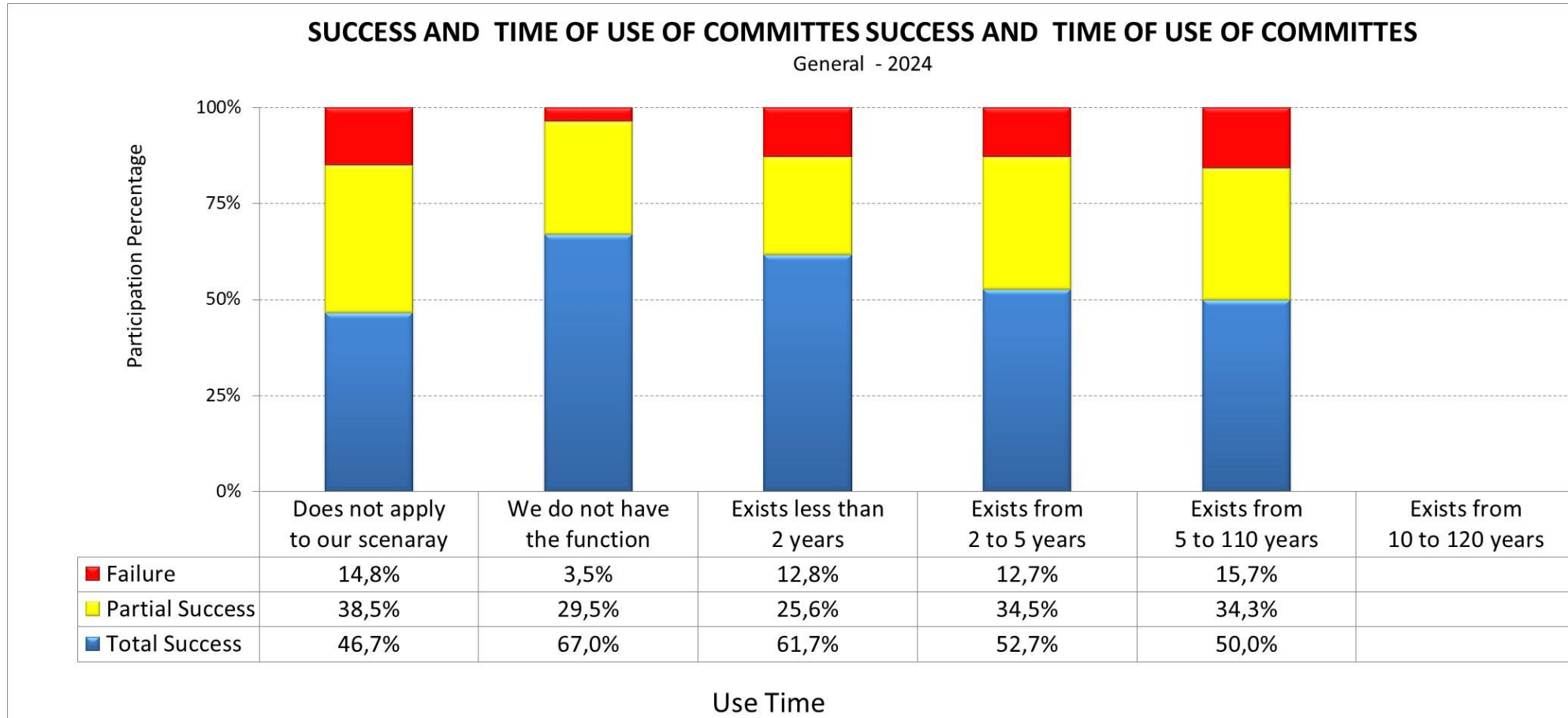
We can observe the occurrence of PMO at all levels. The highest percentual values are, as expected, at the upper levels (3 and 4). Attention is drawn to the fact that there is “no PMO” at levels 3 and 4 (even though the percentage values are small). This fact, combined with the content of slide 13 (Senior management's perception of the value of the PMO) seems to indicate that the PMO starts to be seen in some different way after fulfilling its task of organizing the work of the area (or Department).

COMMITTEE

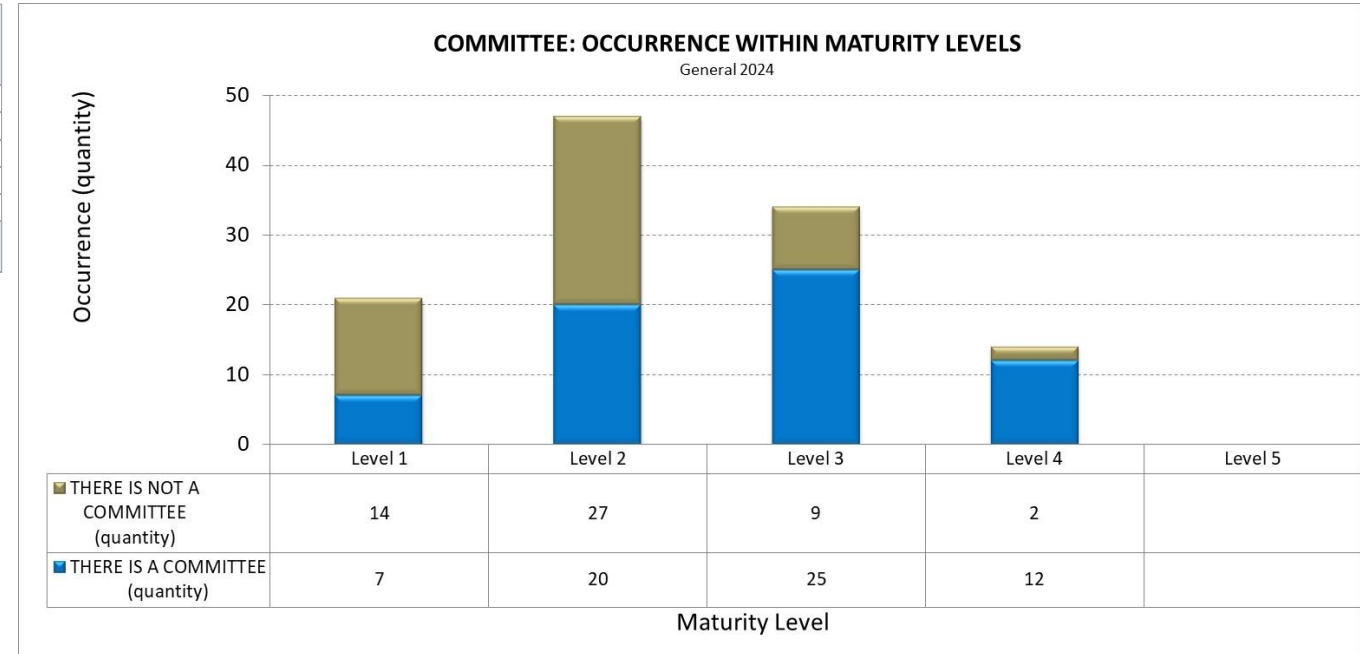
In this part of the report, the COMMITTEE function is better detailed.

Success and time of use of committee

Based on data from the 2024 sample, we have better performance when the committees are young.
Greater longevity in the use of committees does not necessarily imply better performance



| LEVELS | THERE IS A COMMITTEE (quantity) | THERE IS NOT A COMMITTEE (quantity) | TOTAL | THERE IS A COMMITTEE % | THERE IS NOT A COMMITTEE % |
|---------------|---------------------------------|-------------------------------------|------------|------------------------|----------------------------|
| Level 1 | 7 | 14 | 21 | 33% | 67% |
| Level 2 | 20 | 27 | 47 | 43% | 57% |
| Level 3 | 25 | 9 | 34 | 74% | 26% |
| Level 4 | 12 | 2 | 14 | 86% | 14% |
| Level 5 | | | | | |
| TOTALS | 64 | 52 | 116 | | |



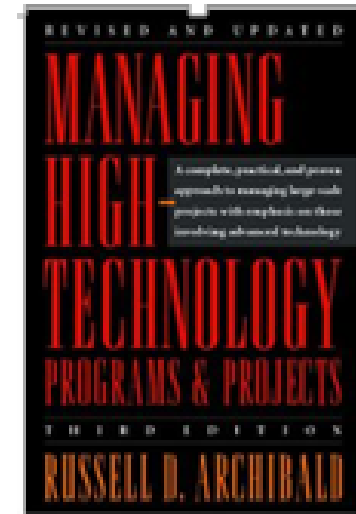
We can observe the occurrence of Committees at all maturity levels. The highest percentual values are, as expected, at the upper levels (3 and 4). Implementing the use of committees is not an easy task and their use seems to be consolidating as the maturity of the area (or sector or Department) increases.

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
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Darci Prado is *FALCONI* consulting partner. Graduated in Chemical Engineering from UFMG, post-graduate in Economic Engineering from Fundação Dom Cabral and doctor from UNICAMP. He participated in the founding of PMI chapters in Minas Gerais and Paraná and was member of the PMI-MG Board of Directors between 1998-2002. He was president of the IPMA-BH Club between 2006 and 2008. He is the author of 11 books about project management. He developed the MEPCP methodology, the MMGP maturity model and the SISGEP software. He conducts a maturity survey on PM since 2005. Lately, he has worked internally with the *FALCONI* presidency, helping with strategic planning and project implementation.



Warlei Agnelo de Oliveira Warlei Agnelo de Oliveira is a Customer Relationship Engineer at the Commercial Department of Gasmig - Cia. de Gás de Minas Gerais for 8 years, focusing on generation, cogeneration and air conditioning solutions. Previously, he was an Advisor to the Department of Transport and Public Works of the State of Minas Gerais and Manager of the Structuring Project “Metrô de Belo Horizonte” by Metrominas. He was also a senior consultant at FDG/INDG (Current Falconi). Graduated in Civil Engineering with an MBA in Project Management from FGV and a Masters in Administration, he has the Orange Belt certification from ILL and was a professor of the Engineering and Technologists Courses at the UNA University Center in Belo Horizonte for 10 years..



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PUBLISIHING

Partnership with several entities

REPORTS

See author's name in each report

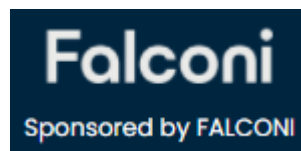
GENERAL SUPPORT

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Thanks

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 - IPMA-Br
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THE END