# 3M’s METRICS MATURITY MODEL

 **Level 1 Level II Level III**

 **Defining Metrics Searching**

 **value ORGANIZED for Delivery Value**

**Scope** Poor definition of Scope statement Defined project

**Management** in-scope or developed by requirements/in-scope

 out-of-scope items. Supply-side Project and out-of-scope items.

 Manager.

**Time** Project Teams are silo’d. Projects understand Project Managers are using

**Management** Not aware of team member their work order PMO for info source

 utilization. Position among all for delivery acceleration

 strategic projects. Opportunities and/or

 delivery delay threats

 among strategic projects.

**Resource** Resources are sought Resource Portfolio Resource utilization

**Management** as tasks begin. established. Rates known for

 Projects start late. Planned, ETC and

 Actual for 80% of

 Delivery resources.

**Communications** Standard reporting Periodic status Regular PM Community

**Management** process for project meetings; reports as status meetings to raise

 delivery status is requested by delivery visibility.

 not implemented. management.

**Risk** Risks not considered Top risks for active projects Top project delivery acceleration

**Management** outside of PM’s have been identified. opportunities and

 informal thought delivery threats are

 process. known.

**Quality** Project Teams do PMO Mentors Project team members

**Management** not understand who are available to are focused on helping

 Their customers are. help PM’s with each other achieve their

 Delivery questions. Project objectives.

**Cost** Costs not estimated Project Portfolio Project fiscal health

**Management** or tracked. PM does budget tracked for is tracked monthly.

 not receive project fiscal year. Total project portfolio cost

 reports. Costs relative to plan

 are known throughout

 the fiscal year.

**Procurement** Contracts reviewed Vendors/contractors Subcontractors establish

**Management** and signed by legal are managed to end interim milestones

 staff. dates only. and report if they are

 not met.

**Project** PM not involved in Projects managed PM assigned early

**Integration** project definition. on milestone in project identification

 reporting. process

# 3M’s METRIC MATURITY MODEL

 **Level IV Level V Level VI**

 **metrics community project teams**

 **maturity buy-in delivering on**

 **achieved established schedule 95%**

**Scope** Project scope dependencies Executive buy-in and Projects are completing

**Management** with other projects PM Community buy-in on schedule most of the

 are understood. exists. time.

**Time** All important projects Governance Board is Some projects are

**Management** are being tracked. All operational and responsible completing early.

 delivery resources for Project Portfolio

 utilization rates are tracked. delivery results.

 All Assets are known.

**Resource** Resource Portfolio Resource labor is Resource assignments

**Management** applied to plan electronically entered by are calibrated to project

 Project delivery dates. Resource. Portfolio through

 Resource portfolio.

**Communications** Project Managers Operational status is Operation Status Reports

**Management** understand the status published to Corporate reflecting delivery

 Of other projects in the Governance Board from results.

 Portfolio and how they the PMO.

 relate to their project.

**Risk** Contingency plans Risk management is Project teams are

**Management** are developed for normal part of status seizing delivery

 risks which can be reporting. opportunities.

 mitigated.

**Quality** Project Managers Metrics are established Metrics are collected

**Management** know who their that focus on project and analyzed on load

 Inter-project delivery benchmarks. leveling, skill impacts,

 Customers are.. etc.

**Cost** Project Managers are Project Vendors understand Project Teams are

**Management** accountable for meeting their impact on project managing their project

 Project budget. objectives. budget within 10%

 Of budget plan.

**Procurement** Contract changes are Project partnering is Subcontractors manage

**Management** managed and controlled a normal part of doing projects using same

 by project team business. system as company.

 manager.

**Project** Procedures developed Increased number of Planning process

**Integration** to manage changes, PMPs. A PMIS is being always balances scope,

 track performance used throughout life- schedule, and

 against planned. cycle. resources.

# 3M’S METRIC MATURITY MODEL

 **Level VII Level VIII**

 **Project teams Organization**

 **Calibrated w/portfolios delivering**

 **MORE PROJECTS IN FY**

**Scope** Project Teams are using their All strategic objectives

**Management** delivery knowledge of their of the organization are

 Environment to meet scope achieved in the FY.

 Requirements.

**Time** Everyone understands their Projects are completing

**Management** workload and how it on time worst case. 10% Relates to order of work. of projects are completing early.

**Resource** Team-based Resource utilization

**Management** performance process rates are optimized.

 has been

 implemented. .

**Communications** Resource utilization rates Communications reflect

**Management** are improving and in FY Strategic plan to key

 Alignment with Project stakeholders.

 Portfolios.

**Risk** Project delivery schedule Project teams are

**Management** changes based on impact of able to take advantage

 Other projects delivery efforts. Of delivery opportunities while avoiding delivery

 threats.

**Quality** Metrics are used to Delivery organizations **Management** predict delivery acceleration strive to improve their

 Opportunities and/or delivery threats. Processes and metrics

 searching for improved

 project delivery techniques.

**Cost** Actual costs of the Project Governance Board

**Management** Portfolio managed through actively reallocates

 Governance Board of the excess project budget to

 Project Portfolio. other project work.

**Procurement** Business partners are Vendors/contractors

**Management** integrated into project cannot be differentiated

 planning process and from corporate staff.

 use corporate procedures.

**Project** Project selection is PM Maturity is integrated

**Management** a formal process, with all other business

 adhered to by all processes and is continually business leaders. reviewed for improvement.