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How to cite this thesis
A case study of project management maturity within a banking project office

A Minor Dissertation Submitted in Partial Fulfilment of the Degree of

MAGISTER INGENERIAE
In
ENGINEERING MANAGEMENT
At the
FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT
At the
UNIVERSITY of JOHANNESBURG

By
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August 2015

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CO-SUPERVISOR: Mrs L. Newbie
Acknowledgements

The author would first and foremost devout, praise and thank the Lord, our God, for providing the author with the strength, mind and mentality in order to perform this minor dissertation. Without the mentioned, neither the Bachelor’s Degree in Civil Engineering, nor this Master’s Degree in Engineering Management would have been possible.

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Lastly, but in no sense less important, an acknowledgement is required to all the contributors to this minor dissertation. Thank you to all the project managers, and other members of the project office.
Abstract

The purpose of this minor dissertation is to assess the maturity level of project management within a banking sector project office. The investigation has been narrowed to the author’s own division of work within the banking organisation in order to help with devising means to assist with the project management office. This project management office was setup in late 2009 and is thus a relatively new addition to the division. This banking sector project office has never been reviewed in terms of its project management maturity.

An understanding of the operational aspects of the banking sector project management office is required in order to ascertain the level of project management maturity.

A brief description is given, within this document, of the banking sector project office team, as well as the associated roles and responsibilities. An overview is also given with regards to the project sizes, project lifecycles, as well as the required documentation.

There are various methods available to determine the project management maturity level, such as: Capability Maturity Model Integration, Portfolio, Programme and Project Management Maturity Model, and Kerzner Project Management Maturity Model. The mentioned project management maturity models will be investigated and discussed.

The PRINCE2 method is chosen as the method to determine the project management maturity level of the project management office. This method is broken down into assessable sections, where each section is then dealt with in terms of a questionnaire.

The results of the questionnaire are combined and analysed. The statistical data is then utilised to determine the level of project management maturity of the banking sector project office.

The outcome of the study concluded that the project management office achieved a level 2 of project management maturity, according to the PRINCE2 methodology.
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<table>
<thead>
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<th>Abbreviation</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA</td>
<td>Business Analyst</td>
</tr>
<tr>
<td>BRS</td>
<td>Business Requirement Specification</td>
</tr>
<tr>
<td>CMMI</td>
<td>Capability Maturity Model Integration</td>
</tr>
<tr>
<td>FRS</td>
<td>Functional Requirement Specification</td>
</tr>
<tr>
<td>KPM³</td>
<td>Kerzner Project management Maturity Model Assessment</td>
</tr>
<tr>
<td>OPM3</td>
<td>Organisational Project management Maturity Model</td>
</tr>
<tr>
<td>P3M3</td>
<td>Portfolio, Programme and Project management Maturity Model</td>
</tr>
<tr>
<td>PA</td>
<td>Project Administrator</td>
</tr>
<tr>
<td>PM</td>
<td>Project Manager or Project Management</td>
</tr>
<tr>
<td>PMBOK</td>
<td>Project Management Body of Knowledge</td>
</tr>
<tr>
<td>PMI</td>
<td>Project Management Institute</td>
</tr>
<tr>
<td>PMM</td>
<td>Project Management Maturity</td>
</tr>
<tr>
<td>PMO</td>
<td>Project Management Office</td>
</tr>
<tr>
<td>PRINCE2</td>
<td>Projects IN Controlled Environments</td>
</tr>
<tr>
<td>SA</td>
<td>Systems Analyst</td>
</tr>
<tr>
<td>TA</td>
<td>Test Analyst</td>
</tr>
</tbody>
</table>
Chapter 1: Introduction to the Minor Dissertation

1.1. Problem Statement

The project management office mentioned throughout this minor dissertation was established in late 2009. Consequently, no benchmark assessment has been performed to determine the project management maturity level of the project management office. The purpose of this minor dissertation will be to determine the level of project management maturity within the project management office.

1.2. Objectives of the undertaken study

The minor dissertation has the following objectives:

- Provide insight to a project management office within the banking sector;
- Provide clarity on the methodology used for research;
- Specify the results arising from the undertaken research;
- Provide an interpretation of the mentioned results;
- Determine the project management maturity level of the project management office; and
- Suggest recommendations for to achieve an improved project management maturity level.

1.3. Introduction to project management in the banking sector

There are many attributes that are required before one can define a venture as a project. Firstly, the venture must be a once-off occurrence. The venture may not reoccur or be a periodic action. The effect of the venture must be unique (Project Management Institute, Inc., 2014). Thus, in accordance with the PMBOK, a project can be defined as a short-lived undertaking taken to create a unique product, service, or result (Project Management Institute, Inc., 2014).

Project management is a field that is often used in multiple professions. The field of project management is used to establish roles, responsibilities and a
singular common lifecycle that can be applied to all projects within an organisation. In the journal article titled, “Project maturity in organisations”, it is stated that the use of project management within organisations enhances the focus from a single project in order for the organisation to ensure that its goals are within reach (Anderson & Jessen, 2003). There are six reasons why a framework of project management is used:

- Consistency;
- Clarity;
- Collaboration;
- Continuity;
- Capability; and
- Communication (Naybour, 2013).

An organisation must be consistent with regards to the phases that projects go through. The use of a project management framework ensures that all projects are dealt with in a set of pre-defined phases. A project management framework adds control and precision to the execution of projects and adds value to the end user due to the achievement of milestones and deliverables over the course of the project (Project Management Institute, 2010).

A project must have a pre-defined set of goals that is required to be reached when the project has completed. If a project has unclear or ill-defined objectives; the scope of the project will be ambiguous to all parties working on the project. When all parties of the project are kept up to date there will be no confusion as to what is expected or the deliverables (Kerzner, 2010).

When a project encounters a problem all parties are informed with regards to the steps that are required to place the project back on schedule. By having a set framework for all projects, a set of defined goals; the involved parties will be able to collaborate when an issue arises (Binder, 2014).

The projects within an organisation are required to run on a continuous cycle. By allowing this continuity a learning curve will be developed. This learning curve will allow new members to the project team an opportunity to develop skills and the experienced members to strengthen and gather knowledge experience (Naybour, 2013).
When an organisation grows and is required to approach more complex and complicated ventures a project management framework will allow the process to break the venture into smaller, more manageable tasks. This is also called a programme. By breaking a project into smaller parts to form a programme; each member of the team can use their capabilities and expertise to solve a problem that will then solve the larger problem statement (Project Management Institute, 2004).

The greatest key to successful project management is communication. The art of successful communication is a difficult attribute for a project manager to acquire. The project manager liaises with a range of individuals and groups that have different backgrounds, different levels of knowledge, and different interests (Holland & Holland Enterprises, 2013).

Consequently, the means and magnitude of communication will also differ based on the size of the projects. Projects within the banking sector are differentiated based on the scale or size of the project. Change and Work Requests are used for relatively small projects, whilst Business and Functional Requirement Specifications, BRS/FRS, are used for larger projects. The following points discuss the size of the project and the appropriate document required to launch:

• Change Requests – Projects where minor tweaking or enhancements are required to existing systems or current projects that have been developed and necessitate new requirements;
• Work Request – Projects where minor inclusions are made to systems and changes to sequences or processes; and
• BRS/FRS-projects – Large scale projects where products are introduced to a new banking platform or a total new product offering.
1.4. The Banking Sector Project Office
The banking sector project office consists of members that have clear defined roles. The project management methodology used within the mentioned project management office is a mixture of the waterfall approach, agile and PRINCE2. The PRINCE2 is project management methodology that correlates the best to the functioning of the project management office.

A banking sector project office is built-up out of the following: Project Managers, Business Analysts, Systems Analyst, Test Analyst, and Project Administrators. The responsibilities of these individuals will be discussed in the following section, as part of the banking sector project team.

1.5. Members of a Banking Sector Project team
As with all project teams, the banking sector project team is built-up of members that have key roles and responsibilities. The table depicts the banking sector project team:

Table 1.1.: The project management office team

<table>
<thead>
<tr>
<th>Project Team Member:</th>
<th>Role:</th>
<th>Responsibilities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Analyst, BA</td>
<td>• Perform in-depth investigation of the problem; • Develop a solution to the problem; • Detail all requirements; • Detail rules; • Present to Business; and • Request sign-off.</td>
<td>• Initiation; • Investigation; • Proposed Solution; • Solution Presentation; • Sign-off; • Testing; and • Final Installation.</td>
</tr>
<tr>
<td>Project Manager, PM</td>
<td>• Determine the timelines of a project, dependent on the scope and size; • Liaise with the BA to ensure that the correct</td>
<td>• Determine Scope; • Schedule resources; • Communications; • Risk Management;</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibilities</td>
<td></td>
</tr>
<tr>
<td>------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| Project Administrator, PA          | • Initiation of projects;  
• Ensures that all documentation is in order;  
• Project Closure.                  |
| System Analyst, SA                 | • Ensures that the technicalities are in order.                                   |
| Test Analyst, TA                   | • Testing of the project during all the test phases.                              |

The banking sector project team is a close knit team for which communication is crucial. The goals, objectives or set outcomes will not realise when there is a lack of communication between the team members. Each team member
also has set roles and responsibilities that are required to adhere to. In the following section different project management maturity models will be discussed, as well as a choice made on the best model for use in the study.
Chapter 2: Literature Review

The project management office is a close knit team as can be seen in the previous section. The objective of this dissertation is to determine the level of project management maturity, as utilised within the banking sector project office. The project management office is still a very new establishment within the organisation, hence no investigation has been done yet to establish the maturity at which it operates. The purpose of this minor dissertation will be to establish the project management maturity level at which it operates.

2.1. What is project management maturity?

The term project management maturity signifies the radical approach to the development, methodology, tactics and making of decisions (Crawford, 2007). Factors that influence the level of project management maturity include the goals of the organisation, its strategies, capabilities of the resources, the scope of the projects, and the organisational needs (Project Management Solutions, 2012).

Furthermore, according to a journal article written by T. J. Cooke-Davis and A. Arzymanow, the Total Quality Management movement brought forth the concept of maturity. Total Quality Management is the application of statistical techniques in order to bring about maturity by reducing the variables and improving the performance (Cooke-Davis & Arzymanow, 2002).

If the organisation meets all the requirements and associated standards, only then will the organisation have reached its optimal level of project management maturity. The organisation will also have to improve on its ability to demonstrate on-time delivery of projects, a reduction of costs, efficiency, and an increase of profit making (Brooks & Clark, 2009).
2.2. Project management maturity models

There are various methods to determine the maturity of an organisation’s project management. The following list depicts the various methods that will be investigated:

- Capability Maturity Model Integration, or CMMI;
- Organisational Project management Maturity Model, or OPM3;
- Portfolio, Programme and Project management Maturity Model, or P3M3;
- PRojects IN Controlled Environments, or PRINCE2; and
- Kerzner Project management Maturity Model Assessment or KPM³.

Capability Maturity Model Integration, or CMMI, is a service aimed at the improvement, training, and appraisal managed and marketed by Carnegie Mellon University. This institution claims that this service can be applied to ensure improvements of projects, divisions, also across an entire organisation (CMMI Product Team, 2010).

The methodology of the CMMI is construed as follow, as per figure 2.1.:

1. Initial;
2. Repeatable;
3. Defined;
4. Quantitatively Managed; and
5. Optimisation.

The CMMI has three areas where a level of maturity is applied to: Development, Services, and Acquisition. The following diagram depicts the levels of maturity as utilised within the CCMI:
Organisational Project Management Maturity Model, or OPM3, is a standard utilised for the establishment of an assessment and development of capabilities not only in project management but also in program management, and portfolio management. This method of maturity assessment is also registered at the Project Management Institute, or PMI. The OPM3 has three dominating elements: Knowledge, Assessment, and Improvement (Project Management Institute, 2008). Through the utilisation of OPM3, an organisation will reap the following benefits:

- The outcomes of a project will become predictable, execution will be reliable and consistent, and also add to the success of the greater organisation. This is achieved by strengthening the link between strategic planning and execution;
- OPM3 also encompasses the organisational strategy implementation which is supportive by best practices; and
- Supply of the components of specific capabilities that make up the best practices (Project Management Institute, 2008).
Portfolio, Programme and Project Management Maturity Model, or P3M3, acts as a guide to establish the best practice for an organisation, or Project management office. P3M3 assists an organisation to transition from immature to a mature state by allowing the organisation to progress through a series of levels. This progression is allowed by using P3M3 to score or assess the judging of projects, solution solving, and resolution of individual project issues. The P3M3 is applicable to activities that are applied across an organisation and within each project that is endeavoured within the organisation. It is imperative to note that a self-assessment option is available online and that this assessment also dictates what the maturity is of the organisation or Project management office (AXELOS Limited, 2013).

PRojects IN Controlled Environments or PRINCE2 is a method that is grounded on seven principles, seven themes, and seven processes. This method was derived from an earlier method named PROMPTII, and its predecessor PRINCE, developed in 1989. PRINCE2 was developed when it became known that there were applications of the method outside the IT environment (AXELOS Limited, 2013). The seven processes of PRINCE2 are as follow:

1. Project start;
2. Initiation of a project;
3. Directing of a project;
4. Project control through stages;
5. Establishment and regulation of stage boundaries;
6. Product delivery management; and

It is also imperative to note that there is specified documentation required throughout these phases. These documentary requirements are as follow:

- Project brief;
- Business case;
- Risk register;
- Quality register;
- Issues register;
The Kerzner Project Management Maturity Model Assessment, or KPM³, is a diagnostic method utilised to assess the level of Project management maturity within an organisation. The method outlines the strengths and weaknesses of the project management and then also portrays a methodology to mediate the weaknesses. As with the PRINCE2 maturity model, there is also an online assessment tool available for the KPM³ model. The following image depicts the basic flow of the KPM³ cycle (Kerzner, 2013).

Figure 2.2.: Kerzner Project Management Maturity Model (Kerzner, 2013)

The project management office uses a mix of the waterfall approach, agile and PRINCE2 project management methodologies. The items discussed under PRINCE2 strongly correlates to the project management office’s mixture of project management methodologies. There is also material readily available on the determination of project management maturity levels when the PRINCE2 methodology is used within a project management office.

The PRINCE2 model will be utilised to determine the level of project management maturity of the banking sector. In order to achieve the correct outcome, a good level of understanding will be needed of the PRINCE2 model (AXELOS Limited, 2013).
As mentioned previously, the PRINCE2 method consists of seven principles, seven themes, and seven procedures. The seven principles of PRINCE2 will now be discussed.

The PRINCE2 method relies on processes, where within the principles and procedures are utilised. The following two listings hold the principles and themes utilised in the PRINCE2 model for maturity (AXELOS Limited, 2013).

These seven principles are as follow:

1. Continued business justification;
2. Learn from experience;
3. Defined roles and responsibilities;
4. Manage by stages;
5. Manage by exception;
6. Focus on products; and
7. Tailor suit to the project environment.

The seven themes discussed in the PRINCE2 methodology are:

1. Business case;
2. Organisation;
3. Quality;
4. Plans;
5. Risk;
6. Change; and

In view of the above the PRINCE2 model can be seen as a three-dimensional square consisting of 343 smaller squares, built-up from the seven processes, principles, and themes. Upon completion of this minor dissertation a point will be found in the 3D axis by the determined level of project management maturity in the banking sector.
Chapter 3: Research Methodology

3.1. PRINCE2

In order to determine the current project management maturity, this study will utilise the PRINCE2 model, as described above. In order to determine the maturity, a matrix structure will be utilised and investigated. The matrix will be three-dimensional and consist of the following:

1. X-axis:- Seven processes;
2. Y-axis:- Seven principles; and
3. Z-axis:- Seven themes.

The following is a depiction of the three-dimensional representation of the PRINCE2 model:

![3D representation of the PRINCE2 maturity model](image)

The PRINCE2 Maturity model is based on 5 levels:

- Level 1: Awareness of processes;
- Level 2: Repeatable processes;
• Level 3: Defined process;
• Level 4: Managed process; and
• Level 5: Optimised process.

3.2. Questionnaire details

In order to determine the respective scoring, a questionnaire will be used that is readily available on the Internet. This questionnaire determines the scoring levels for an organisation’s project management maturity. There are currently only five (5) project managers within the project management office. An example of the mentioned questionnaire can be found in Appendix A and the steps used to compile the method are shown in figure 3.2.

The questionnaire contains 9 questions. Questions 1 to 8 are multiple choice type questions, with 5 choices, where the questioned person is required to select the option that best describes their operational function under that theme.
The first question is themed to have relevance to the overall organisation. There are 5 available options for selection to determine the true reflection of the organisational portfolio, programme, and/or project management processes.

The second question is aimed at rating the management control within the project team. Management control is characterised by the leadership, direction, scope, stages, and review processes taken during the course of a project.

The third question indicates how benefits are acquired through the execution of a project. These benefits must be realised and be monitored, assessed, and ultimately approved by the impacted areas.

Financial management is the theme destined for the fourth question. Financial management includes the initial business case, decisions taken, and ultimately a correlation between the costs incurred and the achievable benefits.

One of the key dependencies of any project is themed in question 5: Stakeholder engagement. Stakeholder engagement is the communications that pass from project team to the stakeholder. This entails: communication planning, identification of the correct communication channels, and selection of the correct tactics.

The management of risk includes the management of positive and negative risks. Question 6 is aimed at selecting the current position with regards to risk management. Risk management should always be proactive, innovative, resolved in-line with company morals, minimised when negative, and maximised when positive.

All project management offices have governances to adhere to. Project governance manages all procedures and procedures for the start-up of a project to the closure of a project. Question 7 is themed for determination of the current project governance situation.

The penultimate question concerns resource management. As with any other project, resources require precise management to achieve the necessary effect. Resources must be managed in a way that is effective and efficient.
The final question also has 5 sub-questions, each with a yes or no answer. The questions asked are in accordance and particular to PRINCE2.

When the questionnaire has been completed by the project managers within the project management office, a qualitative assessment on the results will then be done. During this analysis the choices made for the questions will be compiled and evaluated to determine the relevant maturity for the theme. A 3D plot will also be attempted to correlate the project management office with regards to PRINCE2 themes, principles, and processes. On conclusion of the maturity results, methods will be investigated to enhance the maturity levels where needed.
Chapter 4: Results arising from the questionnaire

4.1. Compilation of questionnaire results

The purpose of this minor dissertation is to ascertain the level of project management maturity of the banking sector project office. This section of the minor dissertation will introduce the results of the questionnaire. The compilation will differ between the multiple-choice sections, questions 1 to 8, and question 9; being the yes and no questions. The multiple-choice questions will have a number assigned to it, as per the table below:

<table>
<thead>
<tr>
<th>Questionnaire Value:</th>
<th>Transcribed Value:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; level</td>
</tr>
<tr>
<td>B</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; level</td>
</tr>
<tr>
<td>C</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; level</td>
</tr>
<tr>
<td>D</td>
<td>4&lt;sup&gt;th&lt;/sup&gt; level</td>
</tr>
<tr>
<td>E</td>
<td>5&lt;sup&gt;th&lt;/sup&gt; level</td>
</tr>
</tbody>
</table>

For the compilation of question 9; a 1 will relate to a “Yes”, and a 0 will relate to a “No” in the five yes and no questions. The transcription of the questions will allow a tangible data analysis to be completed via a spreadsheet. The table below holds the data of the compiled results of the questionnaires:
Table 4.2.: The questionnaire results

<table>
<thead>
<tr>
<th>PM 1:</th>
<th>PM 2:</th>
<th>PM 3:</th>
<th>PM 4:</th>
<th>PM 5:</th>
<th>Ave. Score:</th>
<th>Level Achieved:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1:</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3,0/5,0</td>
</tr>
<tr>
<td>Q2:</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1,4/5,0</td>
</tr>
<tr>
<td>Q3:</td>
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<td>2</td>
<td>2</td>
<td>5</td>
<td>3,2/5,0</td>
<td>3,2/5,0</td>
</tr>
<tr>
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<td>2</td>
<td>2</td>
<td>1</td>
<td>1,6/5,0</td>
</tr>
<tr>
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<td>3</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>3,2/5,0</td>
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<td>3,4/5,0</td>
</tr>
<tr>
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<td>4</td>
<td>4</td>
<td>4</td>
<td>3,8/5,0</td>
</tr>
<tr>
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<td>2</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>3,0/5,0</td>
</tr>
<tr>
<td>Q9A:</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>% Y's is 100%</td>
</tr>
<tr>
<td>Q9B:</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>% Y's is 100%</td>
</tr>
<tr>
<td>Q9C:</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>% Y's is 100%</td>
</tr>
<tr>
<td>Q9D:</td>
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<td>0</td>
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<td>0</td>
<td>% Y's is 40%</td>
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<tr>
<td>Q9E:</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>% Y's is 100%</td>
</tr>
</tbody>
</table>

4.2. Results of the Questionnaire per question

4.2.1. Overall Organisation

Figure 4.1.: Results of Question 1 handling the overall organisation

The first section of the questionnaire deals with the perception that the Project Office has of the overall organisation, of which the results can be viewed in figure 4.1. The selections are summarised in the following list:
1. The documentation of processes is either poor or non-existent. The process to be followed is highly influenced by the event or personal preference. Additionally, the success of initiatives taken is on the ground of the individual and not on the organisational wide knowledge. If and when successes occur, the project has overrun both scheduling and budget. Little to no guidance is available, and even terminology is unstandardized.

2. The basic practices with regards to management are in place. Suitable training is also in place with key individuals who can demonstrate best practices to colleagues. Project initiatives are documented and performed as well as aligned to the specifications. With this choice the organisation as a whole still does not have sufficient measures to track successes. Inconsistencies include risk management, change management, and communications strategies.

3. Processes that relate to management and technical attributes are sufficiently documented, standardised and integrated within the overall organisation. A process group is established and process ownership has been established. Senior management is also consulted for the input and support. Individuals are also constantly up skilled. The deciding factor between this choice and the previous is the scope of standards, process descriptions, and procedures in place.

4. The behaviour has matured through the quantitative management of processes. The performance is based on the quantitative objectives that are in place for quality and process performance. Ultimately, the data collection is of intrinsic value to the organisation as a whole.

5. The organisation as a whole is focused on the optimisation of quantitative managed processes. These processes adhere to the business needs and exterior factors. Future amendments are foreseeable and capability for the predicted changes is aligned.
4.2.2. Management Control

The theme of the second section is the management control. In essence this question relates to the controls and measurements in place to ensure that a project remains on track. The results are displayed in figure 4.2. As mentioned in the questionnaire, along the duration of the project leadership and direction, scope, stages and review plays an integral part to management control. The synopsis of the Management selections is as follows:

1. PRINCE2 terminology is used only by some of the organisational members. Also, the terminology is not used consistently as all project managers have a different understanding of the terminology. Individual terminology preferences dominate the means of project conduct.

2. The organisation has grasped the project management concept. Localised experts are present and working on key projects.

3. The project lifecycle is well defined and documented as per PRINCE2. This approach is also followed across all projects.

4. The change brought by the project is achieved via PRINCE2. The improvement of delivery is managed within the project environment and accurately measured and analysed.
5. The change objectives within the organisation are managed by means of PRINCE2. Evidence of improvement is continual and project management is accepted as the optimal approach for change delivery.
4.2.3. Benefits Management

Benefits management is the theme of discussion for the third section of the questionnaire, with the results in figure 4.3. The management of benefits is measures taken for the assurance that the desired outcomes have been defined, documented, and finally achieved. The means of benefits management must be clearly manageable and measured within the organisation.

The choices available under this section of the questionnaire can be summarised as follow:

1. The output of a project does not in all instances get acknowledged as a benefit;
2. Business cases are inclusive of benefits. Documentation is in place that dictates who is responsible for the benefits and the realisation thereof. The Benefits Review Plan is unlikely to be followed or inconsistent;
3. The realisation of benefits is centrally managed and consists of a framework for the definition and tracking thereof;

Figure 4.3.: Results of Question 3 handling the management of benefits
4. The PRINCE2 approach is used for embedding benefits management. The main focus here is to focus on performance delivery in terms of the project outputs; and

5. The management of benefits are part of the organisation’s approach. This approach forms part of the management of change and is developed as part of the organisational strategy. Benefits “biometrics” is in place to track the benefit realisation.

4.2.4. Financial Management

The fourth item for discussion is the financial management of projects. Financial management forms a key requirement of the business case and must thus be formally investigated. An input is also required from all the relevant departments that are impacted by the project. A substantial analysis is required for mapping of the business benefits that will be achieved versus the cost of the endeavour. The results are depicted in figure 4.4.

As in the precious results, a synopsis will now be tailored to place the scoring for this section into context:
1. Project expenditure is not fully accountable and lacks control at project level;
2. The business cases are produced but exist in various forms. There is however a lack of a standardised, well expedited business case. The overall project cost is not managed nor monitored;
3. Business case formats are centrally established and standardised. The project managers monitor the project cost.
4. The projects are prioritised across the organisation in terms of the best return to be expected. Other factors include resource scheduling, available funds etc.; and
5. The financial controls of projects are integrated with the organisation as well as project management.

4.2.5. Stakeholder Engagement

![Results of Question 5](image)

Figure 4.5.: Results of Question 5 handling the stakeholder engagement

As with all projects stakeholder engagement is of the essence and is the fifth topic for discussion as reflected in the questionnaire, with the results in figure 4.5. Project success is correlated to the involvement of the stakeholders. The level of technical and project understanding will vary per stakeholder.
Communication should always be based on the target audience. Stakeholder engagement includes the following: Communications planning, communication channels identification, and the techniques to acquire the objectives. Essentially, stakeholder engagement is a continuous process throughout the project lifecycle.

The following list serves as a synopsis of the available choices for stakeholder engagement:

1. Stakeholder engagement and communication is not always used by the project team as an element of the project delivery toolkit;
2. Stakeholders are communicated to, but more on a basis of personal initiative of the project manager. Therefore, a structured approach is omitted as part of the organisation;
3. Stakeholder engagement and communication is utilised within all project and is centrally managed;
4. Stakeholder engagement is analysed via sophisticated techniques. The forthcoming quantitative information is then utilised to access the effectiveness of the stakeholder engagement and communication; and
5. The project stakeholder environment is utilised as a base of knowledge for the optimisation of communications. This optimisation forms the base for continual improvement and the evidence thereof.
4.2.6. Risk Management

Risk is a certainty with any project, such as overrunning of cost, scope and budget. Risk management is of the essence. In essence, all organisational responses to risk must be positive. Positive risks should always be encouraged, whilst negative risks should be minimised. All risks should be efficiently managed throughout the project lifecycle. Figure 4.6 depicts the results for this section. The following list holds a summarised edition of the relevant options that were made available:

1. Risk management is minimal and does not contribute to projects as a benefit. Risks are identified, but no management takes place;
2. Risk management is utilised on projects and recognised, approaches to risk management are however inconsistent. This leads to non-conformed levels of commitment and effectiveness;
3. A centrally defined process exists with regards to the project risk management. This process is strongly aligned to the organisational policy to risk management;
4. Project risk management contributes to projects and is working alongside to deliver the project goals. The management of threats and exploitation of opportunities exists; and

5. The management of risk is embedded within the organisational culture and all decisions made, are made with the underlying risks involved. Continual improvement is evident.

4.2.7. Organisational Governance

![Results of Question 7](image)

Figure 4.7.: Results of Question 7 handling organisation governance

All projects must always be integrated with the direction of the organisation. The organisational direction determines the procedures to follow for the start-up and closure controls, as well as the lifecycle of the project. The organisational governance is the theme for the seventh part of the questionnaire. Organisational governance also guides application of controls, standards, and legislature as well as regulatory framework. Figure 4.7 depicts the questionnaire’s outcome for this section. The following list contains summarised versions of the available options:

1. An informal form of governance exists but is not in line with organisational governance;
2. Project management takes the form of the organisational perspective through the use of PRINCE2, however the governance controls are unclear;

3. Organisational controls are applied to both projects as well as the decision making throughout the project lifecycle. There is also a link to organisational governance;

4. The processes concerning decision making is clearly aligned and adopts with the organisational governance with ease; and

5. The arrangement of project governance is seen as an element of organisational governance. Reporting lines to the Executive board level are demonstrated, alongside clear ownership and responsibilities. Continual improvement is evident this maturity level.

4.2.8. Resource Management

The act of resource management encompasses all necessary resources that are required for the delivery of a project. Resource management is the set theme for the penultimate section of the questionnaire. Project resources include the following: Human resources, buildings, equipment, supplies,
information, tools, and support teams. Resource management is the key tool to the effective and efficient management of resources. However, projects should also be carefully planned and prioritised to ensure that pre-requisite requirements are implemented. The results for this section are depicted in figure 4.8. The following list contains the synopsis of options selectable:

1. The idea of resource management is recognised within the organisation, but little to no evidence exists;
2. The deployment of resources occurs across the organisation, where individual projects have the approach to the acquisition of resources, and the planning and management of resources. Consistency is however lacking;
3. A set of centrally defined and adopted management procedures and processes for the acquisition, plan, and management of a project is applied throughout the organisation;
4. The required resource management of project is studied at a tactical level within the organisation. Management of resource capacity is evident throughout the project lifecycle; and
5. Deployment of resources occurs optimally. Resource load is also well balanced and used effectively internally as well as externally across all projects. Continual improvement is evident.
4.2.9. Questionnaire General Question

Table 4.3.: Results of Question 9 handling general questions

<table>
<thead>
<tr>
<th></th>
<th>Q9A:</th>
<th>Q9B:</th>
<th>Q9C:</th>
<th>Q9D:</th>
<th>Q9E:</th>
</tr>
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<tbody>
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</tr>
<tr>
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<td>Yes</td>
<td>Yes</td>
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<tr>
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<td>No</td>
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<tr>
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</tr>
<tr>
<td>% Yes</td>
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<td>100</td>
<td>40</td>
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<td>0</td>
<td>60</td>
<td>0</td>
</tr>
</tbody>
</table>

The final question in the questionnaire has a general theme with regards to the PRINCE2 method. The results of the general questions can be seen in figure 4.9. The questioned project managers had to answer yes or no to the questions. The following list contains a summarised version of the questions asked:

a. Are projects recognised and run differently from standard business within the organisation?

b. Is PRINCE2 adopted by the organisation but the underlying methods are applied inconsistently across the undertaken projects within the organisation?

c. Is PRINCE2 adopted by the organisation and the underlying methods are aligned to the processes that are kept on an organisational level in conjunction with tailoring to individual projects?

d. Are measurements on the PRINCE2 take-on taken continuously to ensure that project management performance is achieved and maintained as well as establishing a prediction into future performance?
e. Has the organisation undertaken a continuous approach to improvement, i.e. Reacting proactively to arising problems alongside technology management?

The results given in this section will be interpreted in Chapter 5.
Chapter 5: Interpretation of questionnaire results

The goal of this minor dissertation is to determine the project management maturity level of the banking sector project office in question. In this section the project management maturity level will now be obtained from the results as in Chapter 4. The interpretation will be given as per the sections of the PRINCE2 questionnaire, being:

- Overall organisation;
- Management control;
- Benefits management;
- Financial management;
- Stakeholder engagement;
- Risk management;
- Organisational governance; and
- Resource management.

5.1. Overall organisation

The results of the initial question set strongly correlate to number three in the question list. Currently, the organisation documents all management and technical processes that are required or to be amended for the project. The ownership for the process does exist and a centralised team has been established that maintains the processes on an organisational level. Senior management is involved with regards to key decision taking required and training is also facilitated to the impacted users.

During training the impacted users received the updated processes and procedures to be followed, as well as a view of changes to be made. The organisation is lacking on a qualitative assessment from the end-user post implementation. Impact on processes are managed proactively and tailored to suit the requirements of the projects.
5.2. Management Control
The results of the questionnaire indicate that the overall feeling for the current management control is between levels 1 and 2. One could therefore deduce that the following will hold truth to the current situation:

- Project management terminology is contained and used only amongst certain individuals;
- Terminology that is specific to project management is not used consistently, as the terms are not understood by all project parties; and
- Projects are performed and managed in accordance to the preferences of the individual and not of the organisation.

5.3. Benefits Management
The benefits management section of the questionnaire resulted in a score at the lower end between levels 3 & 4. This illustrates that the concepts of benefit management is recognised and in some instances set apart from project outputs. The business cases are inclusive of the potential benefits. The benefits are also well documented and a plan is in place to ensure that the benefits are achievable. The following items are however lacking:

- A framework for the central management and consistent definition of benefits; as well as the tracking thereof;
- The PRINCE2 method comprises benefits management and the focus on project outputs and consequent benefits are focused upon; and
- The organisational approach encompasses benefits management and forms part of the organisational strategy. Continual improvement is existent and the performance of the business is linked to the realisation of benefits.
5.4. **Financial Management**

This aspect of the questionnaire received a second lowest score of 1.6 out of 5.0. The financial management of projects are ill defined and will have to be enhanced to a great extent.

5.5. **Stakeholder engagement**

The stakeholder engagement achieved a level scoring of 3.2. The stakeholder engagement and is thus best described by the following:

- Stakeholder engagement and communication forms part of the delivery toolkit for projects and is utilised in each project;
- Stakeholders are engaged and communicated to by the project managers within the structured approach of the organisation; and
- The stakeholder engagement is centrally managed and consistently applied across all project.

5.6. **Risk Management**

The results from the questionnaire resulted in a level of 3.4 out of 5.0. This scoring correlates to the following:

- Risk management is in place but underutilised;
- The inherent project risks are identified but is not fully managed, or the management styles applied is not aligned to the organisational approach to risk management; and
- The project risk is not fully aligned to the organisational risk policy and the management is inconsistent.

5.7. **Organisational Governance**

The questionnaire resulted in a level of 3.8 for Organisation Governance. Thus, the project managers questioned are performing the following organisational governance:

- Organisational governance exists;
• Project management forms part of the organisational goals to be achieved; and
• Organisational controls are applied consistently to all key project decision-making.

5.8. Resource Management
The project office scored a level of 3.0 for resource management. The following is evident for the project with regards to resource management:
• The need to manage resources throughout the organisation is recognised for the successful delivery of projects;
• Deployment of resources occurs throughout the whole organisation; and
• Procedures and processes with regards to the management of resources are centrally defined and applied throughout the organisation.

5.9. General Questions
The interpretation of the results from the final section of the questionnaire will be discussed per question. All the questioned project managers answered that the organisation recognises projects and partakes the endeavours differently than normal operational business.

Question A asks the person answering the person if projects are run differently from day-to-day business. All the project managers answered that projects are indeed ran differently than business.

Questions B and C are inverse questions to each other; both questions were also answered positively by the project managers. This reaction to the questions implies that the project managers feel uncertain about the uptake on PRINCE2 methodology. The PRINCE2 methodology is inconsistently applied across the organisation, but is aligned to the processes within the organisation and is tailor made to suit the individual projects.
In question D the project managers indicated that there are little measures in place for measurements in PRINCE2 performance and quality management. With the mentioned aspects not in place there will not be any insight into future performance.

In the final question the project managers indicated that the organisation is striving for continuous improvement. The organisation also has a proactive approach to problem resolution. The organisation also shows performance over time and is continuously optimising processes.

The only improvement that is evident from this final part of the questionnaire is that the organisation must apply PRINCE2 more consistently across project undertaken.

The table below has been constructed from the average results of the individual questions as per the questionnaire. The scoring for each point is out of a maximum score of 5.

Table 5.1.: Correlation of results to the PRINCE2 matrix.

<table>
<thead>
<tr>
<th></th>
<th>Business Justification</th>
<th>Learn from experience</th>
<th>Roles and Responsibilities</th>
<th>Exception Managed</th>
<th>Product Focussed</th>
<th>Process Focussed</th>
<th>Tailored to Environment</th>
</tr>
</thead>
<tbody>
<tr>
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<td>2</td>
<td>2</td>
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<tr>
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<td>3</td>
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<tr>
<td>Progress</td>
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<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

When the results of table 5.1. is extrapolated over the project lifecycle a full view of the matrix, in figure 5.1., can be seen.
Figure 5.1.: Depiction of results as described in figure 3.1.

Figure 5.1. justifies that the project management office has a low project management maturity level. The project management office has to follow guidelines that follow in a latter section of this document.

The project management maturity level, PMML, can thus be calculated as follow:

\[
PMML = \frac{\sum_{t=1}^{9} X_{\text{maturity level}}}{9} = \frac{3 + 1 + 3 + 1 + 3 + 3 + 3 + 3}{9} = \frac{20}{9} \approx 2.222 \approx \text{Level 2}
\]
Chapter 6: Recommendations to be considered for improvement on project management maturity level

The purpose of this minor dissertation is to establish the level of project management maturity of the banking sector project office in question. Following from the previous section where the results of the questionnaire were perused it will now be prudent to discuss means on how the project office can improve the level of project management maturity.

6.1. Overall organisation

The project office is currently lacking a qualitative assessment from the end user after the implementation of the project. The following actions can be taken to improve the management of procedures and processes throughout the organisation as a whole:

1. Introduction of peer reviews on project implementation, change management, procedure changes, and process changes;
2. Initialising the quantitative management of processes;
3. Enhancing the skills of the project team to notice impacting factors relating to processes with regards to future business needs;
4. The project team to gain knowledge with regards to processes and product offered in order to optimise business performance; and
5. Validation of project to ensure that it aligns to both the business and overall organisational strategies.

6.2. Management Control

The project office is currently managing project more based on an individualistic mean of the project manager. It is also imperative to note that project management terms used are not fully understood or grasped by all. The following items can be considered to improve scoring for the management of control:

1. Conduct a workshop for initiate discussions of project management terms and the meaning thereof. This will assist that PRINCE2 terminology is used more uniformly and in the correct context.
2. Means to unify project management styles must be investigated in order to a uniform project management style that relates to PRINCE2 across the organisation; and

3. A session must be conducted at the hand-over stage of a project. During this session items must be discussed that were improved upon, how the items were improved, and how the items might be improved upon further.

6.3. Benefits Management
The project management office clearly grasps the concept of benefit management and it is also differentiated between benefits and project outputs. The potential benefits are included in the business case and well documented. The following list will contain items that will enable a further improvement, if used in conjunction with the before mentioned list:

1. The PRINCE2 approach must be followed where benefits management is embedded within the approach and within the organisational approach;
2. The focus must be on the delivery of business performance through the achieved project outputs;
3. The performance finally achieved via the project outputs must be quantified and analysed;
4. Benefits management must be assessed as part of the organisational strategy development;
5. Benefits realisation, business performance and project outputs must be interlinked; and
6. Continual improvement must be evident.

6.4. Financial Management
The project office in question is not fully involved with the financial management of a project but it might deem beneficial for project office involvement for tracking of costs and resources. The following items must be followed for enablement of financial management:

1. Monitor the overall cost of a project, and fully account for each expense;
2. Preparation of business cases to determine the business benefit versus the project projected cost; and
3. Utilisation of cost estimation methods at project level that are constantly reviewed.

6.5. Stakeholder engagement
The project office engages stakeholders effectively but there is still room for further improvement. This improvement can be achieved by following aspects as stated below:

1. Development of techniques to assess the stakeholder engagement and communication in order to engage the stakeholder effectively; and
2. Initiate a continual improvement program with regards to effective stakeholder engagement and communication usage by means of building up from the stakeholder engagement environment.

6.6. Risk Management
Risk management is average within the project office. The project office will have to consider the following actions if an improvement in maturity level is sought:

1. The opportunities of positive risk must be managed, whilst negative risk must be aggregated;
2. There must be evidence of visible risk management;
3. Risk management must be aligned to the organisational culture and must support all key decisions made; and
4. Continual improvement must be made.

6.7. Organisational Governance
The project office has scored a good level of maturity in organisational governance. In order for the project team to achieve a higher level of maturity for organisational governance, the following items may be reviewed:

1. Project decision making should be clearly aligned, as well as integrated to organisational governance;
2. The roles and responsibilities associated with project management must be embedded within the organisational governance;
3. Reporting lines to the Executive board must be clearly defined to ensure that arranged governance of projects form part of organisational control; and
4. Continual improvement must be evident.

6.8. Resource Management
The project office has achieved an average level of maturity for the management of resources. The project team will have to consider the following aspects in order to achieve an improved scoring for the resource management applied:

1. Resource management must be considered to occur at a tactical level of decision making;
2. Evidence must be provided for the management of resource capacity throughout the project lifecycle to ensure that the project goals are achieved;
3. Resources must be utilised in a concise and efficient manner;
4. Resource load balancing must occur internally and externally; and
5. Evidence of continual improvement must be documented.

6.9. Overall results interpretation summary
The project management office in question faired below the average with the mentioned questionnaire. For the multiple choice sections one to eight the PMO scored a maturity of level 2 maturity. The PMO in question has been established late 2009, when the division broke away from the corporate entity division of the organisation. The items mentioned in this recommendations section will result in noticeable improvements for future maturity.
Chapter 7: Conclusion

The assessment to determine the project management maturity of the project management office in question has been conducted successfully. Given the age of the project office has a low level of project management maturity. The project management office in question achieved a level 2 project management maturity. Hence, this minor dissertation has answered the problem statement of successfully in identifying the level of project management of the project management office in question. There are factors that the project management office that will have to take in account if a higher level of maturity is wished to be achieved. The following section will speak to the items that should be in-place for maturity growth.

7.1. The overall Organisation:
The organisation as a whole must strive towards the following:

1. Peer review introduction on the following:
   a. Implementation of projects;
   b. Management of change;
   c. Changes to procedures; and
   d. Changes to processes;
2. Introduce the quantitative management of processes;
3. Enhancement of the project management office team members skills to ensure that future business needs will be solved to satisfaction;
4. Ensure that the project management office team understands the processes and products of the business unit; and
5. Validation of project to ensure that the projects align to the organisational and business unit plans.

7.2. Management Control:
The project office team has to be more involved with the following aspects to ensure that projects are management coherently:
1. Assurance that the project management office team utilises the same terms, in the correct meaning;
2. Unify the different styles of project management to ensure that projects are managed uniformly; and
3. Conduct of a formal hand-over when a project has been completed.

7.3. Benefits Management:
Benefits must be managed to ensure that the desired outcomes have been achieved. The project management office has to look at the following attributes to improve maturity:
1. Benefits management must form part of the project management approach utilised within the business unit and the overall organisation;
2. Focus must be put on the delivery of performance through the achieved outputs of a project;
3. Assessment of performance is crucial and must form part of the organisation’s strategy; and
4. The realisation of benefits, business performance and output of projects must be interlinked.

7.4. Financial Management:
The project management office must implement the following measures to start off financial management:
1. Monitor the overall cost of a project, and fully account for each expense;
2. Preparation of Business Cases to determine the business benefit versus the project projected cost; and
3. Utilisation of cost estimation methods at project level that are constantly reviewed.
7.5. **Stakeholder Engagement:**
The involvement of stakeholders is crucial for any project. The Project management office must consider the following guidelines for the growth in maturity:

1. Technique development for assurance of stakeholder buy-in; and
2. Introduction of continual improvement to stakeholder engagement.

7.6. **Risk Management:**
Project management office has to ensure that the following aspects concerning risk management are implemented:

1. Management of both positive and negative risk;
2. Enhance the visibility of risk management; and
3. Alignment between risk management, the organisational culture, and key decisions.

7.7. **Organisational Governance:**
The management of each project must tie in with the governance on an organisational level. The project management office must consider the following items with regards to organisational governance:

1. Decision making should be aligned to the governance;
2. The roles and responsibilities should be embedded within the organisational governance; and
3. Lines of reporting to the Executive board must be clearly defined.

7.8. **Resource Management:**
The project management office should consider the following with regards to resource management:

1. Resources should be managed at a tactical level throughout the organisational in order to delivery projects more successfully;
2. Efficient management of resources must be evident;
3. Resources must be deployed optimally; and
4. The loading on resources must be based on the external and internal projects.

7.9. General
The project management office should investigate and ensure that measures are in-place for quality assessment. This will ensure that performance can be measured and that efficiency is achieved.
Bibliography


An assessment of the Project management Maturity of the Project Office.

The following questionnaire will assist in a study for my final dissertation of my master’s degree in Engineering Management. Kindly assist me in obtaining the critical data required to complete a study that will determine our Project management maturity, as well as identify key areas that we can improve on. Kindly complete the following 9 questions. I will come and collect the results. I will liaise with the required parties in order to fine-tune our Project management office, Project Lifecycle, Procedures, and Documentation.

Kind Regards;
Martin F. Dorfling.

FOR OFFICE USE ONLY:
Project Manager Name: __________________________________________________________________________

| Choice made for Question 1: | A | B | C | D | E |
| Choice made for Question 2: | A | B | C | D | E |
| Choice made for Question 3: | A | B | C | D | E |
| Choice made for Question 4: | A | B | C | D | E |
| Choice made for Question 5: | A | B | C | D | E |
| Choice made for Question 6: | A | B | C | D | E |
| Choice made for Question 7: | A | B | C | D | E |
| Choice made for Question 8: | A | B | C | D | E |
| Answers for Question 9: | A | B | C | D | E |
| Y | N | Y | N | Y | N | Y | N |
Question 1 – Overall Organisation:

This question will deal with the overall organisational maturity. The aim in the answering of this question is to determine which of the five descriptions is a true reflection of the portfolio, programme and/or project management processes. Kindly make a suitable choice, held in the list below:

Our organisation is best described by:

A. Processes are not usually documented; there are no, or only a few, process descriptions. Actual practice is determined by events or individual preferences, and performance is variable. Successful initiatives are often based on key individuals’ competencies rather than organization-wide knowledge and capability and the organisation is unable to repeat past successes consistently. Such “successes” are often achieved with budget and/or schedule overruns. Processes are undeveloped or incomplete. There is little, if any, guidance or supporting documentation, and even terminology may not be standardised across the organisation – e.g. Business case, risk, issues, etc. May not be interpreted in the same way by all managers and team members.

B. The organisation is able to demonstrate that basic management practices have been established – e.g. Tracking expenditure and scheduling resources – and that processes are developing. There are key individuals who have had suitable training and who can demonstrate a successful track record and through them, the organisation is capable of repeating earlier successes in the future. Initiatives are performed and managed according to their documented plans; project status and delivery is visible to management at defined points, such as on reaching major milestones.

The organization may still have inadequate measures of success; unclear responsibilities for achievement; ambiguity and inconsistency in business objectives; lack of fully integrated risk management; limited experience in change management; and inadequacies in communications strategy.

C. Management and technical processes are documented, standardized and integrated to some extent with other business processes. There is likely to be process ownership and an established process group with responsibility for maintaining consistency and delivering process improvements across the organization. Senior management are engaged consistently and provide active and informed support. There is likely to be an established training program to develop the skills and knowledge of individuals so they can more readily perform their designated roles. A key aspect of quality management will be the widespread use of peer reviews of identified products, to better understand how processes can be improved and thereby eliminate possible weaknesses. A key distinction between this and the previous level description is the scope of standards, process descriptions and procedures. Processes will be managed more proactively and the
standard processes can be tailored to suit specific circumstances, in accordance with explicit guidelines.

D. The organization demonstrates mature behaviour through defined processes that are quantitatively managed – i.e. Controlled using metrics and quantitative techniques. There is good evidence of quantitative objectives for quality and process performance, and these are being used as criteria in managing processes. The measurement data collected is contributing towards the organization’s overall performance measurement framework and facilitates portfolio analysis and ascertaining the current capacity and capability constraints. Top management are proactively seeking out innovative ways to achieve goals. Using metrics, management can effectively control processes and identify ways to adjust and adapt them to particular initiatives without loss of quality.

E. The organization is focused on optimization of its quantitatively managed processes to take into account changing business needs and external factors. It is able to anticipate future capacity demands and capability requirements to meet delivery challenges – e.g. Through portfolio analysis. Top managers are seen as exemplars, reinforcing the need and potential for capability and performance improvement. The knowledge gained by the organization from its process and product metrics will enable it to understand causes of variation and therefore optimize its performance. The organization will be able to show that continuous process improvement is being enabled by quantitative feedback from its embedded processes and from validating innovative ideas and technologies. The organization will be able to demonstrate strong alignment of organizational objectives with business plans, and this will be cascaded down through scoping, sponsorship, commitment, planning, resource allocation, risk management and benefits realization.

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Question 2 – Management Control:

This question will cover the internal controls of the project and measures taken to ensure that it remains on track. Management control is characterised by clear leadership and direction, scope, stages and review processes during the course of a project. Internal structures will align to achieve the characteristics and the main focus will be on corporate or programme management.

Kindly make a suitable choice, held in the list below:

Our management control is best described by:

A. PRINCE2 project management terminology is used by some members of the organization but not consistently and possibly not understood by all stakeholders. Projects will be conducted and managed according to individual preferences

B. The concept of project management will have been grasped by the organisation, and there may be local experts, such as experienced PRINCE2 project managers, working on key projects.

C. PRINCE2 provides the centrally defined and documented approach to a project management life cycle and controls, and it is applied in all projects by capable staff that support project teams.

D. PRINCE2 project management is seen as a key tool for the delivery mechanism of change. Within the project environment the focus is on improvement of delivery through measurement and analysis of performance.

E. Management controls ensure that the PRINCE2 project approach delivers the change objectives of the organization. Acceptance of project management as the optimal approach to change delivery is organization-wide. There will be evidence of continual improvement.

Choice made for Question 2: A, B, C, D, E
Question 3 – Benefits Management:

Benefits management is a process that is utilised to ensure that the desired outcomes have been defined and is clearly measureable. These outcomes must ultimately realise through a structured approach, with full organisational ownership. Benefits should also be monitored, assessed and approved by the areas that have requested the desired outcomes and will deliver the benefits. All benefits should be owned, have a realisation plan, and be managed to ensure that they are reaped. The functioning of an organisation will show evidence of continual improvement.

Kindly make a suitable choice, held in the list below:

Our benefits management is best described by:

A. There is some recognition that the concept of benefits can be differentiated from project outputs.

B. Benefits are recognized as an element within project Business Cases. There may be a Benefits Review Plan documenting who is responsible for particular benefits and their realization, but this is unlikely to be followed through or consistent.

C. There is a centrally managed and consistent framework for defining and tracking the realization of benefits arising from project outputs.

D. Benefits management is embedded within the PRINCE2 approach and there is a focus on delivery of business performance from project outputs. Project performance metrics are collected and analysed.

E. Benefits management is embedded within the organizational approach to change and is assessed as part of the development of organizational strategy. Business performance metrics are linked to, and underpin, the recognition of benefits realization. There is evidence of continual improvement.

Choice made for Question 3: | A | B | C | D | E
**Question 4 – Financial Management:**

One of the key items required for a project is financials and should be focused on in initiation and control of projects. Financial management is required for the formal business case and a study is required if a project will result in a financial gain. Appropriate involvement is also required from the organisation's financial divisions. The Business Case will be at the core of decision-making during the project's lifecycle, and may be linked to other formal review stages. Evaluation of the cost vs. Benefits will also assist in project priority.

Kindly make a suitable choice, held in the list below:

Our financial management is best described by:

A. There is little or no financial control at project level. There is a lack of accountability and monitoring of project expenditure.

B. Project Business Cases are produced in various forms and the better and more formal cases will present the rationale on which to obtain organizational commitment to the project. Overall cost of the project is not monitored or fully accounted for.

C. There are centrally established standards for the preparation of Business Cases and processes for their management throughout the project life cycle. Project managers monitor costs and expenditure in accordance with organizational guidelines and procedures, with defined interfaces with other financial functions within the organization.

D. The organization is able to prioritize investment opportunities effectively in relation to the availability of funds and other resources. Project budgets are managed effectively and project performance against cost is monitored and compared.

E. Project financial controls are fully integrated with those of the organization. Cost estimation techniques used at the project level are continually reviewed in terms of actual versus estimate comparisons to improve estimation throughout the organization. There is evidence of continual improvement.

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**Question 5 – Stakeholder Engagement:**

The success of any project is intertwined with stakeholder engagement. Stakeholders have various levels of understanding of projects and technicalities and should be approached in an efficient method in order to achieve the desired outcome. Stakeholder engagement includes communications planning, identification of the correct communication channels, and the techniques required to achieve the objectives. Stakeholder engagement is a continuous process throughout the project’s lifecycle.

Kindly make a suitable choice, held in the list below:

Our approach to stakeholder engagement is best described by:

A. Stakeholder engagement and communication is rarely used by projects as an element of the delivery toolkit.

B. Projects will be communicated to stakeholders, but this is linked more to the personal initiative of project managers than to a structured approach being deployed by the organization.

C. There is a centrally managed and consistent approach to stakeholder engagement and communications used by all projects.

D. Sophisticated techniques are used to analyse and engage the project stakeholder environment effectively, and quantitative information is used to underpin the assessment of effectiveness.

E. Communications are being optimized from extensive knowledge of the project stakeholder environment, to enable the projects to achieve their objectives. There is evidence of continual improvement.

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**Question 6 – Risk Management:**

An organisation should also respond to risks in a positive manner. Risk management is a fine balance between opportunities and risks that present themselves during the project lifecycle. The appropriate action taken will determine and hopefully eradicate the likelihood of the extent of the threat. Responses to risk should always be innovative and proactive, part of our FNB morals; it should also maximise opportunities and minimise threats.

Kindly make a suitable choice, held in the list below:

Our approach to risk management is best described by:

A. There is minimal evidence of risk management being used to any beneficial effect on projects. There may be evidence of risks being documented but little evidence of active management.

B. Risk management is recognized and used on projects, but there are inconsistent approaches, which result in different levels of commitment and effectiveness.

C. Project risk management is based on a centrally defined process that is cognizant of the organization’s policy for the management of risks and is used consistently.

D. Project risk management is working effectively, is embedded, and the value of risk management can be demonstrated. There is evidence of opportunity management and management of risk aggregation.

E. Risk management is embedded in the organizational culture and underpins all decision-making within projects. There is evidence of continual improvement.

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Question 7 – Organisational Governance:

The projects at hand should always tie in with the direction than an organisation is heading in. This direction determines the start-up and closure controls that are to be applied to projects and how the lifecycle is kept in the direction of the greater organisation. Organisational governance also oversees how other organisational controls are deployed, standards achieved, in terms of legislature and regulatory framework. Analysis of stakeholder engagement, how requirements are determined, design, and delivery of outcomes will also be considered.

Kindly make a suitable choice, held in the list below:

Our deliverance in terms of organisational governance is best described by:

A. Some informal governance of projects exists but has undefined links to broader organizational controls. Roles are unlikely to be formally defined.

B. Project management from an organizational perspective is beginning to take shape through the use of PRINCE2, but with ad hoc controls and no clear strategic control. Roles and responsibilities will be inconsistent, as will reporting lines.

C. Centrally defined organizational controls are applied consistently to all projects, with decision-making structures in place and linked to organizational governance.

D. There are clearly aligned project decision-making processes that adopt and integrate with broader organizational governance and which are transparent to those involved. Project management responsibilities are embedded within broader role descriptions.

E. The governance arrangements for projects are a core aspect of organizational control, with demonstrable reporting lines to Executive board level and with clear ownership and control responsibilities embedded within the organization. There is evidence of continual improvement.

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**Question 8 – Resource Management:**

Resource management covers all resources that are required for the delivery of a set of outcomes. The resources include: human resources, buildings, equipment, supplies, information, tools, and support teams. A key initiative due to resource management is to utilise the resources effectively and efficiently. Careful planning and prioritisation of outcomes required and of the projects at hand in the Project management office can achieve this.

Kindly make a suitable choice, held in the list below:

Our resource management is best described by:

A. There is some recognition within the organization of the need to manage resources effectively to enable successful delivery of projects, but little evidence of resource acquisition, planning or management.

B. Resources are being deployed across the organization and individual projects have an approach to resource acquisition, planning or management. However, there is little evidence of consistency of approach.

C. The organization has a centrally defined and adopted set of procedures and management processes for acquiring, planning and managing project resources.

D. Resource management for projects is considered at a strategic level within the organization. There is evidence of resource capacity management, through capacity planning, in order to meet project delivery needs.

E. Resources are deployed optimally. There is clear evidence of load balancing and the effective use of both internal and external resources across all projects. There is evidence of continual improvement.

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Question 9 – General Questions:
Kindly answer the following questions, by selecting Yes or No.

A. Does the organization recognize projects and run them differently from its on-going business? (Projects may be run informally with no standard process or tracking system).

B. Has the organization adopted PRINCE2 but allowed the method to be applied inconsistently across projects within the organization?

C. Has the organization adopted PRINCE2 and embedded it to align to other organizational processes, and can PRINCE2 be tailored to suit individual projects?

D. Does the organization obtain and retain specific measurements on its PRINCE2 project management performance and run a quality management organization to better predict future performance?

E. Does the organization undertake continuous process improvement with proactive problem and technology management for PRINCE2 projects in order to improve its ability to depict performance over time and optimize processes?

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