

Area \ Maturity Level	1 – Initial	2 – Repeatable	3 – Defined	4 – Measurable	5 – Optimizing
General level description	Project Management Office (PMO) is officially established, the projects are defined and project managers (PMs) are entitled, project schedules are established	PMO implements the projects with foreseeable timelines and budgets, but the result is highly dependent on PM's personality	Project lifecycle processes are defined (in written form), decisions regarding projects are made by a collegial body – Project Committee; Program Management is starting to emerge	Values for a standard result-, timing- and budget-based metrics set are measured weekly, deviations are calculated and forecast is established. Project portfolio is managed.	A formal process for updating the PMO approaches is established, resources are regularly assigned to it, project teams exchange experience regularly.
Processes – general	Processes are mostly chaotic	Processes are based on accumulated informal experience	Processes are based on documented procedures	Metrics are defined and used for the processes	Processes have optimization plans
Project management	Processes are mostly chaotic	The success of the project is highly dependent on PM's experience	The success of the project is based on established project management system, which is strictly observed	The successful rate for projects is higher because of quantitative metrics tracking for each project	A development plan for a project management process is established, the resources are allocated to it
Program management	Absent	Is mostly based on intuitive understanding of connections between the projects	Is based on programs planning and decision-making on the programs level; program managers are assigned	Summary reporting on the program is regularly generated (monthly, at least) based on data on individual projects in the following sections: timing, volumes, budgets, risks, problems, changes	A development plan for a program management process is established, the resources are allocated to it
Portfolio management	Absent	Is mostly based on intuitive understanding of the goals of the department and risks/effects of the projects implemented	Understanding of the effects/risks balance for the portfolio is based on the pre-agreed approach	Quantitative portfolio indicators are regularly updated based on the projects and programs included in it.	A development plan for a portfolio management process is established, the resources are allocated to it
People and competence	The understanding of the project management, including scope, timeline, budget management differs among PMs a lot; management for project risks, changes, problems is rare; managers with program/portfolio management competence are absent or not used in this role	PMs have understanding for project risks, changes and problems management, but it differs among PMs; managers with program/portfolio management competence start to emerge	The understanding for project management (as well as program/portfolio management) is the same among PMs based on trainings and certification according to one of the generally accepted project management approaches	Only certified PMs are allowed to act in this role	Development tasks regarding project management are defined for each PM, including transferring experience to colleagues and searching for more effective approaches
Systems	Task management systems are used, but not all the tasks can be found there	The systems are used for project and task management, but they are implemented not for all the projects	All the projects use standard tools and project documents	Project management systems allow you to obtain up-to-date information on the quantitative indicators of any project, program, portfolio at any time	A plan has been drawn up to refine systems to optimize project management, and resources are allocated for it
Organization	Project managers and the head of the project office are assigned	A Project Committee (PC) has been designated and meets regularly	The company's top management takes part in the work of the PC, which reviews projects, programs and a portfolio of projects	PC decisions are based primarily on quantitative indicators of projects, programs and portfolio	Работает BI-dashboard, который в режиме реального времени собирает для участников ПК данные по проектам, программам, портфелю
Communications	Project meetings are chaotic, results are not always recorded	Project meetings are often scheduled based on the project plan, but the results are not always recorded or in full or in different formats. Formal communication plan is used on some projects.	The results of all meetings on the project are recorded in full and in a single format.	For large projects, an external communications plan is drawn up in the context of: stakeholder / project document / means of communication	The project/program/portfolio agenda is included in the company's existing communications to notify stakeholders of the achievement of important results/milestones depending on the project
Performance management	Not formalized	Achievement of project results and deviation from budget of more than 20% is monitored	At each project/program/portfolio status, deviations in terms of time, budget, and volume are considered, but the numerical indicators do not always correspond to reality	For the status of each project/program/portfolio, a fact and forecast are calculated according to timeline, budget, volume	Data on the actual and forecast period, budget, volume of the project / program / portfolio are available in a single system at any time
PMO's strategic role	Implementation of individual initiatives, often projects are implemented outside the scope of PMO	Implementation of projects according to selected criteria, but not all projects are managed by a PMO or meet these criteria	Management of all initiatives defined as projects, as well as program and portfolio management that implement the strategic goals of the company	The data provided by the PMO is the basis for making strategic decisions in the company regarding current and future changes	The project office is present in the top management of the company and participates in the discussion of new initiatives along with business departments