



NEW OAKS  
CONSULTING

# PMO Assessment & Maturity Model

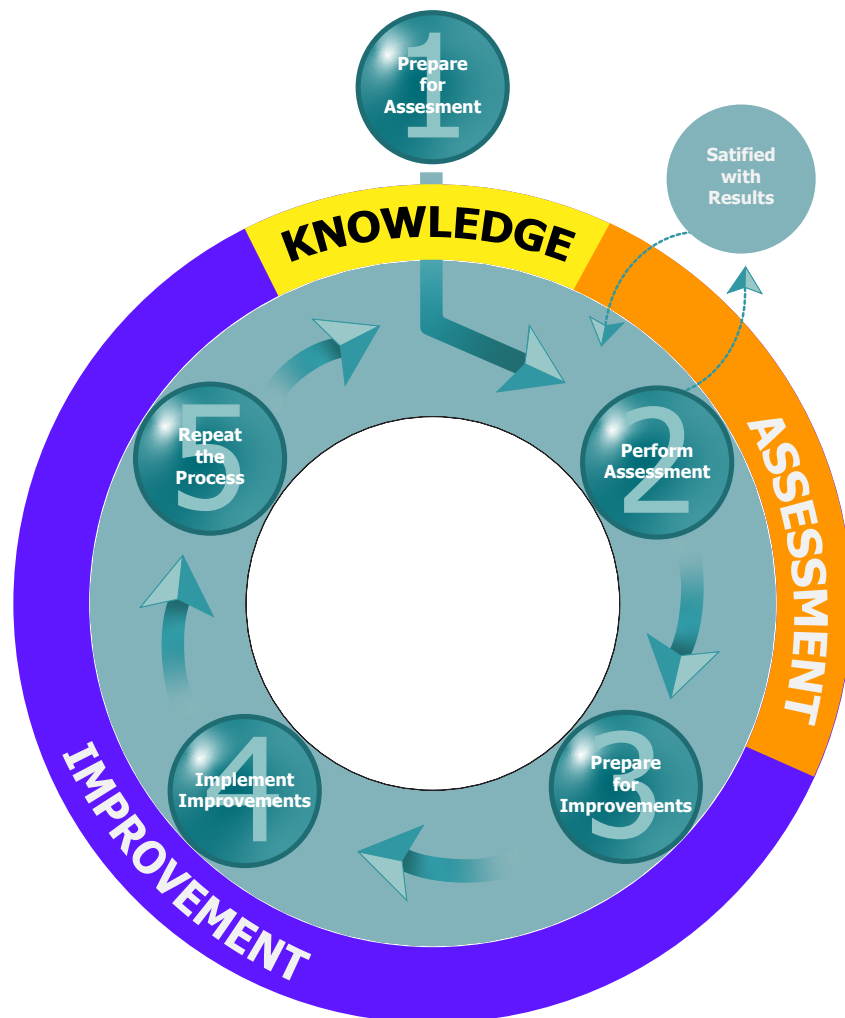
## INTRODUCTION

The PMO Assessment & Maturity Model is a structured diagnostic tool used to evaluate how effectively a Project Management Office enables strategy execution, value delivery, and organizational change. It provides leadership with a clear, fact-based view of current PMO performance, identifies capability gaps, and defines a practical roadmap to higher maturity and business impact.

## PURPOSE

- Determine how well the PMO supports strategic priorities, governance, and delivery outcomes
- Benchmark current capabilities against leading practices
- Prioritize targeted improvements that maximize ROI and execution confidence

## ASSESSMENT PROCESS



## ASSESSMENT FOCUS AREAS

The assessment focuses on three key areas: Portfolio Systems and Results, Project Systems and Results, and Organizational Enabler Systems and Results.

Portfolio assessment focuses on the systems in place to prioritize and choose which projects/programs best align with the organization's strategies and vision.

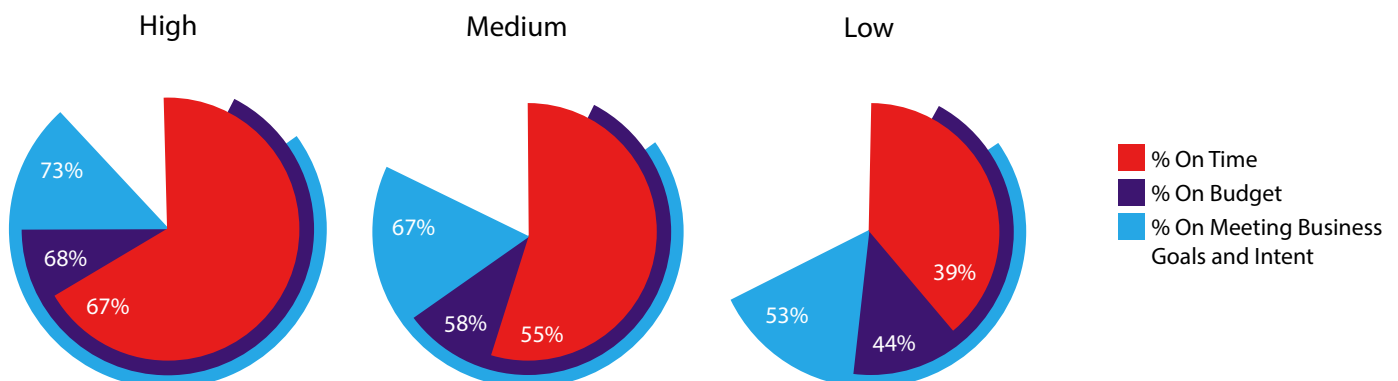
The assessment evaluates the PMO across key capability areas, typically including:

- Strategy Alignment – Portfolio alignment to business objectives and value realization
- Governance & Decision Rights – Clarity, consistency, and executive oversight
- Delivery Excellence – Predictability, quality, and benefits realization
- Processes & Standards – Fit-for-purpose methodologies and controls
- People & Skills – PM capability, capacity, and leadership maturity
- Tools & Data – Portfolio visibility, reporting, and insight quality
- Stakeholder Value – Business engagement, credibility, and outcomes

## MATURITY LEVELS

As your organization matures, the consistency of your results will improve. Based on PMI learnings, those organizations with more mature PMO organizations were able to get more sustainable results, as shown in the chart below, looking at KPI's like % On Time, % On Budget, and % Meeting Business Goals and Intent.

Source PMI 2012 Pulse of the Profession Survey. Results based on a survey of more than 1,000 project professionals conducted in late 2011.



## PMO CAPABILITY IS ASSESSED ACROSS PROGRESSIVE MATURITY STAGES:

- **Stage 1** - Systems in early phase of development with some documentation involved but not fully aligned or rolled out to the organization. Inconsistent practices, limited visibility, and reactive delivery.
- **Stage 2** - Systems in place, documented, and aligned with identified owners, and most organizations show that they are following the processes. Some measurement systems are in place to track system progress where applicable. Standard processes and governance established.
- **Stage 3** – Systems in place, documented, and aligned with identified owners. All organizations following system, improvements to system are obvious and systems demonstrating that they are getting the expected results over time. Data-driven decisions, predictable outcomes, and a focus on continuous improvement of the systems to drive sustained strategic value.

## KEY OUTPUTS

- **Objective maturity scorecard** by dimension
- **Executive insights** on risks, bottlenecks, and value leak/benefits
- **Benchmarking** against peer organizations
- **Prioritized improvement roadmap** with clear sequencing and benefits

## BUSINESS VALUE

- Improves **delivery predictability and transparency**
- Strengthens **executive decision-making**
- Accelerate **strategy execution**
- Positions the PMO as a **value-focused, trusted business partner**

## IN SHORT

The PMO Assessment & Maturity Model translates PMO capability into actionable insights, helping leaders move from project oversight to enterprise value delivery.